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by Tri Raharjanto

Government Leadership and Organizational Culture: A study on Regional Apparatus in Jambi City

Tri Raharjanto
Institut Pemerintahan Dalam Negeri

Correspondence Email: tri.rahardjanto73@ipdn.ac.id

Abstract: *This study aims to determine the effect of government leadership, organizational culture, and government bureaucracy on the performance of Regional Apparatus for Managing Regional Original Revenue managers in Jambi City. This research uses a quantitative approach with the post-positivism paradigm method, which looks for facts and the relationship between the variables, and this approach also explores the causal relationship between the variables. The results of the study found government leadership had a positive and significant effect on the performance of regional apparatus for managing regional original revenue in Jambi City; organizational culture had a positive and significant impact on the performance of regional apparatus for managing regional original revenue in Jambi City; government bureaucracy had a positive and significant effect on the performance of regional apparatus for managing regional original revenue in Jambi City; and finally, leadership governance, organizational culture, and government bureaucracy together have a positive and significant impact on the performance of regional apparatus for managing regional original revenue in Jambi City.*
Keywords: *Government Leadership, Organizational Culture, Government Bureaucracy, Performance.*

Introduction

Leadership is one of the determining factors for the success or failure of an organization, both public and private, in achieving goals (Menon, 2002). The importance of the role of leaders in an organization is a factor that attracts the attention of researchers in the field of organizational behavior. This is in line with the function of the leader, who is obliged to give the best attention; foster, mobilize, and direct all potential followers in their environment in order to achieve the desired volume and workload (Popper & Zakkai, 1994; Freddy et al., 2022). When leaders show good leadership, followers can provide appropriate behavior according to their workload (Burns, 1996).

One type of leadership that pays attention to the characteristics of government leadership is "transformational leadership." This transformational leadership theory is one of the approach concepts that can be adopted and modified for the type of government leadership because it cannot be denied that government institutions also face problems that are almost the same as the type of business-oriented organization, where the community demands the same service even more from

the government (Howell & Avolio, 1993). To meet this demand, the government must change the bureaucratic system and the leadership style used in government administration. The government does not only act as an administrator but must act as a change leader whose job is to change government institutions from *output-oriented (productivity)* to government-oriented organizational quality improvement to meet or exceed community satisfaction (Koehler & Pankowski, 1997).

Mc Nesse-Smith (1996), who examined five leadership behaviors (challenging process, inspiration, shared vision, enabling others to act, modeling ways, encouraging morale), identified that there is a correlation, both correlation and predictive, between leadership behavior and employee performance, job satisfaction, and organizational commitment. Bass & Avolio (1995) and Schein (1992) state that a leader also shapes the culture in an organization, and in turn, leadership is also shaped by the resulting culture. According to Schein (1992), organizational culture and leadership are interconnected when there is an interconnection of the organizational life cycle with leadership and the organizational life cycle. Culture, according to Luthans (2006), is knowledge gained to interpret experience and produce social behavior. Meanwhile, according to Robbins (2006), organizational culture is a system of shared meanings held by members that distinguishes the organization from other organizations. From this understanding, there is a relationship between leaders who shape organizational culture and culture as described by Schein (1992).

The term bureaucracy is often associated with government organizations. Bureaucracy is a system for managing large organizations in order to obtain efficient, rational, and effective management (Dewi, 2013). Government bureaucracy is defined as "officialdom" or the kingdom of officials. Bureaucracy is a government tool to provide public services, planners, implementers, and policy supervisors. So, whether or not the existing bureaucracy is good can be seen from the provision of public services provided by the government to the community (Thoha, 2007).

So far, local government implementation in Indonesia has been characterized by red tape, a convoluted bureaucracy, and a lack of transparency (Thoha, 2003).According to Fred W. Riggs in *Administration in Developing Countries: The Theory of Prismatic Society* (1964), bureaucracy in Indonesia, as a developing country, has a fundamental feudal system, where there is still a clash of traditional values and modern values in society, so that structurally it shows the characteristics of a modern bureaucracy, but culturally it still carries the spirit of feudalism, where old values have not been completely separated, but new values are starting to develop. Romli, 2008).

This classic bureaucratic phenomenon also occurs in the Jambi City Government. Prior to 2013, as found in other government organizations, they carried out a type of leadership with a classic bureaucratic nuance. Leadership that is characterized by hierarchical dominance, based on textbooks, does not provide room for negotiation and flexibility (Yeo, 2006). This rigid bureaucratic leadership does not provide

motivation for the apparatus to be able to carry out service innovations, especially in the management of PAD.

The performance of the Jambi City government in the last five years has shown an increase, as defined by Fadel (2008) that local government performance is an achievement or achievement of results that have been achieved or have been achieved by local governments in handling all activities carried out by local governments in a certain period. Among these achievements and achievements, the Jambi City Government experienced an increase in Regional Original Revenue by 54% from 2013 to 2014 and streamlined programs and activities from 300 programs and 3,000 activities to 59 programs and 1,295 activities located in 40 Regional Work Units. The Human Development Index (HDI) increased from 72.23% in 2010 to 74.86% in 2014, the highest compared to other cities/regencies in Jambi Province and number 3 in Indonesia after DKI Jakarta and Yogyakarta (BPS Kota Jambi, 2016). This increase in HDI indicates an improvement in the performance of local governments in the fields of the economy, education, and health.

Based on the description above, the researcher is interested in researching the influence of government leadership, organizational culture, and government bureaucracy on the performance of regional apparatus for managing regional original revenue managers in Jambi City. The results of the research are expected to make a positive contribution to the development of local government and policy studies, especially those related to the theory of leadership, organizational culture, and government bureaucracy. The results of this study can then become a new concept that is expected to be a reference for studies on the same research object but with different points of view.

Government Leadership, Culture, and Bureaucracy

Pamudji (1985) says that Government leadership is related to the terms leading and governing, where leadership means the ability to move, direct, and influence followers to do something voluntarily. Furthermore, Wasistiono (2013) defines government leadership as a process and capability based on the authority one has to move other people or groups to achieve predetermined government goals and objectives.

Based on this understanding, leadership in government can be manifested in the form or style of universal leadership that exists but is limited to the characteristics, vision, and mission of government. Basically, government leadership is universal, so the general concept of leadership, or in the business world, can be selectively and constructively adopted or modified to be used as a type of leadership in the non-business world, so as to get accommodative leadership (Adiwilaga, 2018).

According to Chatab (2007), organizational culture is a social controller and regulator of the running of the organization on the basis of shared values and beliefs, so that it becomes the norm of group work and is operationally called "work culture" because it is a guideline and direction for employee work behavior. While Robbins (2004) defines "organizational culture" as a system of

shared meaning held by members that distinguishes the organization from other organizations.

Method

This study uses a post-positivist paradigm, so it uses more quantitative methods. Quantitative methods are usually used to test hypotheses (Swanson & Holton III, 2005). In addition, Creswell (2007) explains that quantitative analysis is required to validate a theory. The population in this study is composed of Regional Work Units involved in the management of PAD Jambi City Government. The population in this study is composed of Regional Work Units involved in the management of PAD Jambi City Government. The sample was selected using a random sample method (random sampling) from the number of employees in each Regional Work Unit managing PAD, with a total sample of 315 respondents. The results of the study were analyzed with the analytical tools SEM (Structural Equation Modeling) analysis with AMOS (Analysis of Moment Structures) and Regression Analysis.

Figure 1
Research Framework
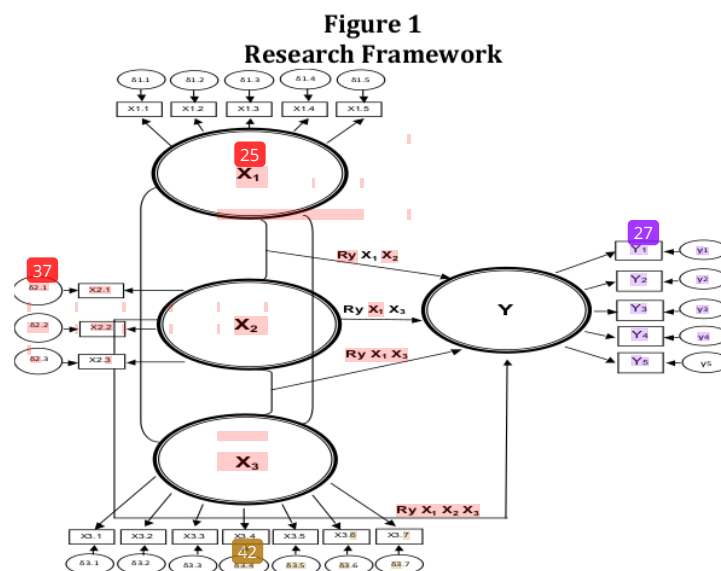
Results And Discussion
Descriptive Data and Normality Assumption Test

The data used for analysis is complete data, namely a questionnaire that has responses to all statements. From the questionnaires received by 315 samples, it can be seen that 64.7% of respondents have a bachelor's degree, and 13.1% have a master's degree. The majority of respondents (55.3%) are men.

The average respondent has 10–19 years of work experience, and 24.8% have 20–29 years of service. Meanwhile, the average age of the respondents is a productive age with long work experience; 27.9% are 40–44 years old. From the respondent's profile data, it shows that the average respondent has a fairly high education and has a long history of experience as a state apparatus.

An analysis was carried out using AMOS to fulfill this assumption. From the 315 samples collected, there were several outliers that had to be excluded on the basis of the value of "observation farthest from the centroid or Mahalonobis d-squared" < 45, so that data that exceeds this value is not included in analysis. The normality test can be seen from the Critical Ratio (CR) skewness + 2.58 at the 0.01 significance level or the CR skewness + 1.96 at the 0.05 significance level. The data shows normality results with a CR ranging from -2.527 to -0.077, which means the data has a normal distribution (Table 1 Assessment of Normality). The data that meets the normal assumptions is 262. This number of samples still meets the requirements for using SEM, which requires a minimum of 150 samples.

Table 1
Assessment of normality

Variable	min	Max	skew	cr	kurtosis	cr
KP	3.000	5.000	-.055	-.361	-.344	-1.138
DT	3.000	5.000	-.079	-.520	-.311	-1.027
KD	2.500	5.000	-.207	-1.365	-.506	-1.673
ICE	2.500	5.000	-.012	.,077	-.225	-.742
ET	2.500	5.000	-.101	-,670	.245	.809
SCN	2.670	5.000	-.247	-1.634	-.270	-.892
SPI	2.500	5.000	-.206	-1.361	-.491	-1.622
VCE	2.750	5.000	-.255	-1.686	0.016	0.053
TSA	2.330	5.000	-.315	-2.083	.368	1.216
SRS	2.500	5.000	-.305	-2.019	-.180	-.595
RAI	2.500	5.000	-.382	-2.527	-.018	-.060
VPJ	2.500	5.000	-.326	-2.157	-.020	-.067
CS	2.250	5.000	-.283	-1.868	-.299	-.987
GS	2.500	5.000	-.381	-2.517	-.215	-.710
SM	2.500	5.000	-.310	-2.046	.714	2.358
air conditioning	2.500	5.000	-.377	-2.489	-.642	-2.122
IC	2.000	5.000	-.358	-2.363	-.672	-2.222
IS	2.000	5.000	-.369	-2.436	-.485	-1.604
IM	2.500	5.000	-.255	-1.684	-.869	-2.871
II	2.500	5.000	-.244	-1.615	-.794	-2.622
Multivariate					21.689	5.917

Match Test

From the results of the properties analysis using AMOS, the GOF results for the first model are obtained as presented in Table 2 below:

Table 2
First Model Goodness Of Fit Value

GOF	Standard Value For Good Match	Standard value for marginal match	Research result
RMSEA	≤ 0.08	< 0.05 (close fit)	0.070
NFI	≥ 0.90	$0.80 \leq NFI \geq 0.90$	0.847
CFI	≥ 0.90	$0.80 \leq CFI \geq 0.90$	0.907
IFI	≥ 0.90	$0.80 \leq IFI \geq 0.90$	0.908
RFI	≥ 0.90	$0.80 \leq RFI \geq 0.90$	0.823
RMR	≤ 0.05	$RMR \leq 0.05$	0.018
GFI	≥ 0.90	$0.80 \leq GFI \geq 0.90$	0.879
AGFI	≥ 0.90	$0.80 \leq AGFI \geq 0.90$	0.845
CMIN/DF	≤ 3.00		2,266

Model fit analysis (overall model fit) which is a fit test to evaluate the general level of fit or Goodness Of Fit (GOF) between the data and the proposed model. However, the results of the match between the data and the model, the validation and reliability of the measurement model and the significance of the coefficients of the structural model, have met the test criteria, but the GOF values can still be improved by relating some errors that are owned by several dimensions.

Model Specification

Respecification of the model is needed to increase the GOF value, while the respecification of the model is not too different from the estimated model. The purpose of this specification is to find a model that fits the data well. Based on several GOF criteria, the specification of the model shows that the fit or suitability of the model with the resulting data is better than the first model.
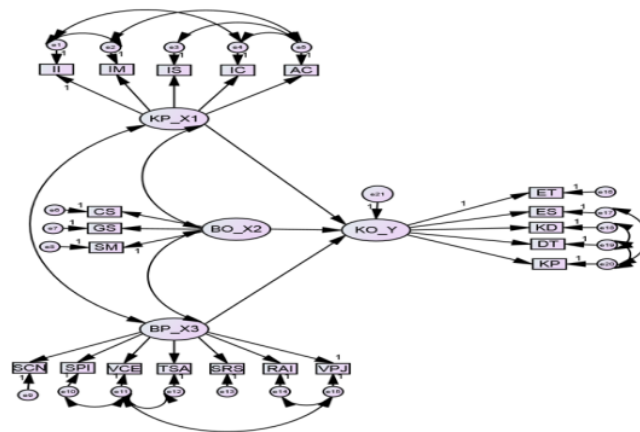

Figure 1 Model Specification

Hypothesis testing: First Hypothesis

From the results of AMOS properties analysis, on Maximum Likelihood Estimates, it shows that Government Leadership has a significant effect on performance at the 95% confidence level, as shown in the following table:

Table 3
Maximum Likelihood Estimates Results

Exogenous Latent Variables	Endogenous Latent Variables	Estimate	CR > 1.96	P< 0.05
Government Leadership	Regional Work Units Performance	0.358	5.321	0.000

From table 3 above, it can be seen that the results of the structural equation model, the influence between the latent escogene variable (Government Leadership) and the endogenous latent variable (Regional Work Units Performance) shows a positive effect. While the results of the measurement of the significance level, CR shows > 1.96 at a probability value of P < 0.05, so it can be stated that the first hypothesis is proven.

Second hypothesis

From the results of AMOS properties analysis, in Maximum Likelihood Estimates, it shows that Organizational Culture does not have a significant influence on performance at the 95% confidence level, as shown in Table 4 below:

Table 4.
Maximum Likelihood Estimates Results

Exogenous Latent Variables	Endogenous Latent Variables	Estimate	CR > 1.96	P< 0.05
Organizational culture	REGIONAL WORK UNITS Performance	0.211	5.888	0.000

Table 4 above shows that from the results of the structural equation model the influence between the latent variable escogene and latent variable endogenous shows a positive effect. The results of the measurement of the significance level, the CR of each manifest variable showed > 1.96 at a probability value of P < 0.05, so it

can be stated that the second hypothesis is proven.

Third hypothesis

From the results of AMOS properties analysis, on Maximum Likelihood Estimates, it shows that the Government Bureaucracy has a significant positive effect on performance at the 95%

confidence level, as shown in the following table:

Table 5. Maximum Likelihood Estimates Results

Exogenous Latent Variables	Endogenous Latent Variables	Estimate	CR > 1.96	P< 0.05
Government Bureaucracy	REGIONAL WORK UNITS Performance	0.850	10.073	***

Table 5 above shows that from the results of the structural equation model, the influence between the latent variable escogene (Government Bureaucracy) and the latent variable endogenous (REGIONAL WORK UNITS performance) shows a positive and significant effect, where the CR value > 1.96, which is 10.073 on the probability P value. <0.05, so it can be stated that the third hypothesis can be proven.

Fourth hypothesis

To test the hypothesis, it is done by comparing the results of the calculated F with the F table on the measurement of the effect of the independent variables X_1, X_2 and X_3 together on the dependent variable Y. The test results criteria are if F count > F table, then H_0 rejected and H_1 accepted, which means that there is a joint influence of Government Leadership, Organizational Culture, and Government Bureaucracy on the performance of REGIONAL WORK UNITS managing PAD. On the other hand, if F count < F Table, then H0 is accepted and H1 is rejected, which means that there is no effect of Government Leadership, Organizational Culture, and Government Bureaucracy together on the Performance of REGIONAL WORK UNITS Management of PAD. The calculated F value obtained in the data analysis of the influence of Government Leadership, Organizational Culture and Government Bureaucracy together on the Performance of Regional Apparatus for Managing Regional Original Revenue Managers is presented in the following table.

Table 6. F ANOVA test [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.769	3	8.923	106.739	.000 [b]
	Residual	21.568	258	.084		
	Total	48.338	261			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Organizational Culture, Government Leadership, Government Bureaucracy

Based on Table 6 above, it is known that the calculated F value obtained in the data analysis of the influence of Government Leadership, Organizational Culture and Government Bureaucracy together on the Performance of REGIONAL WORK UNITS Managing PAD is 106.739. With a significance level of 5%, then H0 is rejected and H1 is accepted, which means that there is an influence of government leadership, organizational culture and government bureaucracy together on the performance of REGIONAL WORK UNITS managing PAD.

Analysis of the Effect of Government Leadership on REGIONAL WORK UNITS Performance and Theory Implications

The results of the measurement and testing of the first hypothesis indicate that Government Leadership has a positive relationship and has a significant effect on the performance of Regional Work Units managing PAD in Jambi City. The existence of this influence demonstrates the existence of a causal relationship mechanism between government leadership, which is the antecedent variable (cause), and the performance of regional apparatus for managing regional original revenue managers, which is the dependent variable. This relationship means that if Government Leadership increases, the increase will simultaneously be followed by an increase in the Performance of REGIONAL WORK UNITS Management of PAD. Thus, empirically, it can be stated that Government Leadership is one of the factors causing the high or low performance of Regional Apparatus for Managing Regional Original Revenue Managers in Jambi City. Improvement

of the performance of REGIONAL WORK UNITS managing PAD in Jambi City can be improved by increasing the effectiveness of Government Leadership carried out by regional heads towards REGIONAL WORK UNITS managing PAD. Government leadership in this case is seen as a concept and leadership behavior that has charisma, influences idealism, inspires motivation, stimulates intellectuals, and empowers staff to achieve more than what is expected (Dvir, Edin, Avolio & Samir, 2002), which in turn improves the performance of REGIONAL WORK UNITS managing PAD in Jambi City. Therefore, increasing the effectiveness of Government Leadership can be done by developing and improving the dimensions that make up government leadership.

Analysis of the Effect of Leadership, Organizational Culture and Government Bureaucracy

The results of the measurement and testing of the second hypothesis show that Organizational Culture has a positive and significant relationship to the Performance of REGIONAL WORK UNITS PAD Managers at the 95% confidence level. The existence of this influence shows that between Organizational Culture which is the antecedent variable (cause), and the Performance of REGIONAL WORK UNITS PAD Managers as the dependent variable, a causal relationship mechanism exists. This relationship means that if organizational culture increases, the increase will be followed by an increase in the performance of REGIONAL WORK UNITS Management of PAD. Thus, empirically, it can be stated that Organizational Culture is one of the factors causing the high or low performance of

Regional Apparatus for Managing Regional Original Revenue Managers in Jambi City.

The results of the measurement and testing of the third hypothesis show that the Government Bureaucracy has a positive relationship and has a significant effect on the Performance of Regional Apparatus for Managing Regional Original Revenue Managers in Jambi City. The existence of this positive influence shows that between the Government Bureaucracy which is positioned as an antecedent variable and the Performance of REGIONAL WORK UNITS Management of PAD which is positioned as a consequence variable, a causal relationship exists. This relationship means that if the Government Bureaucracy is increased or increased, then the increase will be followed by an increase in the performance of the PAD Management REGIONAL WORK UNITS. Empirically, it can be stated that the Government Bureaucracy is one of the factors causing the high or low performance of REGIONAL WORK UNITS managing PAD. Improving the performance of REGIONAL WORK UNITS managing PAD can be improved by increasing the Government Bureaucracy through the application of the dimensions of serving the community, not consumers, paying attention to the interests of the community as the ultimate goal, paying attention to the value of common interests, thinking strategically and acting democratically, serving the community instead of controlling, and respecting human values and acting according to the rules.

The existence of the influence of Government Leadership, Organizational Culture and Government Bureaucracy together on the Performance of REGIONAL WORK UNITS Management of PAD identifies that between Government Leadership, Organizational Culture and Government Bureaucracy a causal relationship mechanism exists, which means that if there is an increase in the influence of Government Leadership, Organizational Culture and Bureaucracy Together with the government, the increase will simultaneously be followed by an increase in the performance of the PAD Management REGIONAL WORK UNITS . From the results of the regression analysis, it is known that the contribution of the influence of the Government Bureaucracy to the Performance of Regional Apparatus for Managing Regional Original Revenue Managers is greater than the contribution of the influence of Government Leadership and Organizational Culture to the Performance of Regional Apparatus for Managing Regional Original Revenue Managers. This means, in the context of this study, that the Government Bureaucracy is a rational system unit to ensure the running of government mechanisms that serve the community, giving more influence to the improvement of the Performance of REGIONAL WORK UNITS for PAD Managers, because PAD management requires Government Bureaucracy as a binding and rational system in providing services to the public. According to Denhardt and Denhardt (2003: 553), the primary role of government is to serve the community and assist the community in fulfilling common interests rather than controlling or directing the community, and this role is carried out in conjunction with transformational government leadership and organizational culture,

which is a set of shared values and assumptions that govern how employees think and act in overcoming problems and opportunities.

Conclusion

Based on the description and results of research analysis, the conclusions are: Government Leadership has a positive and significant effect on the Performance of Regional Apparatus for Managing Regional Original Revenue Managers in Jambi City . Followed by the dimension Gives motivation that inspires; Have charisma; Provide intellectual stimulation; and Considering the individual. Furthermore, Organizational Culture has a positive and significant effect on the Performance of Regional Apparatus for Managing Regional Original Revenue Managers in Jambi City. The magnitude of the influence of Organizational Culture is determined by the dimension of Social Adhesive which gives the highest contribution, followed by the dimensions of System Control and Mutual Understanding. Government Bureaucracy has a positive and significant effect on the Performance of Regional Work Units Managers in Jambi City. The magnitude of the influence of the Government Bureaucracy by the dimensions of citizenship and public service, above entrepreneurship, followed by the dimensions of serving the community, not consumers, The interest of the community is the ultimate goal. Accountability is not simple; think strategically, act democratically, and serve rather than control. Finally, Government Leadership, Organizational Culture and Government Bureaucracy together have a positive and significant impact on the performance of

Regional Work Units managing Regional Original Device in Jambi City. Government Bureaucracy contributes a greater influence on organizational performance than Organizational Culture and Government Leadership on Organizational Performance. Together the Government Bureaucracy, Government Leadership and Organizational Culture have an influence on the performance of Regional Work Units managing Regional Original Device.

Acknowledgment

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