

Implementation and Actualization Five Work Cultural Values Ministry of Religion at State Islamic High School, Lumajang District

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ABSTRACT

Organizational culture will give birth to employee work culture in realizing organizational goals. In 2015 the Ministry of Religion has established five work cultural values as guidelines in the implementation of duties and obligations of employees. The five values of the work culture are integrity, professionalism, innovation, responsibility and exemplary. This research was conducted to determine the implementation and actualization of the five values of work culture at the Lumajang State Aliyah Madrasah. This type of research is descriptive qualitative with data collection through interviews and documentation studies. The results of the study show that the indicators of the five values of work culture have not been fully implemented by employees. Employees and teachers do not understand that since 2015 five work culture values have been launched. The indicator of refusing gratuity is not fully understood as a behavior that must be avoided. Indicators of timely implementation and completion of tasks have been carried out, but the submission or collection of assignments is waiting to be reminded. Indicators provide ideas, breakthroughs and solutions in an inspiring and strategic sense that are the responsibility of madrasah leaders and have not yet developed in employees.

Keywords: Work Culture, Islamic High School, Ministry of Religion.



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INTRODUCTION

Organizational work culture is a system that has been accepted together and is able to create an understanding among employees how to organization and its members should behave. Work culture in the organization will be born and grow because it is created and developed by employees who work in the organization, and accepted as values that must be maintained and passed on to each new employee. Therefore the organization needs a change in the work atmosphere in the form of a paradigm shift or perspective and behavior in carrying out the organization's operational activities that creating an effective and efficient work culture. Organizations that have and carry out a work culture will have very basic, strategic and comprehensive organizational characteristics so that the goals set in the form of vision and mission can be implemented optimally and performance will increase.

Work culture is a philosophy based on a view of life as values that become entrenched traits, habits, and driving forces in the life of a group of people which are manifested as work or work. Generally, work culture is a statement of philosophy, which can function as binding demands on employees because it can be formally formulated in various organizational rules and regulations. Triguno, (2015) states that work culture is a philosophy based on a way of life as values that become traits, habits, and driving forces, entrenched in the life of a community group or organization which is reflected from attitudes to behavior, ideals, opinions, perspective and concrete actions of individuals and groups.

Moeljono, (2013) states that there are four dimensions that can be used to measure work culture in organizations. First, integrity, namely acting consistently in accordance with the values and policies of the organization as well as the professional code of ethics in carrying out their duties and work in the organization is a manifestation of the integrity value. Second, professional, namely the availability of employees with formal education levels and special training that must be possessed by employees for a certain position is an indicator of professionalism. Employees are able to complete their work effectively and efficiently. Third, satisfaction, namely meeting needs by providing the best service, while taking into account the interests of the organization, human resources who are skilled, friendly and happy to serve, and superior technology. The indicators are: providing good, friendly service and superior technology. Fourth, exemplary is behavior in working hard and smart, and building harmonious vertical and horizontal relationships are examples of commendable behavior of a person.

If associated with government organizations, work culture refers to work cultural values that are internalized by using certain vehicles, so that people can experience excellent service from government organizations such as the Ministry of Religion (Zainuri, 2016). Efforts to improve work culture values in improving service quality Ministry of Religion, Minister of Religion of the Republic of Indonesia, Lukman Hakim Saefuddin on 6 November 2014 established five work cultural values namely: integrity, professionalism, innovation, responsibility and exemplary. Every employee is expected to be able to carry out their duties and functions to the maximum, have high performance and quality, and avoid all forms of violations and irregularities. These five values are essentially values that have lived in every religious teaching, but in reality they are often contaminated by internal desires and external temptations that have an impact on the quality of performance. The Ministry of Religion with a commitment to carry out the five values of work culture will become the spirit and soul that drives its apparatus to carry out their duties and functions properly. It is in this context that the positioning of the steps to internalize the values of integrity, professionalism, innovation, responsibility and exemplary deserves to be used as the *raison d'être* for the existence of the Ministry of Religion's competency assessment program in this Mental Revolution era.

The synergy of the idea of the mental revolution program with the five values of the work culture of the Ministry of Religion actually sharpens the direction of bureaucratic reform, especially in the area of human resource management for apparatus as part of the macro-program of bureaucratic reform. Supposing, the five values of work culture are a form of mental revolution a la-Ministry of Religion. In this realm, the presence of a competency assessment contributes to becoming an implementable technical tool of the five values of work culture so that they can be embodied at the level of the apparatus human resource improvement program so that employees of the Ministry of Religion. This spirit is in line with President Jokowi's instructions at the time of the declaration of the National Movement for Mental Revolution with the spirit of providing services that are faster, more precise, cheaper, and easier and leave behind the aristocratic mentality.

The mental revolution program provides the spirit of restructuring the human resource management apparatus by inflaming the mental revolution as its big idea. The idea of a mental revolution President Jokowi version can be interpreted as an effort to reorganize the management of apparatus human resources. By placing bureaucratic reform within the big frame of a mental revolution, the

landscape that will be seen is the arrangement of the culture-set, mind-set, as well as all the stages in apparatus human resource management. At this level, competency assessment at the Ministry of Religion appears to be a connecting bridge between three major concepts; bureaucratic reform, mental revolution, and the five values of work culture.

The five values of work culture at the Ministry of Religion are important when faced with efforts to improve the performance of government employees (Civil Servants) at the Ministry of Religion. Therefore, the value of work culture is a factor that can influence the emergence of social behavior. Adha, et al., (2019) stated that habit is a combination of attitudes and behavior which has a dimension to be used as a benchmark in behaving and behaving. Employees with high affective commitment have a close emotional attachment to the organization. This means that the individual will have the motivation and desire to contribute meaningfully to the organization. Work culture in the organization aims to change the attitude and behavior of existing human resources in order to increase work productivity to face various challenges in the future. Active socialization and massive monitoring with strict supervision is needed so that the policy is at the level implementation is running as expected (Mudhofar, 2021). Organizational culture can be formed by those involved with the organization with reference to organizational ethics, work regulations, and organizational structure. Determination of the five values of the Ministry of Religion's work culture to become a work culture movement from the central to the regional level, including at the State Islamic high school.

Islamic high school institutions are interpreted as places to gain knowledge at the primary or secondary level which are dominant in teaching a combination of Islamic religious knowledge and general science under the auspices of the Ministry of Religion. Madrasah educational institutions that can develop a good work culture is an obligation for every person in the institution. Madrasah heads as managers in madrasah institutions are expected to have skills and be able to socialize and develop good work cultural values for the institutions they lead. Meanwhile, staff or subordinate employees must also implement properly and earnestly the agreed work cultural values in order to achieve common goals.

Internalization and actualization of the five values of the Ministry of Religion's work culture which consist of integrity, professionalism, innovation, responsibility and exemplary must be guided by all employees. These five values are then translated into definitions and elaborated in the form of positive and negative indications. Guided by the five values of work culture, each Ministry of Religion apparatus is expected to be able to carry out their duties and functions as well as possible, perform high, and avoid all forms of violations and irregularities. The professionalism of employees by holding the work cultural values that become an agreement, will make it easier for the organization to realize its goals.

The first work cultural value is integrity, with four positive indicators namely; 1) determined and willing to do what is good and right, 2) think positively, be wise and prudent in carrying out duties and functions, 3) comply with applicable laws and regulations, 4) and dare to refuse corruption, bribery or gratuity. As the first variable, the value of integrity invites employees to have consistency between values and actions. People with integrity will act consistently in line with the values, code of ethics, and organizational and professional policies, even in situations where it is difficult to do so. Dwiningwarni, et al., (2017) states that organizational culture with integrity dimensions has a positive and significant influence on organizational performance. Integrity can also mean serving people with a positive purpose, not for the sake of giving the service itself. The scope of integrity includes greater honesty, fairness and sincerity towards others. Rahayu (2017) stated that employees who have high integrity have a positive influence on organizational citizenship behavior.

The second work culture value is professionalism with indicators including; 1) do work according to the competence of the position, 2) be disciplined and earnest in work, 3) do work in a measurable manner, 4) carry out and complete assignments on time, and 5) receive rewards and punishments in

accordance with the provisions. Professionalism is a designation for the quality of the attitude of members of the profession to their profession as well as the degree of knowledge and expertise they have to be able to carry out their duties responsibly and ethically. Professionalism is not a simple concept because it is part of the relationship with the community, so that implementation will bring direct changes, to good and right management, which will also mean a very serious problem. Asgaruddin, (2021) states that people who work professionally have an impact on increasing work discipline and employee performance. Professionalism at work will have a positive impact on employee performance. Service will be easy and fast and service user satisfaction is a top priority in work. Kasmawati, et al., (2020) stated that professionalism is needed by organizations in creating a healthy and improving work culture.

The third work culture value is innovation with indicators including; 1) always make periodic and continuous improvements and improvements, 2) be open in accepting new constructive ideas, 3) increase personal competence and capacity, 4) dare to make breakthroughs and solutions in solving problems, and 5) utilize information technology and communication in working effectively and efficiently. The new paradigm of public service and bureaucratic reform raises demands for excellent service and requires employee innovation and creativity. If innovation is important for a quality organizational performance, then it is very important to develop a creative and innovative organizational culture. Rahmat, et al., (2021) stated that innovation in the organization is an important component for creating a competitive work culture. Organizational work culture has a high correlation with innovation. Innovative personal will encourage increased work productivity. The employees' initiative level and work quality are the components that bolster the work achievement (Mudhofar, 2021). Dama and Ogi, (2018) state that there is an influence between innovation on employee performance. This means that innovation has a positive and significant effect on employee performance and is able to make a sizeable contribution to improving employee performance.

The fourth work culture value is responsibility, with four indicators; 1) complete the work properly and on time, 2) dare to admit mistakes, be willing to accept the consequences and take corrective steps, 3) solve problems immediately, and 4) commitment to the assigned task. Responsibility is a characteristic of a cultured human being. Responsibility will begin to appear when humans are aware of the good and bad actions they have committed. Through responsible behavior, a person can be respected by others. Responsible attitude in working in government agencies is also part of institutional performance. Tanuwibowo, (2014) states that commitment to tasks is part of employee performance responsibilities which will create a positive organizational work culture. In the state civil apparatus (ASN) a responsible soul must always accompany their daily performance. Caliad, (2020) states that there are several advantages that can be obtained by having a responsible attitude at work, including being able to build good working relationships, being able to form a sense of concern and empathy for co-workers, being able to find the best way to complete many tasks, and being able to build consistency in every action. Responsibility can also be interpreted as a person's attitude and behavior to carry out their duties and obligations as they should be done towards oneself, society, environment, country and God.

The fifth work culture value is exemplary, with four indicators; 1) having a commendable character, 2) providing service in a good, friendly and fair manner, 3) guiding and providing direction to subordinates and colleagues, and 4) doing good work starting from oneself. Exemplary is a good example for others. Exemplary nature is something that actually must exist in leaders and employees. Because it will affect each individual around him. Exemplary public servant in carrying out its duties and functions is an important factor in creating a healthy, good work culture and fostering a hard-working and constructive attitude. Zufani, et al., (2017) states that exemplary influences satisfaction with institutional performance. Exemplary requires consistency between words, attitudes, behavior, and actions.

The Ministry of Religion, whose main task is to take care of religion, is always used as an example and example. Society will always judge, starting from work, how to talk, how to dress and everything. Religion is the values that form the basis and foundation for every Ministry of Religion apparatus to carry out their duties and functions in the best possible way, perform high and avoid all forms of violations and irregularities. Exemplary will not work if it only demands others but does not apply to oneself. Therefore, before giving it to others, it needs to be applied or instilled in oneself. Sofyan, (2015) states that exemplary especially for leaders will have a positive impact on the discipline of employees or their subordinates.

METHODS

The method means a process or method used by researchers in collecting data, processing, analyzing and then providing conclusions. This type of research is descriptive qualitative, because it guides researchers to explore or photograph social situations that will be studied thoroughly, broadly and in depth. (Kim, et al., (2016) stated that the focus of qualitative descriptive research is to answer research questions related to who, what, where and how an event or experience occurs until finally it is studied in depth to find the patterns that emerged in the event. Sugiyono, (2018) states that the descriptive qualitative research method is appropriate to apply to natural objects that place the researcher as the main instrument.

The approach used is a case study, which analyzes the object and research subject used by the researcher to design the research and how the research is carried out. This approach was used because the researcher wanted to see, analyze and deepen the implementation and actualization of the five values of the Ministry of Religion's work culture in State Madrasah Aliyah institutions. To obtain in-depth data, this research uses interview techniques, observation and documentation studies. The research data were analyzed using qualitative data analysis techniques referring to the opinion of . Miles, et al., (2014) namely an analysis of a qualitative approach using an interactive model of analysis. Thus the processing of this research data moves in three stages. The first stage is reduction, namely the data obtained is reviewed, selected, grouped and discarded data that is not needed. The second stage is the presentation, namely with the intention to interpret the data. The third stage is drawing conclusions which will then be discussed in more depth which will later be linked to the theoretical studies used in this study.

RESULTS AND DISCUSSION

A state Islamic School Lumajang was established in 1968 which at that time was called the 4 Year Religious Teacher Education. After experiencing the organizational dynamics of government policies and internal institutions, in 1992 it became islamic high school (*MAN*) *Lumajang*. State Civil Apparatus in this institution both as implementing officials and teachers apart from honorary staff totaling 37. The vision of islamic high school is the realization of pious, intelligent, skilled and environmentally cultured human beings.

Implementation and actualization of the five values of work culture in madrasas, it was found that not all employees and teachers understood that since 2015 there had been a declaration of five work cultural values for the State Civil Apparatus of the Ministry of Religion. The average employee has known about this program for the last three years, and they have only heard about it and have not been able to memorize it properly. Public servant at islamic high school have just understood the contents of the five values of work culture, but do not know what are the positive and negative indicators of the five values, but in the implementation of work culture at madrasas some have been implemented well. The following is an explanation of the results of the research and a discussion of how to implement and actualize the five values of work culture at state the islamic high school Lumajang District.

Integrity

Integrity is defined as a conceptual value related to the consistency of actions, values, methods, standards, principles, and various things that are done. Five indicators of integrity work culture values get various explanations. The first indicator, determined and willing to do what is good and right. The results of the interviews revealed that the teachers and staff in carrying out their duties had strong determination and will, this can be seen when the teachers and staff were given assignments and were able to carry them out properly according to the time target that had been given (interview with Head of administration on November, 2th, 2022). The second indicator, think positively, wisely and wisely in carrying out duties and functions. The results of observations and interviews show that employees always uphold the principles of harmony, success and high enthusiasm at work. Employees at the madrasa when they encounter obstacles will try to find solutions immediately so that the failure rate in carrying out their duties is low and far from hopeless (interview with islamic high school Supervisor, November, 5th, 2022).

The third indicator, comply with the applicable laws and regulations. This indicator has been implemented properly. In general, employees wear complete attributes (corporate, name, uniform) which are valid on working days. Always work according to the job description set by the direct supervisor. Regulations issued by ministries and madrasas are implemented properly. The fourth indicator, rejecting corruption, bribery or gratuities. In this aspect employees fully understand corruption and bribery as bad behavior and they understand very well the meaning, actions and concrete examples of this theme. Corruption and bribery are actions that are highly disgraceful to anyone, because these actions are very detrimental to others. In contrast to gratification, the meanings and actions of these words are not fully understood as behaviors that must be avoided (interview with vice principal of islamic high school, November, 8th, 2022).

The three indicators of integrity have been implemented properly, except for the fourth indicator in the description of refusal of gratuities that has not been fully understood as a behavior that must be avoided. The culture of receiving gifts, parcels or goods is due to the gratitude of parents, employees and teachers that cannot be avoided. The value of integrity invites employees to have consistency between values and actions. People with integrity will act consistently in line with the values, code of ethics, and organizational or professional policies, even in situations where it is difficult to do so. Conceptually, integrity and ethical values clearly have a positive influence on organizations and individuals. The substance of integrity is that people working may be wrong but may not lie, let alone deliberately make reports that do not match the data. Employees with high integrity values will enhance the positive image of the organization. Dwiningwarni, (2017) states that organizational culture with integrity dimensions has a positive and significant influence on organizational performance.

Professionalism

Indicators of professional work culture values are described in five ways. First, do the work in accordance with the competence of the position. In this indicator, employees work in accordance with their respective duties and functions, in accordance with professional intentions, namely continuing to carry out the mandate properly so that later they will get optimal processes and results. Employees and teachers at Islamic high school already exist in the division of each job description, such as administration, administrative services, staffing, and finance. Teachers become lecturing staff according to the competence and technical requirements of educators (interview with Head Master State Islamic High School, November, 2th, 2022). The second indicator, discipline and earnest in work. In this indicator, employees in carrying out their duties try as much as possible to be able to finish well and on time. However, the awareness to work seriously without being ordered and supervised is still difficult to do.

The third indicator, doing work in a measurable manner. In this aspect, employees already have planning and control of their respective tasks individually and in the organization. Work program plans, preparation of teaching schedules, security pickets, curriculum and syllabus have been

prepared and implemented properly. Measurable planning aims so that the targets or goals to be achieved are in accordance with the implementation time and targets, so that the activities carried out in one budget period will be coherent in accordance with the existing plans (interview with Head Master of Islamic High School, November, 2th, 2022). The fourth indicator, carrying out and completing assignments on time. The results of interviews with several employees on this indicator show data that when they receive assignments from their immediate superiors or routine assignments they have indeed been completed, but the submission or collection of their assignments is waiting to be reminded. Conditions of assignments like this are related to assignments that have nothing to do with material compensation. It's different when employees have to carry out the task of making performance reports where they will not receive performance allowance money if they haven't submitted their reports, then in this context the work is completed on time.

The fifth indicator, receiving rewards and punishments in accordance with the provisions. This indicator has been implemented properly. When employees or teachers have achievements, they will be rewarded, usually in the form of congratulations, public praise to motivate others, giving additional special assignments that have a financial impact and sending as participants to award events at the provincial and national levels. Punishment is carried out in a measurable and controlled manner for employees who are undisciplined, have low performance, violate ethics, and other violations, from mild, moderate and severe, with their own mechanism. Reward and punishment have authority from internal madrasas, District, Provincial and Central Offices (interview with head of administration on November, 2th, 2022).

Three indicators on the value of a professional work culture have been well implemented and two indicators need attention, namely the indicators of discipline and seriousness in work as well as the execution and completion of tasks on time. Professionalism is not a simple concept because it is part of the relationship with the community, so that implementation will bring direct changes, to good and right management, which will also mean a very serious problem. Therefore working professionally will have a positive impact on improving organizational performance, especially in the aspects of achievement in education and community service. Asgaruddin, (2021) states that people who work professionally have an impact on increasing work discipline and employee performance in organizations. Kasmawati, et al., (2020) stated that professionalism is needed by organizations in creating a healthy and improving work culture. Working professionally will create a good work culture and support the creation of positive achievements.

Innovation

Innovation in the five values of the Ministry of Religion's work culture is a refinement of existing ones and the creation of new, more innovative things. The benchmark for the value of the culture of innovation work in Lumajang State Madrasah Aliyah employees is shown in five indicators. First, always make improvements and improvements on a regular and ongoing basis. This indicator has been implemented in madrasas. The function of the evaluation is carried out to find out the results that have been achieved and carried out. The goal is to find something that should be developed or can be taken into consideration and corrected so that continuous improvement is carried out using new steps that have never been done before, but are seen as effective and efficient (interview with Head Master of state Islamic High School, November, 10th, 2022). Second, be open in accepting new constructive ideas. At madrasas an open attitude has been formed in accepting criticism, input, ideas, new ideas. In carrying out activities related to team work, each individual is able to work well together and is not concerned with his own ego. Employees assess that the implementation of the work program will go according to plan if all elements can be open and work together.

Third, increase competence and personal capacity. In this indicator, the institution gives the widest possible permission for employees or public servant who want to improve their quality through education and training qualifications. The development of learning methods and employee skills is encouraged by the head of Islamic high school in order to increase the scientific capacity and experience they have as provision for duty. This opportunity is given openly and easily because

madrasas want all employees and teachers to have equal opportunities. The improvement of these two factors is periodically evaluated to ensure effectiveness and real output for Madrasahs (interview with teachers at Islamic High School, November, 10th, 2022).

Fourth, dare to make breakthroughs and solutions in solving problems. In this indicator, when faced with a problem, be it big or small, they always try to solve it quickly, looking for the best alternative solution to the problem being faced. Efforts are made by means of good communication between people and leaders or superiors. However, some employees view that strategic breakthroughs and solutions have not been carried out by many teachers. Fifth, utilizing information and communication technology in working effectively and efficiently. This indicator shows that the use of IT in madrasahs has been going well, almost all activities have used IT. Internet is installed properly. Increasing the capacity of IT devices is more complete with the availability of media centers such as podcasts. Teachers have used IT media in learning. Employees are provided with adequate and representative IT facilities to work in the office and at home.

The results of the study show that four of the five innovation indicators have gone well as an Islamic High school work culture. Breakthrough indicators and solutions have not yet become part of the institution's work culture. New ideas, breakthroughs and problem solving are still waiting for each other to be moved by the leadership. Employees see that strategic breakthroughs and solutions such as improving discipline and creative learning methods are still the responsibility of head master a State Islamic High School.

Innovation remains the concern of all employees and institutions, because innovation will grow new ideas and ideas. They realize that constructive innovation is very important in developing self-potential in organizations to achieve common goals that have been set. Rediyono and Ujjianto, (2013) state that innovative organizations have a greater chance of success than passive and reactive organizations. The rapid change in the external environment encourages the need for an understanding of organizational culture and the existence of an appropriate organizational culture. Hidayah, et al., (2018) stated that public organizations need innovation to meet the needs of society in general and the internal work environment including Islamic High School. In other words, public service innovation itself does not require a new invention, but can be a new approach that is contextual in the sense that innovation is not limited from nothing then new ideas emerge, but can be innovations resulting from expansion or quality improvement of existing innovations. .

Responsibility

Responsibility is a reflection of work behavior that has a broad dimension, because it involves the awareness of working professionally. The implementation of responsibility as a work culture value in madrasahs is shown in four indicators. First, the completion of good job and on time. In this indicator the strategy used is given a maximum limit (deadline). Work program planning does not only discuss setting targets to be achieved, but also the time limit needed to complete these targets. Employees and teachers on average already have job descriptions, so they already have guidelines for work, including completing additional assignments. Setting deadlines and selecting employees to effectively complete work helps complete assignments on time and on target (interview with teacher Islamic High School, November, 2th, 2022). Second, Courage to admit mistakes, be willing to accept the consequences, and take corrective steps. On this indicator when employees are wrong in carrying out tasks or translating orders, the culture that is created in madrasahs is to admit mistakes and make improvements and promise yourself not to make the same mistake. Evaluation and improvement have been carried out so as not to repeat the same mistakes at a later time. Because it is not uncommon for errors in the implementation of tasks to be caused by errors from the leadership or institution in giving assignments.

Third, the ability to solve problems immediately. In this aspect, problem solving is carried out based on standard operating procedures. Every time there is a problem, identification of the cause is carried out, then an analysis is carried out and the next step is to follow up the solution immediately.

Delaying work will become a burden for tomorrow and delaying problems will cause an unhealthy organization. This principle has been applied to Madrasas as a means of smart and quality work. Fourth, have a commitment to the task given. In this indicator, all employees and teachers are given regular coaching so that they carry out their duties according to the main tasks and functions given by the leadership by seriously adhering to them. Including the head of the madrasa has a commitment to additional duties as an institution manager. Because his main job is as a teacher. The commitment shown is to mobilize all components of the madrasah to realize the goals that have been set. Arrangement of general administration, management of learning, preparation of learning facilities and facilities have been demonstrated with results that are partly visible and partly in process (interview with vice principal of Islamic High School, November, 17th, 2022).

The value of work culture on the responsibility variable in this study shows that employees and teachers already have a good sense of responsibility in carrying out their duties and obligations. Employees when they get assignments can be completed properly with planned work completion benchmarks. When there is negligence at work or mistakes in carrying out orders, awareness grows in this organization to admit mistakes gracefully and be willing to improve themselves in the future. High employee performance is more reflected in the high level of employee initiative and the breadth of knowledge about the job under his responsibility (Mudhofar and Tatang, 2018). When there are problems, a culture is developed to convey each other and provide suggestions and solutions so that existing problems are resolved immediately instead of delaying the resolution of existing problems. Responsibility is made into a work culture in madrasas. Hasibuan, (2014) states that responsibility for work is very important in an organization to achieve the expected results. Tanuwibowo, (2014) states that commitment to tasks is part of employee performance responsibilities which will create a positive organizational work culture. Organizational culture is related to employee performance and organizational.

Exemplary

Teacher is the best example. This adage has been applied to Madrasas as an effort to accelerate organizational goals. The implementation and actualization of exemplary as a work cultural value in madrasas is shown in four indicators. First, have a commendable character. In this indicator, public servant of Islamic High School can be seen from their daily behavior that obeys the rules that apply. This is a good example for other employees in the madrasa education environment. Employees make commendable morals in the institution as the main barometer of work, because what employees serve every day are Madrasah students. Children need to get concrete examples from teachers how to learn in class, manners, respect, respect, help and other commendable attitudes. Second, provide services with a good attitude, full of friendliness, and fairness. In this indicator, institutions support to public servant on the first door of service with security guard, receptionists to employees and all public servants. The application of a good, friendly and fair attitude hopes to make the positive image of the madrasa better and closer to the community which then improves the characteristics or character of a quality institution. Institutions continue to make efforts to improve services from the aspect of attitude and behavior, because this aspect is felt to have a positive impact on the formation of students' character.

Third, guide and provide direction to subordinates and colleagues. This indicator emphasizes more on the managerial functions of the madrasah. The head of the Islamic High School has implemented a pattern of guidance and giving directions to his subordinates by combining verbal and deed. Every month routinely at the morning apple moment all employees and teachers are given directions to improve work performance and discipline. Conduct previous performance evaluations to describe performance achievements and understand existing constraints by finding solutions together. Guidance is carried out by taking personal and group approaches (interview with administration staff, November 29th, 2023). Fourth, doing good work starts with oneself. This indicator is indicated by a movement from and to itself. This means that all employees are asked when there are individual tasks before ordering their subordinate, they have been carried out first. Employees are raised with the awareness that giving orders and directions will be effective if they personally have started first.

Thus, this will later have a positive impact on employees in order to build motivation to compete with each other in terms of performance achievements in the institution.

All indicators on exemplary values in this study have been implemented and actualized properly. Service that is friendly and modest and reflects openness and fairness in the institution. Providing mutual support in the form of guidance, directions from superiors and friends, the work environment develops and becomes the work culture of the institution. Exemplary is a top priority for all components of the madrasa institution because they realize that the educational environment is full of teacher or teaching figures who are always seen, followed or emulated by their students. Institutional leaders and employees must be embedded with strong exemplary values. Zufani, et al., (2017) states that there is a positive direct effect of exemplary leadership on teacher and institution performance satisfaction. Wikansari, (2017) states that exemplary is the main benchmark of the organization in controlling leadership and is the main key to the success of all-time education.

CONCLUSION

The results of the research and discussion get some conclusions. First, not all employees and teachers understand that since 2015 five work cultural values have been proclaimed for the State Civil Apparatus of the Ministry of Religion. Some employees know about this program for the last three years. Second, civil servants in Islamic High School only understand the contents of the five values of work culture, but do not know what are the positive and negative indicators of the five values. Third, the work culture of integrity on the indicator of rejecting gratification in the meaning and action of this word is not fully understood as behavior that must be avoided. Fourth, the work culture of professionalism in the indicators of implementation and completion of tasks on time has indeed been implemented, but the submission or collection of tasks is waiting to be reminded. It's different when employees have to carry out the task of making a performance report where they will not receive a performance allowance if they haven't submitted their report, in this context the work is completed and submitted on time. Fifth, the work culture of innovation on indicators takes breakthroughs and solutions to solve problems in a broad sense that inspires yet to grow and develop in Islamic High School. Employees view strategic breakthroughs and solutions such as increasing discipline and creative learning methods that still rely on the responsibilities of Islamic High School head master.

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