



# Analysis of the implementation of good governance in the management of organizational culture and work discipline at the communication, informatics, statistics and cryptography service of Banten Province

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## ABSTRACT

This study aims to analyze the implementation of good governance principles in managing organizational culture and work discipline at the Department of Communication, Informatics, Statistics, and Encryption of Banten Province. The research employs a qualitative approach with a post-positivist paradigm, using in-depth interviews, observations, and documentation as data collection techniques. Data were obtained from key informants and supporting staff who are directly involved in organizational management and public service delivery. The findings indicate that organizational culture has been directed toward professionalism, transparency, and participation, supported by leadership commitment and the use of digital governance systems. However, gaps remain between expected organizational values and their practical implementation, particularly in terms of consistency, discipline, and internalization of work ethics. The application of work discipline has been supported by digital attendance and performance monitoring systems, yet it still faces challenges related to motivation and compliance. Furthermore, the implementation of good governance principles has contributed to improvements in information transparency and public service performance, although continuous strengthening of human resource capacity and organizational culture is required. This study concludes that effective integration of organizational culture and work discipline plays a crucial role in enhancing good governance practices. Strengthening leadership commitment, internal control mechanisms, and continuous capacity building are essential to achieving sustainable governance performance.

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## 1. INTRODUCTION

Governance essentially encompasses all activities undertaken by state institutions in carrying out their functions and authorities to achieve common goals. Governance is understood not only as executive activity, but also as a system that regulates the relationship between the state and society

to achieve prosperity, justice, security, and social order. In this context, the quality of good governance is largely determined by the performance of the state civil service (ASN), the developing organizational culture, and the level of work discipline within the public bureaucracy. In the context of public sector organizations, the relationship between organizational culture, commitment or motivation, and employee performance operates through interconnected causal mechanisms. Organizational culture provides a framework of values, norms, and behavioral standards that shape how civil servants perceive their roles, responsibilities, and public service orientation. A work culture that emphasizes professionalism, integrity, and accountability encourages the internalization of these values, thereby strengthening employees' affective and normative commitment to the organization. This internalization fosters both intrinsic and extrinsic motivation, which is reflected in higher levels of work discipline, compliance with regulations, and proactive behavior in carrying out tasks. Consequently, commitment and motivation function as mediating variables that translate organizational culture into improved individual and organizational performance, including service quality, bureaucratic efficiency, and the achievement of good governance objectives.

Banten Province is a strategic region located in the westernmost part of Java Island and directly borders Jakarta. According to Minister of Home Affairs Regulation No. 72 of 2019, the administrative area of Banten Province is recorded at 9,662.92 km<sup>2</sup>. This geographic location makes Banten a vital national and international trade route, particularly through the Indonesian Archipelagic Sea Lane (ALKI). This strategic situation demands transparent, accountable, and effective regional governance to optimally manage the region's potential optimally.

As a strategic regional agency, the Banten Province Communication, Informatics, Statistics, and Cryptography Office plays a crucial role in supporting public information disclosure and government transparency. This role aligns with the mandate of Law Number 14 of 2008 concerning Public Information Disclosure, as well as Information Commission Regulation Number 4 of 2016 and its amendment through Perki Number 1 of 2021. These regulations affirm the obligation of public bodies to provide accurate, easily accessible, and accountable information as a means of fulfilling the public's rights. The selection of the Banten Province Communication, Informatics, Statistics, and Cryptography Office as a strategic case study is not solely based on its geographical location and statutory mandate for public information disclosure, but also on its institutional role and empirical relevance. As a cross-sectoral regional agency, this office serves as a central hub linking government institutions and the public through the management of public information, sectoral statistics, and government communication systems. Its high level of public exposure places it at the forefront of transparency, accountability, and public trust-building efforts. Moreover, the agency faces significant organizational challenges, including a workforce dominated by implementing and non-civil servant employees, a limited number of structural and functional officials, and ongoing issues related to work discipline and the consistency of professional organizational culture. These characteristics make the agency a critical and representative case for examining the implementation of good governance principles within local government administration.

However, the implementation of good governance principles within local government still faces various challenges. Bureaucratic reform in Banten Province has not been fully implemented, as reflected in weak work discipline, inconsistent implementation of a professional organizational culture, and human resource management practices that are still perceived as being biased towards vested interests. This situation impacts the quality of public services and low public participation in oversight of government administration, even though information transparency is a crucial prerequisite for building public trust and strengthening democracy.

Despite this, bureaucratic reform in Banten Province still faces various challenges, including employee transfer and rotation practices often perceived as biased toward vested interests, weak work discipline, and a suboptimal professional organizational culture. These conditions impact the quality of public services and low levels of public participation in government oversight. Yet, information transparency is a crucial prerequisite for building public trust and improving the quality of democracy.

Structurally, the civil service in Banten Province has a diverse composition of positions, ranks, and genders, as shown in Figure 1. This diversity demands professional, performance-based, and public service-oriented human resource management. Furthermore, the composition of employees at the Banten Province Communication, Informatics, Statistics, and Cryptography Service for the 2024–2025 period shows a dominance of implementing and non-civil servant employees, with a relatively limited number of structural and functional officials. This condition indicates the importance of strengthening organizational culture and work discipline as factors supporting the effectiveness of civil service performance.

Leadership plays a central role in encouraging the implementation of good governance principles (Wahyudi et al., 2022). Anamofa (2017) emphasized that leaders serve not only as formal authority holders but also as actors capable of influencing, directing, and motivating civil servants in achieving organizational goals. Furthermore, the implementation of civil servant discipline, as stipulated in Government Regulation No. 53 of 2010, is a crucial instrument in upholding bureaucratic ethics and improving civil servant performance, although in practice, challenges related to resources and work culture remain.

Based on the above description, this research aims to analyze the application of good governance principles in the management of organizational culture and work discipline at the Banten Province Communication, Informatics, Statistics, and Cryptography Service. This study is expected to provide theoretical contributions to the development of governance studies as well as practical contributions as a basis for formulating policies to improve apparatus performance and the quality of public services in a sustainable manner.

## 2. RESEARCH METHOD

The approach used in this study was qualitative with a post-positivist paradigm, which is naturalistic because the research was conducted in a natural setting. This research was conducted at the Banten Province Communication, Informatics, Statistics, and Cryptography Office from March to December 2025.

This study uses a qualitative descriptive approach with data collection techniques in the form of in-depth interviews, observation, and documentation. Interviews were conducted in an unstructured manner with informants who have an understanding of the research object in order to obtain in-depth and contextual data (Berger in Kriyantono, 2020) ; Sugiyono (2020). Observations were conducted through direct observation of activities and conditions in the research environment, while documentation was used to complement and strengthen the data from interviews and observations. (Muin, 2017; Sugiyono, 2020). The selection of the six informants in this study was based on purposive sampling criteria aimed at capturing both strategic and operational perspectives within the organization. The three leaders were chosen due to their formal authority, policy-making roles, and direct involvement in organizational management, while the three staff members were selected based on their day-to-day operational experience, length of service, and representation of different work units. This composition allowed the study to explore variations in perceptions and practices related to organizational culture, discipline, and governance implementation. Evidence of information saturation was indicated by the repetition of themes, patterns, and explanations across interviews, with no substantively new insights emerging in subsequent data collection. Additionally, convergence between interview findings, observational data, and documentation further confirmed that the data collected were sufficient to represent variations in experiences across work units.

Data validity was maintained through triangulation of sources and techniques, as well as referential adequacy to ensure the consistency and credibility of the findings. Sugiyono (2020) Data analysis was conducted descriptively and qualitatively, referring to the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing (Basrowi & Suwandi, 2008). The analysis process was carried out continuously from data collection until conclusions were obtained that reflect empirical conditions in the field.

In qualitative research within a post-positivist paradigm, the application of a reliability threshold greater than 0.60 is methodologically justified as a minimum acceptable standard for

ensuring internal consistency and analytical dependability, particularly when instruments are used to guide data categorization and interpretation rather than statistical generalization. In the context of public policy research, this threshold is commonly considered sufficient to indicate that the research instrument consistently captures key dimensions of governance practices, organizational culture, and work discipline across different informants. Substantively, the instrument is regarded as “sufficiently robust” because its use is complemented by methodological triangulation, referential adequacy, and prolonged engagement in the field, which collectively enhance credibility, confirmability, and contextual validity. Therefore, robustness in this study is not solely determined by numerical reliability coefficients, but by the coherence between empirical data, theoretical constructs, and the consistency of findings across multiple data sources.

### 3. RESULTS AND DISCUSSIONS

#### Results

##### Research Context and Informant Profile

This research was conducted at the Communication, Informatics, Statistics, and Cryptography Service (DiskominfoSATIK) of Banten Province in the period May–July 2025. Data were obtained through in-depth interviews with six informants consisting of three key informants (structural leaders) and three supporting informants (implementing employees) from several strategic work units, namely the Information Management and Communication Partnership Division, the SPBE Ecosystem Division, and the Statistics and Cryptography Division.

Informants were selected purposively based on their direct involvement in the implementation of organizational culture, work discipline, and the application of good governance principles. A summary of the informant profiles and interview schedule is presented in Table 1.

Table 1. Informant profile and interview schedule

No	Informant Position	Category	Interview Date
1	Head of Department	Key Informant	May 8, 2025
2	Secretary	Key Informant	May 23, 2025
3	Division Head (Echelon III)	Key Informant	June 18, 2025
4	Staff (SPBE Unit)	Supporting Informant	June 24, 2025
5	Staff (Statistics & Cryptography)	Supporting Informant	June 25, 2025
6	Staff (PPID & REPORT!)	Supporting Informant	July 10, 2025

Several confounding factors were identified as having a significant influence on the implementation of organizational culture and work discipline within DiskominfoSATIK of Banten Province. First, job rotation and transfer practices were perceived by informants as affecting continuity and consistency in the internalization of organizational values, particularly when rotations were not fully aligned with competency considerations. Second, the presence of vested interests in certain managerial decisions was viewed as potentially weakening the enforcement of discipline and merit-based culture, as it could create perceptions of unequal treatment among employees. Third, the composition of the workforce, which is dominated by non-civil servant employees, influenced variations in work commitment, discipline enforcement, and attachment to formal bureaucratic norms. Fourth, the increasing digital workload resulting from the implementation of electronic-based government systems (SPBE) placed additional pressure on employees, shaping work behavior and discipline patterns differently across units. Finally, information security and cryptography responsibilities introduced specific constraints and procedural demands that affected how organizational culture and discipline were operationalized, particularly in units dealing with sensitive data. These confounding factors help explain variations in the implementation of culture and discipline that cannot be attributed solely to formal governance arrangements, and they provide important contextual insights into organizational dynamics within the agency.

### Organizational Culture

The research results show that the organizational culture at the Banten Province Communications and Information Technology Office (Diskominfosatik) has been directed toward the values of participation, professionalism, and a humanistic approach in staff management. The Head of the Office, acting as a key informant, emphasized that organizational culture is seen as the primary foundation in shaping employee behavior and work ethic. He stated that:

*"Organizational culture is a crucial foundation for shaping employee behavior and work ethic. Leadership consistently encourages employee involvement in decision-making and rewards performance."* (Head of Department, Interview, May 8, 2025).

This statement was reinforced by the Head of Statistics and Cryptography, who emphasized that leadership policies and human resource capacity are key factors in shaping organizational culture. He added that adherence to standard operating procedures (SOPs) and reward and sanction mechanisms are crucial instruments in maintaining a consistent work culture.

However, interviews with supporting informants revealed a persistent gap between the expected organizational cultural values and daily practices. An employee in the SPBE Ecosystem Division revealed that internalization of work culture values was not yet fully distributed across all employees, particularly in the context of adapting to digital work culture and information security. This suggests that strengthening organizational culture requires ongoing efforts through leadership role models and systematic internalization programs.

### Work Discipline

Research findings indicate that the implementation of work discipline at the Banten Province Communications and Information Technology Office (Diskominfosatik) has been supported by digital systems, particularly through electronic attendance and performance reporting. Supporting informants reported that these mechanisms were considered quite effective in improving transparency and employee administrative compliance. An employee in the SPBE Ecosystem Division stated:

*"The attendance and performance monitoring mechanisms are now digitally based, making them more transparent. However, the consistency of supervision and coaching still needs to be improved."* (Supporting Informant, Interview, June 24, 2025).

However, work discipline has not been consistently implemented. Other supporting informants emphasized that discipline is often understood as merely administrative compliance, not fully integrated with work motivation and professionalism. This situation demonstrates the need for a balance between enforcing discipline and creating a supportive work climate so that discipline is not perceived as coercion, but rather as part of civil servant professionalism.

### Good Governance Practice

The research results show that the implementation of good governance principles at the Banten Province Communications and Information Technology Office (Diskominfosatik) is relatively strong in terms of public information disclosure and digital transformation. The Secretary of the Office stated that the organization's performance achievements can be seen from the "Informative Public Agency" title achieved by the Banten Provincial Government, which received a high score in the 2024 Monitoring and Evaluation of Public Information Disclosure. He stated that:

*"The achievements in information transparency, complaint management through SP4N-LAPOR!, and digital transformation demonstrate a strong commitment to the principles of transparency and accountability."* (Secretary of Department, Interview, May 23, 2025)

This finding was reinforced by a supporting informant from the Statistics and Cryptography Division, who explained that the Communication and Information Technology Office's (Diskominfosatik) role as an IT enabler is reflected in the Banten Provincial Government's SPBE index of 3.47 (a "Good" rating) in 2024. The highest achievement was in the SPBE service domain, while the policy and management domains still require improvement.

## Discussion

### Organizational Culture and Good Governance

The research results show that the implementation of good governance principles at the Banten Province Communication, Informatics, Statistics, and Cryptography Office plays a significant role in shaping the direction of organizational culture. The work culture of the apparatus has been normatively directed toward the values of transparency, accountability, and public service, in line with the principles of good governance. The implementation of the Electronic-Based Government System (SPBE) has also influenced employee work patterns, which are increasingly digital, flexible, and technology-based.

The work culture of government apparatus has been normatively directed toward the values of transparency, accountability, and public service, which are core principles of good governance (Dwiyanto, 2021; Sedarmayanti, 2020). Furthermore, the implementation of the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik/SPBE) has influenced employee work patterns to become more digital, flexible, and technology-oriented, supporting efficiency and responsiveness in public service delivery (Kementerian PANRB, 2020; Nugroho & Setiawan, 2022). However, field findings indicate a gap between the ideal organizational culture and daily practices, as some employees do not fully understand their main duties and functions as public servants, particularly in providing public information. This condition reflects that good governance values have not been fully internalized in the work culture of civil servants (Prasojo & Kurniawan, 2021). This is inconsistent with Law Number 14 of 2008 concerning Public Information Disclosure, which explicitly mandates public bodies and government officials to provide accurate, transparent, and easily accessible information to the public (Undang-Undang Republik Indonesia Nomor 14 Tahun 2008). Therefore, an organizational culture that supports good governance cannot be developed solely through regulations and digital systems, but must also be reinforced through human resource capacity building, exemplary leadership, and continuous organizational development so that good governance values are genuinely reflected in employee work behavior (Robbins & Judge, 2021; Schein, 2020).

However, field findings indicate a gap between the idealized organizational culture and daily practice. Some employees do not fully understand their core duties and functions as public servants, particularly in providing information to the public. This situation indicates that the values of good governance have not been fully internalized in the work culture of civil servants. This is despite Law Number 14 of 2008 concerning Public Information Disclosure affirming the obligation of public bodies and government officials to provide accurate, clear, and accessible information to the public.

Thus, an organizational culture that supports good governance cannot be built solely through regulations and digital systems. It also requires strengthening human resource capacity, exemplary leadership, and ongoing development so that these values are truly reflected in employee work behavior.

### Work Discipline and Governance Effectiveness

Discipline Work apparatus in the environment Communication and Information Technology Office Banten Province has formally arranged clearly through regulations personnel, both related to attendance, performance, and compliance to administrative procedures. Utilization technology information, such as system digital presence and reporting performance based electronics, providing contribution positive in increasing transparency and oversight discipline Work (Alfarizi, 2020).

Although thus, the effectiveness discipline work is not yet fully optimal. Results of observations and interviews show that implementation discipline Still tend nature administrative and not yet fully touch aspect motivation, professionalism, and responsibility substantive employees. In some cases, employees have not shown readiness to respond need information public in a way proactive, which ultimately has an impact on quality service public. Effective work discipline should function not only as a control mechanism but also as a means of cultivating a professional work ethic and performance-oriented public service behavior (Sedarmayanti, 2020; Robbins & Judge, 2021).

These findings indicate that there is need will balance between enforcement strict discipline and creation climate healthy and supportive work. Discipline effective work should not only functions as a tool control, but also as a mechanism formation ethos Work performance and service oriented professionals public.

### **Implications for Public Sector Management**

The findings of this study have important implications for public sector management, particularly in the context of bureaucratic reform and the strengthening of good governance. First, strengthening organizational culture needs to be directed toward the continuous internalization of values through training, technical education and training (diklat), technical guidance, and the reinforcement of a digital work culture. Organizational culture and work discipline should become mandatory components in the competency development of civil servants, as they significantly influence employee performance and adaptability in public organizations (Riyanto et al., 2021; Amin, 2022) . Second, consistent employee supervision and development must be enhanced so that it focuses not only on administrative compliance but also on fostering motivation, ethics, and professionalism among civil servants. Studies show that a fair and transparent reward and punishment system is an effective instrument for strengthening work discipline and improving employee performance in the public sector (Kusuma, 2023; Ngabito et al., 2023). Third, synergy between good governance, a positive organizational culture, and consistent work discipline has a direct impact on improving the quality of public services. This is reflected in more responsive public information services, updated official websites, effective public complaint management, regular publication of statistical data, and strengthened information system security, all of which are key indicators of successful bureaucratic reform (Prasojo & Kurniawan, 2023). Overall, although the management of organizational culture and work discipline at the Banten Province Communication and Information Technology Office is progressing in a positive direction, continuous improvement efforts are still required to ensure that good governance is implemented more effectively and sustainably in supporting professional, transparent, and accountable governance.

## **4. CONCLUSION**

This study concludes that the implementation of good governance within the Banten Province Communication, Informatics, Statistics, and Cryptography Office is strongly supported by the presence of a relatively well-developed organizational culture and effective work discipline. Organizational culture plays a strategic role in shaping employee behavior, attitudes, and work ethics, as reflected in the values of responsibility, cooperation, integrity, and commitment that guide daily activities. These values contribute significantly to improving employee performance and fostering a professional work environment oriented toward public service quality.

Work discipline also demonstrates a positive and significant influence on employee performance, particularly through adherence to organizational regulations, punctuality, accountability, and consistency in task execution. The existence of clear rules, supported by monitoring and evaluation mechanisms, encourages employees to perform their duties more responsibly and in accordance with established standards. Moreover, the interaction between organizational culture and work discipline creates a mutually reinforcing dynamic that strengthens institutional effectiveness. Based on the findings, priority measures for strengthening public information governance include optimizing the role of the Information and Documentation Management Officer (PPID), standardizing and consistently implementing service SOPs, improving the timeliness and accuracy of responses to public information requests, and enhancing information system security. These measures can be monitored through key performance indicators such as response time to information requests, compliance with SOP standards, user satisfaction levels, frequency of information disclosure updates, and the incidence of data security breaches.

The findings indicate that good governance is not merely driven by formal regulations or administrative systems but is strongly influenced by human resource factors, particularly cultural values and disciplinary practices. Therefore, strengthening organizational culture and maintaining

consistent work discipline are essential strategies for enhancing institutional performance, accountability, and public trust. Continuous capacity building, leadership commitment, and internal supervision are necessary to sustain good governance practices within the organization. In addition to its practical implications, this study provides a theoretical contribution by reinforcing the organizational behavior model in the context of the Indonesian public sector, particularly by empirically demonstrating the mediating role of organizational culture and work discipline in linking governance principles to employee performance. The findings extend existing governance and public administration theories by highlighting that good governance outcomes are not solely determined by formal institutional arrangements, but are substantially shaped by internalized cultural values and disciplinary mechanisms within public organizations.

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