

THE INFLUENCE OF BUREAUCRATIC REFORM AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL PERFORMANCE AT CLASS IIA SPECIAL PENITENTIARY AND CLASS IIA NARCOTICS GUNUNG SINDUR BOGOR

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Abstract

This research is based on the main problem regarding the low organizational performance in the Class II-A Special Penitentiary and Class II-A Narcotics in Gunung Sindur Bogor. It is suspected that the cause of the problem has not been the implementation of Bureaucratic Reform and Organizational Culture on Organizational Performance in Class II-A Special Penitentiary and Class II-A Narcotics, Gunung Sindur, Bogor. The approach in this study refers to the theoretical context of Bureaucratic Reform and Organizational Culture and Organizational Performance as part of the scope of Public Administration. The research method used is explanatory survey with Structural Equation Modeling (SEM) Analysis Technique, while the population is Special Penitentiary Class II-A and Narcotics Class II-A Gunung Sindur Bogor. The results of the study partially show the Bureaucratic Reform variable (X1) which consists of: Dimensions of institutional arrangement, Dimensions of management/management, The dimensions of the arrangement of human resources/apparatus, the dimensions of accountability/responsibility and the dimensions of public services have a positive effect of 0.30 and a significant 2.60 on Organizational Performance (Y). Furthermore, partially the Organizational Culture variable (X2) consisting of: Integrity Dimension, Professionalism Dimension, Exemplary Dimension and Appreciation Dimension on human resources has a positive effect of 0.70 and a significant 5.84 on Organizational Performance (Y). Simultaneously, Bureaucratic Reform (X1) and Organizational Culture (X2) were able to explain Organizational Performance (Y) at Class II-A Special Penitentiary and Class II-A Narcotics Gunung Sindur Bogor by 83%, while the epsilon was 17%. The results of the study indicate the need for further research on optimizing the increasing influence of Bureaucratic Reform and Organizational Culture on Organizational Performance at Class II-A Special Penitentiary and Class II-A Narcotics Gunung Sindur Bogor, viewed from the perspective of Public Administration. This is indicated by the presence of other variables that affect Organizational Performance at Class II-A Special Penitentiary and Class II-A Narcotics Gunung Sindur Bogor.

Keywords: bureaucratic reform, organizational culture, organizational performance, structural equation modeling.

A. Introduction

Bureaucratic reform in Indonesia has been running for almost 15 years, but in practice there are still many basic weaknesses, including bureaucratic diseases that are still the same as before or

maybe bureaucratic diseases have emerged since the concept of bureaucracy has been practiced in government institutions (Afifuddin, 2019). Chronic bureaucratic diseases in the practice of administering government such as complicated services, delays in completing work and corruption organized by the government bureaucracy are still quite prominent (Alaaraj & Ibrahim, 2014). Chronic problems in the government bureaucracy are continuously discussed and given in seminars, but lack of concrete implementation, among others, in the bureaucratic structure that is obese, but very economical in carrying out its functions.

According to Atmosoeparto (2000), this fat bureaucratic structure is seen as making it difficult for the bureaucracy to move and change according to the demands of the environment and the demands of society's needs. Meanwhile, Ghozali and Fuad (2005) argue that, a lot of work in government organizations, institutions or local governments should be done by one or two people, but in reality it is often done by more than necessary. The concept of streamlining the bureaucratic structure that was launched aims to trim and streamline the parts of the structure that are not functioning properly. On the other hand, Rosyidi (2017) views that streamlining the bureaucratic structure is also intended to merge the parts that are less functional in the bureaucratic structure that have almost the same function.

One of the efforts made to realize an effective bureaucracy is by carrying out bureaucratic reform and transformation of organizational culture that is right on target (Ivancevich et al., 2006). The reform is an action to change the way bureaucrats work in carrying out government work according to the demands of the needs, because the way they work is not in accordance with the public interest. Meanwhile, Jabeen & Isakovic (2018) consider that this opinion reminds that bureaucratic reform is carried out because of the demands of the needs and desires of the community so that the state civil apparatus acts and acts honestly and works to meet the demands and expectations of the community. Therefore, bureaucratic reform needs to be carried out consistently and systemically without discriminating between political and regional interests.

Jauhari, et al (2020) argue that bad work patterns are considered a bad established work culture and continue to be a chronic bureaucratic disease in carrying out work in the public bureaucracy to date. Although Jufrizen & Nurul (2020) assume that this poor work pattern causes bureaucratic services to be unsatisfactory. The direction of bureaucratic reform is expected to be able to change the work patterns and behavior of the bureaucracy to carry out the mandate as society's expectations that must be started by leaders from the bureaucracy with the appearance of behavior and work patterns that are effective, regular and sustainable.

Organizational performance in the public bureaucracy is the achievement of work by the public apparatus which is reflected in the achievement of its vision, mission and goals. In other words, the organizational performance of the bureaucratic apparatus reflects the achievement of satisfactory and beneficial work results for the community as a whole. Based on the facts and the fact that the organizational performance of the public apparatus has not reflected the results of work that is effective and on target. This is reflected in the activities, the services provided by the public apparatus seem convoluted, have no certainty of time, there is no certainty of service costs and the low commitment of the apparatus in carrying out their duties, so that they seem to work

less professionally. The impact is that there are many public complaints about the work of the public apparatus which seems very minimalistic (Jufrizen et al., 2021).

In the journal Karyotakis & Maoustakis (2016), said that, the condition of the work of the public apparatus which is quite minimalist is not only carried out on the public apparatus specifically in government activities, but is also reflected in government institutions within the Narcotics and Correctional Institutions. Special Class IIA Gunung Sindur Bogor. The Special Penitentiary and Narcotics Class IIA Gunung Sindur is a correctional technical implementation unit which has the task of carrying out some of the main tasks of the Ministry of Law and Human Rights of the Republic of Indonesia in the field of penalizing prisoners/students. Special Penitentiary and Narcotics Correctional Institution Class IIA Gunung Sindur, based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH.05.OT.01.01 of 2011 concerning Amendments to the Decree of the Minister of Justice Number M.01-PR.07.03 of 1985 concerning the Organization and Work Procedures of the Class II-A Gunung Sindur Special Penitentiary, the functions are: to provide guidance to prisoners/students, to provide guidance and to prepare facilities and to manage work results; conduct social/spiritual guidance for prisoners/students; carry out maintenance of security and order in prison and carry out administrative and household affairs.

The functions of the Class II-A Gunung Sindur Narcotics Prison are: carrying out guidance for prisoners/students in narcotics cases, providing guidance, therapy and rehabilitation; conduct social/spiritual guidance; carry out maintenance and order in prisons and carry out administrative and household affairs. Based on preliminary research and based on the magnitude of organizational performance problems in handling criminal problems at the Class II-A Special Penitentiary of Gunung Sindur and the Class II-A Narcotics Correctional Institution of Gunung Sindur Bogor, the following problem indicators were found: Initial research conducted by researchers, related to the task -The duties and responsibilities of the Class II-A Gunung Sindur Special Penitentiary and the Class II-A Narcotics Correctional Institution Gunung Sindur Bogor found problems related to organizational performance that did not meet expectations.

Understanding the problem as a result of the initial research presented above, the researcher suspects the need for implementing bureaucratic reform by building an appropriate organizational culture by the Special Penitentiary Class IIA and Narcotics Class IIA Gunung Sindur Bogor. Referring to the background of the research and identification of the problem above, the researcher is interested in conducting a more in-depth and comprehensive study which is poured into research through writing a dissertation by formulating the title: the influence of bureaucratic reform and organizational culture on organizational performance in special penitentiaries for class iia and Class II narcotics Gunung Sindur Bogor.

B. Method

The research method used is the Explanatory Survey. The choice of this method is based on the opinion of Singarimbun (1995: 4) that: "explanatory research or confirmatory research highlights the relationship between research variables and tests hypotheses or testing research that

has been formulated previously". Thus, the Explanatory survey method does not only explain or describe the empirical facts found in the field, but also explains the analysis of the influence either partially or simultaneously between the variables that are the focus of research. This research was conducted using a quantitative approach. Then viewed from the level of research, it is verification because it does hypothesis testing. Judging by its shape, it is placed in research that is causal or causal. It is intended to investigate the causal relationship between Bureaucratic Reform and Organizational Culture in influencing Organizational Performance at Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor.

The data analysis technique used to test the model and the hypothesis used is SEM analysis. According to the Structural Equation Model (SEM) is a statistical technique that is able to analyze latent variables, indicator variables and measurement errors directly (Sitinjak and Sugiarto, 2006). With SEM, it is intended that researchers are able to analyze the relationship between latent variables and indicator variables, the relationship between one latent variable and another latent variable, and also know the magnitude of the measurement error.

C. Results and Discussion

Validity test

Based on the Pearson Product Moment correlation formula, it can be seen that the instrument test for the Bureaucratic Reform variable identifies all valid statements, and the validity test for the Y variable (Organizational Performance) which consists of 16 statement items stating that all statement items are valid.

Reliability Test

The results of the study depend on the quality of the data analyzed and the instrument used to collect research data. The instrument in this study is a questionnaire. Reliability test aims to show the extent to which a measurement result is relatively consistent if the measurement is repeated two or more times. So in other words, reliability is an index that shows the extent to which a measuring instrument can be trusted or reliable, if the measuring instrument is used twice or more to measure the same symptoms, and the measurement results obtained are relatively consistent. To calculate the reliability coefficient, Cronbach (1951) in Singarimbun (1982: 86) suggests using the alpha coefficient:

Based on the results of data calculations, the reliability coefficient decisions obtained from each variable as shown in the appendix regarding the Research Instruments Reliability Test Results. The summary of the results of the research instrument reliability testing is presented in the following table:

Table 1
Summary of Research Instruments Reliability Test Results

No.	Assessment indicators based on the results of 198 respondents	Value
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1.	Correlation	0,8126
2.	Reliability Score	0,8966
3.	Conclusion	Incredibly Reliable

Source: Data Processing Results, 2022.

The table above shows that all research variables have reliable reliability values. This reliable decision shows that all the instruments used to measure all items of the variables of Bureaucratic Reform, Organizational Culture and Organizational Performance as operationalized in the operationalization of variables can be accepted for their reliability or consistency.

Model Fit Test

The discussion of the model suitability test in this study involves three constructs, namely Bureaucratic Reform and Organizational Culture variables which are used as exogenous latent variables, while Organizational Performance is used as endogenous latent variables. Based on the structural model, data evaluation is carried out to determine whether the data to be analyzed using the structured model has met the specified requirements or not. In the structured model, the parameter estimates generated through SEM analysis are expected to be the best estimates, which have unbiased properties and minimum variance.

Measurement Model Analysis

After the fit of the model and the overall data show good results, the next step is the evaluation or analysis of the measurement model. This evaluation is carried out on each measurement model or construct separately through an evaluation of the validity of the measurement model and an evaluation of the reliability of the measurement model. After testing the validity of the model, the next step is to test the reliability of the model in SEM which can be seen based on the results of the CR and VE calculations. The final calculation results of CR and VE are summarized in the following table:

Table 2
Construct Reliability, Variance Extracted and Model Reliability

Variable	CR	VE	Reliability Conclusion
Bureaucratic Reform	0,78 \geq 0,70	0,51 \geq 0,50	Good
Organizational culture	0,79 \geq 0,70	0,51 \geq 0,50	Good
Organizational Performance	0,90 \geq 0,70	0,64 \geq 0,50	Good

Source: Data Analysis Results, 2022.

Based on the results of the validity and reliability testing above, it can be concluded that the validity and reliability of the model in this study are good. This means that each manifest/observed variables can explain well for each latent variable.

Discussion

Partial Effect of Bureaucratic Reform on Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor

The discussion in analyzing research results with SEM analysis is carried out through two approaches, namely the standardized solution analysis approach and t value. The standardized solution analysis approach is carried out to see positive and negative analyzes, and to determine the relationship between variables. While the t value analysis approach is to see the results of the analysis in determining the significance and non-significance. These two analytical approaches have different functions, where each function is related to one another.

Departing from the results of the analysis of the Standardized Solution Model Sub-Structure Variable X1 determined by X1-1 to X1-5 its effect on Y, that the standard value of the loading factor of Bureaucratic Reform on Organizational Performance is 0.30. Based on this value, the Bureaucratic Reform Variable which consists of the following dimensions: Institutional Arrangement, Administration/Management Arrangement, Human Resources/Apparatus Arrangement, Accountability (Accountability) and Public Services has a positive effect on Organizational Performance in Class IIA Special Penitentiary. and Class IIA Narcotics Gunung Sindur Bogor.

Based on the above review, it can be stated that the Bureaucratic Reform variable which consists of five dimensions has a positive and significant effect on Organizational Performance in Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor. This statement means that the implementation of Bureaucratic Reform at the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor has been carried out by all employees of the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor, thus providing encouragement for employees to be able to work fully, so that optimal organizational performance increases. The analysis above has been supported by the results of preliminary observations and interviews of researchers who stated that employees can carry out administrative tasks within the framework of Bureaucratic Reform that has been determined by the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. The Bureaucratic Reform is also related to the Management/Management Arrangement, Human Resources/Apparatus Arrangement, Accountability (Accountability) and General Services carried out by the Head of Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor.

This study uses a theory that is used as research analysis, the reference source of this research refers to the opinion of Sedarmayanti (2009: 77) which includes the dimensions of

Bureaucratic Reform, including: (1) Institutional Arrangement, (2) Management Arrangement, (3) Arrangement of Human Resources/Apparatus, (4) Accountability (Accountability) and (5) Public Service. These five dimensions become a reference for researchers in assessing the magnitude of the influence of the Bureaucratic Reforms carried out at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor.

Partial Effect of Organizational Culture on Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor

The second variable in this discussion is the partial effect of Organizational Culture on Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. As in the discussion of the partial effect of Bureaucratic Reform in advance, in the discussion of the partial influence of Organizational Culture on Organizational Performance at Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor, it is discussed with SEM analysis through two approaches, namely the sub-structure analysis approach of the standardized solution model and t-value. The sub-structure analysis approach of the standardized solution model is carried out to see the positive and negative analysis, and to determine the relationship between variables.

Departing from the results of the analysis of the Sub-Structure of the Standardized Solution Model Variable X1 determined by X2-1 to X2-4 its influence on Y, that the standard value of loading the Employee Organizational Culture factor on Organizational Performance is 0.70. Based on these values, the Employee Organizational Culture Variable consisting of the Dimensions of Integrity, Dimensions of Professionalism, Dimensions of Exemplary and Dimensions of Appreciation on Human Resources was declared to have a positive effect on Organizational Performance at Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor. Meanwhile, seen from the t-value analysis, the value of Organizational Culture on Organizational Performance is 5.84. This value indicates that the Employee Organizational Culture variable which consists of the Dimensions of Integrity, Dimensions of Professionalism, Dimensions of Exemplary and Dimensions of Appreciation on Human Resources is declared to have a significant effect on Organizational Performance at Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor.

Referring to the explanation above, it can be stated that the organizational culture variables consisting of the Dimensions of Integrity, Dimensions of Professionalism, Dimensions of Exemplary and Dimensions of Appreciation on Human Resources have a positive and significant effect on Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. Thus the implementation of Organizational Culture at the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor has been carried out by the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor, so as to be able to encourage optimal organizational performance.

The Simultaneous Effect of Bureaucratic Reform and Organizational Culture on Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor

The magnitude of the dominant influence is shown in the SEM calculation results that simultaneously the Bureaucratic Reform variable (X1) and the Organizational Culture variable (X2) have been able to explain the Organizational Performance variable (Y) at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor by 83% . The magnitude of this value indicates that simultaneously the variables of Bureaucratic Reform and Organizational Culture have a significant effect on Organizational Performance at Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor.

Based on the results of the research above, it appears that the magnitude of the influence of Bureaucratic Reform and Organizational Culture on Organizational Performance at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor, shows that the two independent variables are important variables to solve organizational performance problems as stated. by Nariyah (2017: 145) that bureaucratic reform and organizational culture empirically contribute to organizational performance. Meanwhile, Nurdinas and Kurniawan (2019) also concluded that bureaucratic reform and organizational culture had a positive effect on performance.

The head of the prison in accordance with his duties has been able to develop the Correctional Institution he leads in accordance with the vision and mission to be achieved. The main step is to develop Bureaucratic Reform, the purpose of Bureaucratic Reform is to monitor the implementation of planning and various implementation of activities described from the vision and mission of the Special Penitentiary Organization Class IIA and Narcotics Class IIA Gunung Sindur Bogor by presenting their identity in accordance with the Vision of the Correctional Institution. Bureaucratic reform in the administration of government specifically at the Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor is something that must be done and implemented by the government, as part of governance within the framework of good governance for the implementation of the duties of the Correctional Institution. Several values are applied in the context of implementing good governance, including: Professional, Accountable, Synergy and Transparent.

The Bureaucratic Reforms implemented at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor include the dimensions of institutional arrangement, dimensions of management/management, dimensions of human resources/apparatus arrangement, dimensions of accountability/responsibility and dimensions of public services. As is known, the purpose of Organizational Culture is the norms, values, assumptions, beliefs, philosophies, organizational habits and so on which are developed by leaders and members of the organization that are socialized and applied in organizational activities, thereby influencing the mindset, attitudes and behavior of organizational members to achieve high performance.

The dimensions above have been discussed in depth in the partial analysis which clearly has shown positive and significant research results related to the results of research related to the

dimensions of Organizational Culture at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor. Overall, the simultaneous influence of Bureaucratic Reform and Organizational Culture on organizational performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor is quite significant, at 83%, meaning that the variables of Bureaucratic Reform and Organizational Culture are very dominant in influencing organizational performance at Class Special Penitentiary. IIA and Class IIA Narcotics Gunung Sindur Bogor.

Effect of Other Variables Not Researched (Epsilon)

Based on the results of the research analysis, it shows that the Bureaucratic Reform variable and the Organizational Culture variable are able to explain the Organizational Performance variables at the Class IIA Special Penitentiary and Narcotics Class IIA Gunung Sindur Bogor by 83%, while the remaining 17% is explained by other variables not studied (epsilon). . This shows that there are other variables outside of the variables studied that are able to explain Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor.

This other variable has a small value in explaining Organizational Performance at Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor, although the value is small, it indicates that further research is needed to enrich the concept of Bureaucratic Reform and Organizational Culture and Organizational Performance in various levels of government organizations throughout Indonesia. Researchers suspect that from two variables, namely Bureaucratic Reform and Organizational Culture, there are still other variables to complement the two variables, namely those related to Bureaucratic Reform that need to be developed regarding the optimum ideal, practical optimum and satisfying optimum. While related to Organizational Culture, it is necessary to develop rules/regulations. This finding is considered as epsilon or other variables that need to be discussed in further research as reinforcement on the variables of Bureaucratic Reform and Organizational Culture.

Conclusion

Based on the results of research on the Influence of Bureaucratic Reform and Organizational Culture on Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor, it can be comprehensively concluded as follows:

1. Partially, the Bureaucratic Reform variable has had a positive influence on organizational performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor, thus it can be stated that the Bureaucratic Reform variable, in general, has been able to improve Organizational Performance in Class IIA Special Penitentiary and Class Narcotics. IIA Gunung Sindur, Bogor.
2. Partially, the Organizational Arrangement variable has a positive influence on organizational performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. Thus it can be stated that the Organizational Culture variable is able to improve Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor.

3. Simultaneously, the variables of Bureaucratic Reform and Organizational Culture have a positive effect on Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. This implies that Bureaucratic Reform and Organizational Culture can improve Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor. In addition, this study also found other variables outside of Bureaucratic Reform and Organizational Culture that affect Organizational Performance in Class IIA Special Penitentiary and Class IIA Narcotics Gunung Sindur Bogor for further research.

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