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The Solution of Group Behavior as a Model for Improving Human Resources in the Public Sector

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Abstract: Public sector human resources, more widely known as civil servants (PNS) are of particular concern to various ministries and the general public, due to their involvement in political activities, and despicable actions to radicalism activities, civil servants should be able to become role model for the community due to their status as state servants this is based on the rules that apply to the ASN code of ethics. Unfortunately, this is counterproductive to their function and role as public services. This research aims to find out what causes civil servants easily influenced by radical actions and provide solutions for how to prevent this. This research used descriptive qualitative methods to describe a social phenomenon happening right now. The results showed that the public sector resources involved in political activities committed despicable acts to be exposed to radicalism for providing wrong information as we already know that in 2019 There are at least five ASN suspected of being exposed to radicalism. Integrating the theory of selective exposure, the theory of identity, and social transmission. This research resulted in the concept of a novel model of Isolation Group Behavior (private selective, Internal Radicalism Prevention for States Civil Servants or ASN with Selective Information). The application of isolation group behavior can improve human resources in the public sector so they become role models for public society.

Key words: Public HR, radicalism, selective personality, selective exposure

***Abstrak:** Sumber daya manusia pada sektor public, atau yang lebih dikenal sebagai PNS, menjadi perhatian khusus berbagai kementerian dan masyarakat umum karena keterlibatan mereka dalam kegiatan*

politik, tindakan tercela hingga kegiatan radikalisme. PNS harus bisa menjadi panutan bagi masyarakat karena statusnya sebagai abdi negara. Sayangnya, hal ini justru kontraproduktif dengan fungsi dan perannya sebagai pelayan masyarakat. Penelitian ini bertujuan mencari penyebab apa yang membuat PNS mudah terpengaruh tindakan radikalisme dan memberikan solusi bagaimana mencegah hal tersebut terjadi. Penelitian ini menggunakan metode kualitatif descriptive dengan mencoba mendeskripsikan fenomena social yang terjadi saat ini. Hasil penelitian menunjukkan bahwa sumber daya manusia pada sector public yang terlibat dalam kegiatan politik melakukan kegiatan tercela hingga terekspos radikallisme karena memberikan informasi yang salah, mengintegrasikan teori pemaparan selektif, teori identitas, dan transmisi sosial. Penelitian ini menghasilkan konsep model baru Isolation Group Behaviour (private selective, internal radicalism prevention for states civil apparatus atau ASN with selective information). Penerapan perilaku isolation group mampu memperbaiki sumber daya manusia di sector publik sehingga dapat menjadi panutan bagi masyarakat.

Kata kunci: Public HR, memahami radikalime, kepribadian selektif, eksposur selektif

INTRODUCTION

Accessing all information freely in the 4.0 industrial era becomes the reason to strengthen the democratic country. People can access information from various sources. However, it has a negative impact on human resources in the sector. The sources of information easily obtained from electronic media is borderless in terms of content, quality, and correctness. Furthermore, the dissemination of economic, political, social, cultural, ideological information or even radicalism is all easily distributed and obtained from social media. Human resources in the sector as a part of civilization that creates and use the information, are inseparable from the negative impact of accessing information. There are at least five ASN suspected of being exposed to radicalism, they are Wiqoyah, Eka Puput Warsa, Suteki, BUMN employees in Riau with the initial D, and Triyono Utomo Abdul Bakti (Makkl, 2019). Those five people spread radical content through radical ideology in front of society the gave information about radical beliefs through social media. The efforts to suppress the spread of radicalism through electronic media have been undertaken, and as many as 3,195 contents of radicalism have been blocked by the Ministry of Communication and Information Technology (Kominfo, 2019) since May 21st. However, the spread of radicalism content

does not necessarily disappear, as evidenced by the presence of ASN who are faced with resistance, both through ideology and discourse fostering through social media (Jatengprov, (n.d)).

Human resources in the public sector are prone to radicalism because they obtain and seek access to wrong information. Incorrect selective exposure will cause problems in interpreting. Valkenburg, Peter, & Walther (2016) explained that selective exposure is the tendency of people to expose themselves to mass communication according to their opinions and interests. Azadeh and Ghasemi (2016) suggested that selective exposure is the behavior of seeking behavior so they will open themselves only to ideas they think are suitable. If partisan's selective exposure is widespread, the public can develop a more polarized and extreme attitude toward their political leanings (Rodriguez et al. 2017) so it can hamper the government officials in making policies that are responsive to public needs (McDaid, Sassi, & Merkur 2015). If negative selective exposure then followed by many people in the public sector, it will create partisans within state institutions.

The partisan working model is to form groups (in-groups) both in real groups and on social media such as WhatsApp and Facebook. The formation of groups is an initial means to spread selective exposure to people with the same perspective on information. Group is also the formation of behavior in terms of opinion overriding, opinion formation to realize the actions of those opinions. Social transmission is a specific unconscious process in which information or beliefs are spread across social groups, taking the form of mass transmission which also said that some people with the same belief will create a group and it will be spreading fast (Duboscq, et. al, 2016). As applied to the phenomenon of social transmission, the memetic position showed that humans have a biological tendency to engage in social learning (imitating others' behavior) and thus providing a mechanism for passing on information through social groups. In mimetical conditions, group members will quickly and easily disseminate and develop the understanding of radicalism that has come along to the group. This is because the basic nature of humans is easy to imitate the behavior or habits of other humans around them.

The principle of social transmission stated that the spread of ideas, beliefs, or behavior among members of a particular social group is conducted through the efforts of a small number of group members who function in three important roles. There are terms for roles that someone can have in delivering ideas and thoughts such as those who give messages (Mavens), those who spread the message (Liaison), and those who persuade others to act on

the message (Salesman) (Le Bon, 2016). Individuals in these three roles facilitate the successful and rapid dissemination of information and by extension, knowledge across social networks. The spread of the understanding of radicalism occurs within a group with different roles from each member as previously explained, then after the understanding of radicalism is occurring within the group, it will quickly spread out through existing society.

Prevention of the spread of radicalism to human resources in the public sector needs to be done immediately so as not to make it difficult for the government to run its program where the government will prevent the inhibition of our country's development caused by the spread of radical understanding. Therefore, there is a need for professional guidance at the government level, where the goal is the formation of professional, responsible, simple, ethical, efficient, and effective attitudes of civil servants in carrying out their duties and being able to meet public demand for better service quality (Supit, et.al, 2019). This is why the concept of the personal selective model (prevention of internal radicalism as with selective information), needs to be applied to isolate, prevent and suppress the behavior of radicalism by utilizing information on developing human resources in the public sector. Therefore with professionalism and discipline for ASN, it will overcome and prevent the spread of radical understanding.

LITERATURE REVIEW

Selective exposure is the tendency of people to expose themselves to mass communication according to their opinions and interests and to avoid unsympathetic material (Valkenburg, et. al, 2016). This opinion is corroborated by Luttig (2016), who stated that people are not rigid in their information-seeking behavior so they will open themselves only to ideas they think are suitable. In some cases, individuals tend to choose the information that supports their beliefs (Taber, Cann & Kucsova 2009). In contrast, Jonas, et. al (2001) argued that when searching for new information, people are often biased in supporting the beliefs, expectations, or conclusions desired previously. The implications of selective exposure will lead to partisan groups. If partisan selective exposure is widespread, the public can develop a more polarized and extreme attitude toward radicalism tendencies (Dunn, et. al, 2019). Therefore, it can hamper government officials from making policies that are responsive to public needs. One possibility that a person may be affected by selective exposure is that the personally relevant belief, the beliefs

related to one's interests and self-identity are more likely to influence exposure decisions (Feldman, et. al, 2013; Stroud, 2008).

Social identity theory is a person's knowledge suggesting that they belong to a category or social group (Hogg, et. al, 2004). A social group is a group of individuals who have the same social identity or the same social category. Through the social comparison process, people who are similar to themselves are categorized and labeled in groups, whereas people who are different from themselves are categorized as outgroups. Specifically, a person's self-esteem is increased by evaluating in-group and out-groups on the dimensions that make in-groups valued positively and out-groups valued negatively. The interaction will occur when a person involves themselves which are in a group, that kind of interaction will cause social influence that will increase the value of the group.

Peters, Pressey, and Johnston (2017) argued that social influence depends on the number of people associated with the actor and is influenced by adopting an attitude or behavior before. In other words, people have a threshold level of contact with other people before they will adopt certain attitudes or behaviors (Liu, et. al, 2017). Someone's behavior in-group will be exposed by dominating a person, someone who is structurally equal has a similar attitude regarding views, and ideology, and someone who regularly communicates with one another shares the same interpretation (Jaques, Islar & Lord 2019). This condition is called social transmission in several studies.

Social transmission theory is examining how exposure to contacts and interactions can cause social influence, imitation and mimetic behavior, and similarity in position and role in network structure. Transmission theory tends to explain how the network is a channel for transmitting attitudes and behavior (Monge and Contractor, 2003). Specifically, transmission through cohesion and structural equivalence are two key mechanisms investigated in theoretical studies of transmission. So? What is it you want to argue about in your research? Please state your intention, so we can refer back to your information that there have been some partisans in Indonesia that have spread radical content on social media.

METHOD

This research used a qualitative method with grounded theory as the design of the study. Grounded Theory is described as a method where the

theory will be developed by collected data. Data collection techniques are taken from international journals and reputable international journals such as Scopus and Web of Science. To ensure that the journal is valid, before being translated into Indonesian, the journal sources and publishers are verified in Beall's List. In open access journals, there are 44 journal publishers from several countries, journals Q 1 to Q 4. Journals on the Web of Science have 28 publishers from various countries during the same period. The journal limit used is a maximum of the last five years. After obtaining related journals to the topic under study, the journals were translated into Indonesian to make it easier for researchers to understand and compare one journal with another. Thank you for informing readers that you have been reading some journal manuscripts, but how did you use them? What was the theory that you use to analyze your data? What is your primary data? When and where did you take your primary data? Please show readers the steps of your data analysis.

RESULTS AND DISCUSSION

The research resulted in the concept of the Private Selective model (prevention of internal ASN radicalism with selective information exposure), which is the behavior of the person who becomes a member of the public sector human resource group to prevent internal radicalism. Information accessed selectively can isolate information that leads to radicalism and violence to prevent radical thoughts and actions. The concept model is the result of the integration of three theories, selective exposure theory, social identity theory, and social transmission theory as will be explained in the following paragraphs. The dimensions used in this study are isolation, interaction, behavior, clarity of information, and familiarity because by using these theories, we can understand that if an understanding of radicalism has entered the elements of the group, especially through members who are considered charismatic members, the understanding will quickly spread through the interaction of group members and quickly spread to a wider scope.

Selective exposure is the selection of information by individual beliefs (Stroud 2008). Sources of information that are easy to find, well-known, and play an active role in developing the comprehension of radicalism among the general public, including state civil servants. If selective exposure is widespread, people could develop polarized or extreme behavior toward the tendencies they want and believe (Sunstein 1995; Levendusky 2013; Prayitno,

Sutrisno 2019). The concept of selective exposure happened because the information is continuously shared without any differences of opinion from experts, but the truth still needs to be examined further. As a result, this information has an impact on people in dissatisfied response to one particular group and government. This dissatisfaction triggers to determine how they think and act in an e continuously without any opposition from experts, but the level of truth still needs to be studied further. As a result, this information has an impact on dissatisfied responses to one particular group or government. This dissatisfaction triggers to determine how to think or act radically and acting radically is the result of illogical thinking. The evidence shows that high dissatisfaction has occurred in five ASNs suspected of being affected by radicalism, namely on behalf of Wiqoyah, Eka Puput Warsa, Suteki, a BUMN employee in Riau with the initials D, and finally Triyono Utomo Abdul Bakti (Makkl, 2019). Research conducted by Abbas et al (2021) showed that rapture behavior is the result of high dissatisfaction with a certain group, different views, different beliefs, and policies that are different from their beliefs. Please continue with your explanation of how this rapture behavior related to the radicalism done by the partisans mentioned.

Social identity is the knowledge of someone who belongs to a social category or group (Hogg et al. 2004). Social identity in society and the work environment will form self-categorization and sharply compare the social between one group and another by bringing up differences between the group. These differences are always raised openly in society in general and on social media, with different views on religion, belief, culture, and nationality. Self-categorization can be evaluative, that is, thinking logically about the differences between each individual who has different views academically and is generally accepted and objective (Hogg et al. 2004). Dirth and Branscombe (2018) clarified the social category in which individuals place themselves as part of a structured society and only exist about other contrasting categories such as good and bad; each more or less has strength, prestige, status, and psychological self-categorization which are related to different views due to the same interest in beliefs, culture and the same fate. Meanwhile, social comparison places more emphasis on sharp physical, materialistic differences regarding the advantages possessed by a group regardless of the disadvantages it has. Social comparison forms two sharp camps such as in-group and out-group, each of which does not want to budge. Starting from the small things the state civil servants communicate while working in their respective offices. Different views in responding to a problem that occurs in various problems such as religion, knowledge, and government policies are used as benchmarks

as decision-makers whether the communicator is in a position as a group or not. Please continue how you have used psychological self-categorization and social comparison to analyze what your partisans have done. Please develop your discussions more on the sociological factors that Indonesians have to connect to your argument about the radical behavior of some partisans.

Social transmission theory is a theory examining how exposure to contact can lead to social influence (Social Information Processing), imitation and mimetic behavior (Social Learning Theory and Institutional Theory), and equality in position and role in network structure (Katz et al. 2004). Transmission can occur through cohesion (i.e. direct contact with other people in the network) and by structural equality (where the influence is related to the structural pattern of relationships in the network) are two key mechanisms examined in theoretical studies of transmission. Katz, et. al. (2004) and Wang and Chu (2017) stated that there are two areas of transmission theory that can be used to help explain network learning, behavior and attitudes through transmission, and transmission mechanism barriers. Theory and attitude transmission, have been used to explain actor behavior, including absenteeism, job search, and voluntary turnover where similarity in attitudes is achieved through friendship, interaction and ambiguity. Actors can also be isolated from "message infection" through network isolation by isolating actors from highly contagious parts of the network that cause strong message content barriers. How was it for your partisans? Has there been anyone that investigated them as actors that are highly contagious? What data do you have to prove their actions? Please show readers your research data.

Thus, to avoid sharp differences in the views of people's beliefs, culture, and customs of society, especially civil servants, it is advisable to form separate groups, so that there is no misinformation, taking information only based on their own beliefs without first ascertaining where the information comes from so the novelty of the research appears is personally selective. Selective personality is an integration of transmission theory, social identity theory, and the theory of the concept of selective exposure to ward off negative behavior arising from the influence of individuals who deviate from the culture, habits, and rules agreed upon by the group. Exposed individuals can be prevented by other members from infecting other members in one group so that the superior and good social identity of the group is maintained. Selective personality is the attitude of individuals and groups to avoid radical understandings that occur in society, especially state civil servants as state servants for reference in attitude. If there has been a radical understanding,

selective personnel can isolate the group to explain correct views and actions. How was it in the case of your partisans? How has selective personality analysis helped in exposing the radical individuals that became your data?

Isolation of group behavior can be done if group members act as givers of correct information, someone who can explain scientifically about information (experts), does not impose information (awareness), there are charismatic members and there are clear rules to become members of the group. Isolation of group behavior is not a form of isolating group members who have different views on a problem but is a form of providing a correct understanding of the culture, habits, and rules that apply both as group members and as good citizens. Who are the people that have the authority to isolate group behavior? Who is within this group? Can you clarify? From a comprehensive explanation, the integration of the selective personal formation of the three theories of selective exposure, the theory of identity, and social transmission can be illustrated in Figure 4.1.

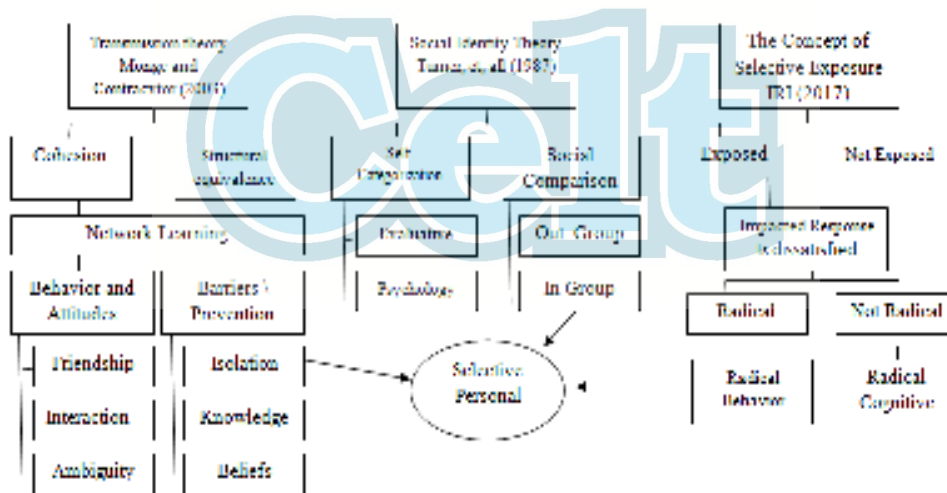


Figure 4.1. Integration of selective personal formers

CONCLUSION

The more freedom of information that develops in the community of true and false information received by individuals cannot be accounted for, however, prevention and prohibition of the community from seeking,

receiving, and disseminating information cannot be done by the government, because the ITE law has been imposed by the government but the expected results are still far from expectations. One that can be applied to reduce misinformation is by isolating group behavior. Isolation of group behavior is effective to apply because to become a group member (in-group) is personal awareness, information, news, and an event received by members is selectively filtered because it adapts to the culture, habits, and rules agreed upon beforehand so that if there is a member those who are exposed to radical understandings will soon be handled by other members who remind each other, especially by members who are considered experts and also the influence of members who are considered charismatic. Please relate this conclusion to your data.

The limitation of group behavior is the absence of punishment and reward rules because it is a social group and at any time members may remain or leave as members if they do not agree with the rules. In the absence of definite rules regarding punishment for members who can't accept the decision that is made up by the majority of group members, then the punishment is to be expelled from the group. The leader or people who have important roles in the group will decide the punishment for those who can't accept the decision or regulation before. The explanations and suggestions by someone considered an expert, sometimes are late so that members who have been exposed cannot be saved, there is the ego of each member and there is a conflict of interest between members in the group. Suggestions from members who are considered experts can't ensure that they will stop the spread of radicalism understanding that has developed in a group, especially if the suggestions are delivered after the radicalism has spread to all members of the group. This was not discussed in the previous section because the previous section discussed how the development of radicalism understanding. Further research needs to be proven whether someone who is considered an expert in the group has a significant influence, the extent of member selective exposure if each member does not carry out its function, the extent of the commitment of members in the group in raising exposed members and empirically substantiating the dimensions of isolation of group behavior. This Research is to prove how big the role of members who are considered experts in a group is to influence the way of thinking of all group members. Besides, the discussion about the entering process and the development of radicalism that has been discussed previously is also very important.

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