
Work Discipline, Organizational Culture Moderation, and Public Service Performance in The Pagelaran Community

Rachmat Rachmat¹, Neli Yuliawati²

Public Administration, STISIP Guna Nusantara Cianjur

e-mail: rachmatstisipgunanusantara@gmail.com

Corresponding author: rachmatstisipgunanusantara@gmail.com

ABSTRACT

Article Information:

Accepted: 26-03-2026

Revision: 26-04-2026

Approved: 26-05-2026

Published Online: 05-06-2026

This study aims to analyze the effect of civil servants' work discipline on public service performance, with organizational culture as a moderating variable, in the Pagelaran region. Public services in this area currently face challenges such as slow service processes and inconsistent implementation of Standard Operating Procedures (SOPs). The method used is an explanatory quantitative approach employing Structural Equation Modeling (SEM-PLS) analysis. The research sample consists of 125 respondents service users selected through purposive sampling. The results indicate that work discipline has a dominant, positive, and significant effect on public service performance. Organizational culture also has a direct positive influence on performance, although its contribution is not as substantial as that of work discipline. A key finding in this study reveals that organizational culture is unable to moderate or strengthen the relationship between work discipline and public service performance. This indicates the need for organizational culture transformation to better align with the values of work discipline in order to achieve responsive, transparent, and accountable service.

Keywords: Work Discipline, Public Service Performance, Organizational al Culture, SEM-PLS.

INTRODUCTION

Public service is the primary function of government in achieving the well-being of an ever evolving society through the New Public Management (NPM) approach toward New Public Governance (NPG). From this perspective, the effectiveness of public service is determined not only by regulations but also by cross-sectoral collaboration and relationships among actors that support the quality of public services (Krogh & Triantafillou, 2024). The quality of public services is greatly influenced by the work discipline of public officials, which includes compliance, punctuality, and accountability. Strong discipline can enhance the efficiency and responsiveness of the bureaucracy, particularly within a trust based management approach that drives optimal performance among public officials (Siverbo et al., 2023). Theoretically, work discipline plays a crucial role in supporting public service performance, including in addressing the dynamics of administrative reform based on innovation, collaboration, and results orientation (Alkaabi et al., 2024; Xiaolong & Christensen, 2022).

The situation in Pagelaran, South Cianjur, indicates that public services are still hampered by slow processes, lack of timeliness, and inconsistent standard operating procedures (SOPs), reflecting low staff discipline and the dominance of an administrative bureaucratic model. These conditions result in low public satisfaction and reduced service effectiveness. Transformation toward citizen-centered service through improved discipline, innovation, and digitalization is an urgent need to create responsive, efficient, and sustainable services (Desmal et al., 2022; Gawayana et al., 2022).

The issue of the suboptimal contribution of civil service discipline to public service performance points to another factor: organizational culture. Organizational culture reflects the values, norms, and work habits that can either strengthen or weaken the implementation of civil service discipline in public service. An adaptive, professional, and service-oriented culture can enhance employee motivation, commitment, and collaboration, thereby impacting service quality. In the public sector, the right culture also supports organizational stability and adaptability to environmental dynamics. Therefore, organizational culture is a strategic factor in strengthening the effectiveness of work discipline on public service performance (Bhardwaj, 2022; Hamblin et al., 2024).

Previous research indicates that work discipline has a positive impact on public service performance; however, such studies generally examine only direct relationships without considering contextual variables (Almulhim, 2023; Kim & Jung, 2022). Meanwhile, organizational culture has been shown to enhance performance, but it is more frequently treated as an independent variable (Kao et al., 2023). In fact, organizational culture has the potential to interactively moderate the relationship between work discipline and performance. A research gap exists due to the scarcity of studies examining this moderating role, particularly at the local government level. Therefore, this study is important for explaining these interaction mechanisms more comprehensively (Borodako et al., 2023).

The novelty of this study lies in the integration of civil service discipline and organizational culture within a moderation framework to explain public service performance. This study not only examines the direct influence of work discipline on service performance but also explores how organizational culture strengthens or weakens that relationship. Furthermore, the local context of the Pagelaran community in South Cianjur provides specific and contextual empirical contributions, which have so far been relatively limited in the Indonesian public administration literature, particularly in semi-rural areas with unique social characteristics.

The urgency of this research has increased in line with the demands for bureaucratic reform and improved public service quality in the era of government decentralization and digitalization. The government is required to provide services that are fast, transparent, and accountable. Therefore, a comprehensive understanding of the factors influencing public service performance including the interaction between work discipline and organizational culture is crucial. The results of this study are expected to provide a theoretical contribution to the development of public administration science as well as a practical contribution to local

governments in formulating more effective human resource management policies and strategies oriented toward improving the quality of public services.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Public Service

Public service is a core function of government focused on meeting the needs of the public within an increasingly complex context. The New Public Management (NPM) paradigm emphasizes efficiency, effectiveness, and results-orientation through the adoption of private-sector practices to improve service performance (Gupta & Lamsal, 2023). However, this approach is considered limited because it is unable to adequately accommodate the need for cross-sectoral collaboration and the dynamics of modern service delivery. In response, New Public Governance (NPG) emerged, emphasizing network governance, multi-stakeholder collaboration, and public participation in the delivery of public services (Hansen et al., 2021). From this perspective, service performance is determined not only by an organization's internal capacity but also by the quality of interactions among actors (Casula & Migone, 2025). Thus, NPG offers a more adaptive, inclusive, and value-oriented approach aimed at creating sustainable public value.

Public Service Performance

Public service performance is the result of civil servants' efforts to provide effective, efficient, and high-quality services, which are measured not only administratively but also through a Performance Management approach that emphasizes the achievement of targets through optimal human resource management (Melo & Mota, 2020). The implementation of performance management faces challenges such as red tape, conflicting objectives, and civil servant motivation, thus requiring an adaptive and human resource development-based approach (Hill & Plimmer, 2024). Service reform also encourages the use of integrative and participatory approaches to improve service effectiveness (Pudjono et al., 2025). Thus, public service performance must be responsive, transparent, and oriented toward public satisfaction. In this study, public service performance indicators include (Odusanya et al., 2024): (1) service effectiveness; (2) service efficiency; (3) service quality; (4) responsiveness; (5) service transparency; (6) accountability; (7) public satisfaction; (8) service timeliness.

Work Discipline Among Government Officials

Work discipline refers to the attitudes and behaviors of employees that reflect compliance with organizational rules, norms, and standards, which are influenced by values, motivation, and the work environment (Pereira et al., 2024). From the perspective of Organizational Behavior Theory, disciplined behavior is shaped by the organization's value system and individual motivation. Intrinsic and extrinsic motivation play a crucial role in reinforcing compliance with rules and maintaining consistency in work behavior (Ha & Moon, 2023). Additionally, a conducive work environment, managerial support, and a positive social climate foster increased discipline and employee engagement (Dumitriu et al., 2025). Clear organizational culture and policies also strengthen the commitment and

performance of civil servants (Zacharias et al., 2021). Strong and focused leadership plays a key role in determining the level of work discipline. In this study, the indicators of work discipline used include (Devenney et al., 2024) : (1) adherence to work rules; (2) punctuality; (3) adherence to working hours; (4) responsibility toward tasks; (5) adherence to standard operating procedures (SOPs); (6) consistency in work; (7) adherence to supervisors' instructions; (8) attendance rate (absenteeism); (9) adherence to work ethics.

Organizational Culture

Organizational culture is a system of values, norms, and beliefs that influences the way members of an organization think and behave (Liyana et al., 2022). Organizational culture consists of artifacts, shared values, and underlying assumptions that shape work behavior. In the public sector, culture functions as a mechanism of social control that reinforces integrity, commitment, and a service-oriented approach toward the public. From the perspective of Institutional Theory, organizations adapt their values and practices to gain legitimacy and address environmental dynamics (Muhammaditya et al., 2021). An adaptive and innovative culture is crucial in supporting bureaucratic reform and the digitalization of public services (Alsaied & Mclaughlin, 2024). Furthermore, cultural transformation is necessary to enhance civil servant competence and the responsiveness of public services (Haryono et al., 2023). The indicators used in this study for organizational culture, according to Fernandes et al. (2023), include: (1) organizational values embraced; (2) prevailing work norms; (3) commitment to the organization; (4) integrity of personnel; (5) community service orientation; (6) adaptability to change; (7) support for innovation; (8) consistency in the work behavior of organizational members.

Hypothesis Development

The Effect of Civil Servants' Work Discipline on Public Service Performance

Work discipline among public servants is a fundamental factor in improving public service performance. Public servants with a high level of discipline demonstrate compliance with rules, punctuality, and responsibility in carrying out their duties, thereby making service delivery more effective and efficient. From the perspective of Organizational Behavior Theory, disciplined individual behavior has a direct impact on improving organizational performance. Previous research indicates that work discipline significantly contributes to improving the quality of public services by reducing work errors, accelerating service processes, and increasing public satisfaction (Almulhim, 2023; Kim & Jung, 2022). In the context of bureaucratic reform, work discipline also serves as the foundation for creating responsive and accountable services.

H1: Civil servants' work discipline has a positive effect on public service performance.

The Influence of Organizational Culture on Public Service Performance

Organizational culture serves as a system of values and norms that guides the behavior of public servants within an organization. A strong, adaptive, and service-oriented

culture will enhance the commitment, integrity, and work motivation of public servants, thereby leading to improved public service performance. From the perspective of Institutional Theory, organizations will adapt their values and practices to achieve legitimacy and effectiveness within their social environment. An organizational culture that supports innovation and public service will strengthen service quality, particularly in addressing the demands of digitalization and bureaucratic reform. Previous research findings indicate that organizational culture has a positive influence on organizational performance because it fosters a conducive work environment and enhances service orientation (Kao et al., 2023; Bhardwaj, 2022).

H2: Organizational culture has a positive effect on public service performance.

The Role of Organizational Culture as a Moderating Variable

Organizational culture not only has a direct impact on performance but also acts as a moderating variable that strengthens the relationship between work discipline and public service performance. According to Contingency Theory, the effectiveness of a variable is not universal but depends on organizational conditions. In this context, a strong organizational culture reinforces the implementation of work discipline through the internalization of values, increased commitment, and consistent behavior among public servants. Conversely, a weak organizational culture can prevent work discipline from having an optimal impact on service performance. Therefore, organizational culture is a key factor in determining the success of work discipline in improving the quality of public service. Recent research indicates that contextual variables such as organizational culture play a significant role in strengthening the relationship between behavioral factors and organizational performance (Borodako et al., 2023).

H3: Organizational culture moderates the influence of civil servants' work discipline on public service performance.

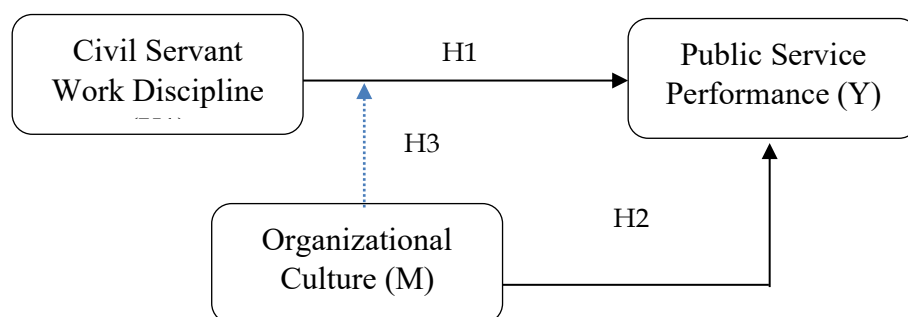


Figure 1. Research Framework

METHOD

This study employs a quantitative approach with an explanatory design to examine the causal relationship between civil servant discipline, organizational culture, and public service performance. This approach is suitable for analyzing the relationships among variables simultaneously using Structural Equation Modeling (Setiadi et al., 2025). The research was conducted in the Pagelaran area of South Cianjur, with the community as users of public services serving as the unit of analysis. The selection of the community was based on a citizen-centered service approach, where service performance is measured based on community perceptions and satisfaction. The study population consists of all members of the community who have ever received public services. The sample size was determined using the formula by Hair et al., which is 5–10 times the number of indicators (Prakoso & Setiadi, 2026). With a total of 25 indicators (8 public service performance, 9 work discipline, 8 organizational culture), the sample size is $25 \times 5 = 125$ respondents. The sampling technique used is purposive sampling, specifically targeting respondents who have used public services.

The data used were primary data collected via a questionnaire using a 1–5 Likert scale, ranging from strongly disagree to strongly agree. The research instrument was designed based on the indicators of each predefined variable. Data analysis employed the Partial Least Squares (SEM-PLS) method, which is suitable for complex models and does not require strict normality assumptions (Mafriningsianti & Setiadi, 2026). The analysis was conducted in two main stages: evaluation of the measurement model (outer model) and the structural model (inner model). The testing of the moderating variable was conducted through the interaction between work discipline and organizational culture in influencing public service performance. Additionally, model fit was assessed using goodness-of-fit indices such as SRMR. Methodologically, the use of SEM-PLS offers advantages in testing moderation models and complex relationships (Setiadi, 2026).

RESULTS AND DISCUSSION

Measurement Model and Structural Model

This study analyzed 25 manifest variables and 3 latent variables using a Partial Least Squares-based Structural Equation Modeling (SEM-PLS) approach. The analysis included an evaluation of the measurement model and structural model to test the relationships between constructs. The measurement model assessed the validity and reliability of the indicators through convergent validity tests, namely factor loadings (>0.70 or ≥ 0.60) and AVE (>0.50). Meanwhile, instrument reliability was tested using Composite Reliability and Cronbach's Alpha (>0.70), which indicated good measurement consistency (Setiadi et al., 2025).

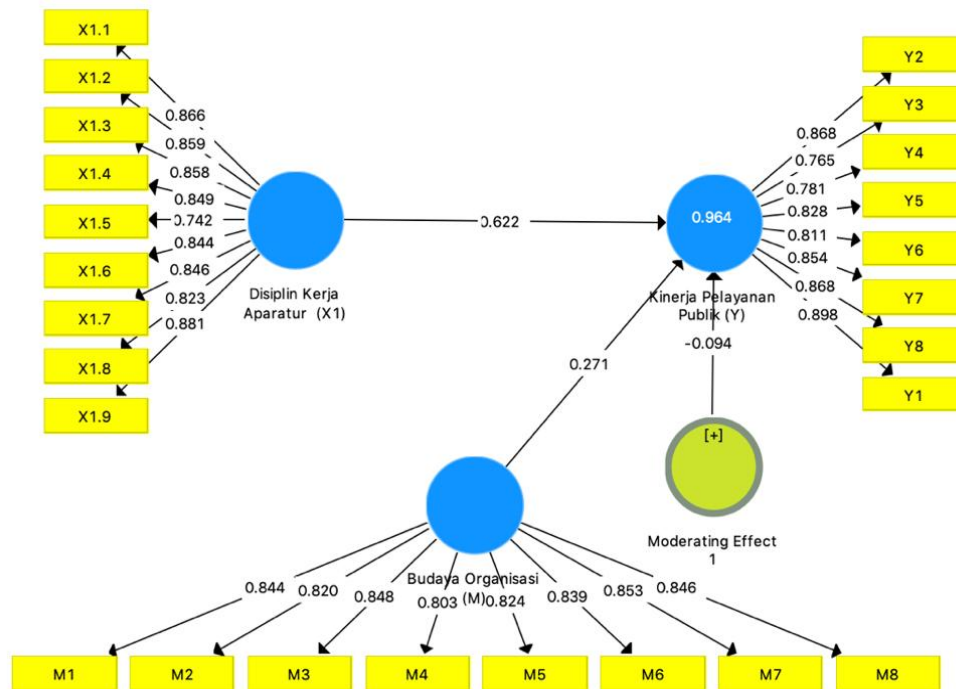


Figure 2. Outer Model

Based on Figure 2, the SEM-PLS model shows that all indicators are valid with factor loadings >0.70 , indicating that the instrument is reliable in the Partial Least Squares approach. The R^2 value of 0.964 indicates that 96.4% of the variation in public service performance is explained by work discipline and organizational culture, making the model very robust. Work discipline has a dominant positive effect on performance (0.622), while organizational culture also has a positive effect but to a lesser extent (0.271). Conversely, the moderating effect of organizational culture is negative (-0.094), indicating that it does not strengthen the relationship but rather tends to weaken it. These findings indicate that organizational culture is not yet fully aligned with the value of work discipline, thus requiring an adaptive cultural transformation that supports the optimal improvement of public service performance

Table 1. AVE, Cronbach's Alpha, and Composite Reliability Values

Variable	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Work Discipline of Civil Servants (X1)	0.709	0.948	0.956
Public Service Performance (Y)	0.698	0.938	0.949
Organizational Culture (M)	0.696	0.938	0.948
Moderating Effect 1	0.565	0.989	0.989

Based on Table 1, the Average Variance Extracted (AVE) values for all variables are >0.50 , indicating that convergent validity is met in the Partial Least Squares approach. The work discipline s (0.709), service performance (0.698), and organizational culture (0.696) demonstrate excellent reliability, with Cronbach's Alpha and Composite Reliability >0.90 . The moderating effect is also reliable (0.989); although the AVE is relatively lower (0.565), it still

meets the criteria. Overall, the research instrument is deemed valid and highly consistent in measuring the constructs.

The structural model evaluation using the Partial Least Squares (PLS) approach aims to analyze the relationships among latent variables through path coefficients obtained via the bootstrapping technique (Setiadi et al., 2025b). This analysis is used to determine the direction and significance of the effects between constructs. The PLS-SEM method is considered effective in testing complex models, even with limited sample sizes, making it suitable for research focused on prediction and theory development.

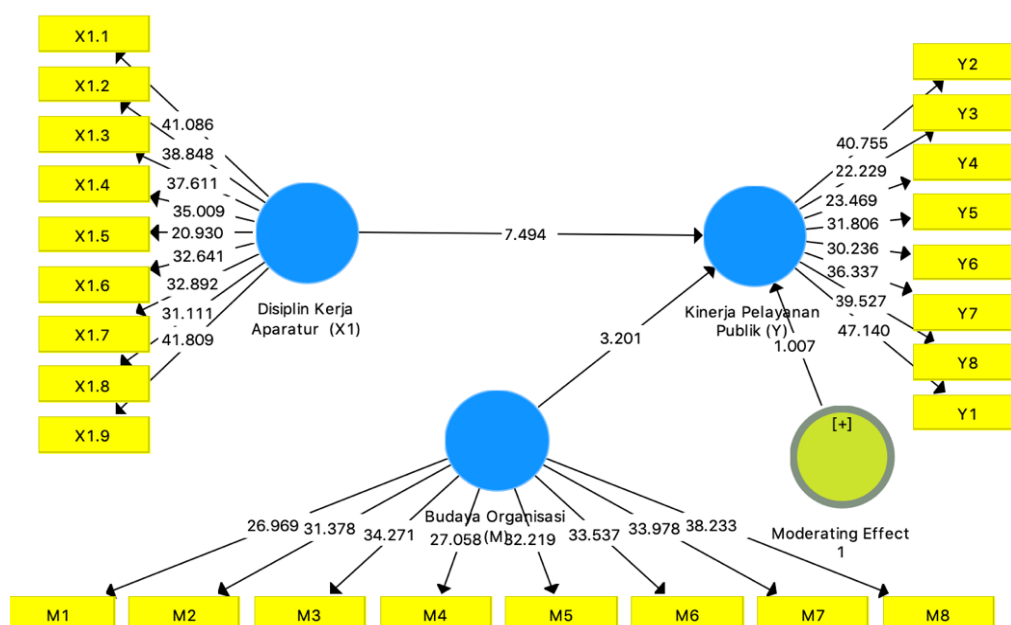


Figure 3. Bootstrapping

Based on Figure 3, the bootstrapping results using the Partial Least Squares approach indicate that work discipline has a positive and significant effect on public service performance, with a T-value of 7.494 (>1.96). Organizational culture also has a positive and significant effect, with a T-value of 3.201 (>1.96), although its effect is smaller than that of work discipline. Conversely, the moderating effect of organizational culture is not significant with a T-value of 1.007 (<1.96), so it is unable to strengthen the relationship between work discipline and service performance. Overall, work discipline is the primary factor in improving public service performance, while organizational culture plays only a direct role, not as a moderating variable. These findings indicate the need to strengthen organizational culture so that it is more aligned with the work behavior of civil servants.

Predictive Relevance

The Q^2 value in the Partial Least Squares approach is used to evaluate the model's predictive ability regarding empirical data. A model is said to have predictive relevance if Q^2

> 0. A value above 0.25 indicates a moderate level of prediction, while a value above 0.50 indicates strong predictive ability (Mafriningsianti & Setiadi, 2025).

Table 2. Q-square

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Public Service Performance (Y)	1,000,000	342,802	0.657

Based on Table 2, the Q² value for Public Service Performance is 0.657 (Q² > 0.50), indicating that the model has strong predictive power in the Partial Least Squares approach. With an SSO of 1,000,000 and an SSE of 342,802, the model is able to explain most of the variation in the observed data. This indicates that the model has high predictive relevance and is suitable for use in accurately predicting public service performance.

Model Goodness of Fit Evaluation

Goodness of Fit (GoF) in Partial Least Squares is used to complement model assessments beyond R² and Q² to ensure a more comprehensive evaluation. A GoF value of 0.10 is considered low, 0.25 moderate, and ≥0.36 high. Meanwhile, an SRMR <0.08 indicates good model fit to the empirical data.

Table 3. SRMR

	Saturated Model	Estimated Model
SRMR	0.044	0.043

Based on Table 3, the SRMR values for the saturated model (0.044) and the estimated model (0.043) are below the 0.08 threshold, indicating an excellent model fit in the Partial Least Squares approach. This suggests that the model accurately represents the relationships among the variables in accordance with the empirical data.

Table 4. GoF Index

Average AVE	Average R-Square	Goodness of Fit Index
0.667	0.964	0.801

Based on Table 4, a GoF value of 0.801 (>0.36) indicates that the model has a very high level of fit. This means that the model is able to explain the relationship between variables strongly and representatively in relation to the empirical data.

Hypothesis Testing

Hypothesis testing using the bootstrapping technique is widely used in SmartPLS analysis due to its flexibility and the fact that it does not require a normal distribution or a large sample size. This method allows for more accurate estimation of path coefficients through resampling, and generates t-statistics and p-values used to test the significance of relationships between variables in the research model.

Table 5. Path Significance Test

Variable	Original Sample	T Statistics	P-Values	Notes
Work Discipline of Civil Servants (X1) -> Public Service Performance (Y)	0.622	7.494	0.000	Significant
Organizational Culture (M) -> Public Service Performance (Y)	0.271	3.201	0.001	Significant
Moderating Effect 1 -> Public Service Performance (Y)	-0.094	1.007	0.315	No effect

Based on Table 5, the results of the hypothesis testing based on bootstrapping analysis using the Partial Least Squares approach are as follows:

1. H1: Civil Servant Work Discipline affects Public Service Performance

Coefficient = 0.622; T = 7.494; P = 0.000 (<0.05). Work discipline has a positive and significant effect on public service performance. The higher the discipline of civil servants, the higher the quality of service. Decision: H1 is accepted

2. H2: Organizational Culture on Public Service Performance

Coefficient = 0.271; T = 3.201; P = 0.001 (<0.05). Organizational culture has a positive and significant effect on public service performance, although its influence is not as strong as that of work discipline. Decision: H2 accepted

3. H3: Moderating Effect → Public Service Performance

Coefficient = -0.094; T = 1.007; P = 0.315 (>0.05). Organizational culture does not moderate the relationship between work discipline and public service performance. Decision: H3 is rejected.

Overall, work discipline is the most dominant factor in improving public service performance. Organizational culture has a direct effect, but does not act as a moderating variable in this model.

Discussion

Public service performance within the framework of New Public Governance (NPG) emphasizes that service effectiveness depends not only on an organization's internal capacity but also on the quality of interactions among actors and individual behavioral factors. Based on research findings in Pagelaran, it was found that civil servants' work discipline is the most dominant factor in improving the quality of public services, with an influence coefficient of 0.622. This finding reinforces previous research by Almulhim (2023) and Kim & Jung (2022), which states that civil servants with high levels of compliance, responsibility, and punctuality will significantly reduce work errors and accelerate service processes for the public.

In addition to the discipline factor, organizational culture has been shown to have a direct positive influence on public service performance (0.271). Organizational culture functions as a system of values and norms that shapes the way public servants think and

Jurnal Bisnis Digital, Akuntansi, Kewirausahaan, dan Manajemen (Baashima)

Published by: Alahyan Publisher Sukabumi

e-ISSN: 2988-1056

Volume: 4 Nomor: 1 (April: 2026) hal: 16-30

DOI: <https://doi.org/10.61492/baashima.v4i1.523>

behave on the job. This aligns with the findings of studies by Kao et al. (2023) and Bhardwaj (2022), which indicate that a conducive work environment and a service-oriented culture can enhance employees' motivation and commitment to achieving organizational goals. A strong culture in the public sector also plays a crucial role as a social control mechanism that reinforces the integrity and accountability of public officials.

However, this study reveals unique findings regarding the moderating role of organizational culture. Unlike the study by Borodako et al. (2023), which showed that contextual variables often strengthen the relationship between behavioral factors and performance, the results of this study indicate that organizational culture does not moderate the relationship between work discipline and service performance. A low T-statistic value (1.007) and a negative moderation coefficient (-0.094) indicate that the existing organizational culture is not yet fully aligned with the applied work discipline values.

Overall, work discipline remains the cornerstone of creating responsive and transparent public services. Nevertheless, there is an urgent need to transform the organizational culture to make it more adaptive and innovative in order to support bureaucratic reform. Strengthening a culture aligned with work behavior will ensure that discipline is not merely administrative compliance, but becomes an intrinsic value of public servants in achieving sustainable public welfare

CONCLUSION

The conclusions of this study indicate that improvements in public service performance in the Pagelaran region are highly dependent on the work behavior of civil servants, both individually and collectively. Work discipline is the primary and most dominant factor in determining the quality of services received by the public. Civil servants who demonstrate high compliance with regulations, punctuality, and a sense of responsibility in performing their duties have proven capable of creating service processes that are more effective, efficient, and responsive. In addition to discipline, organizational culture also makes a direct positive contribution to public service performance. The value system, work norms, and integrity embedded in the organizational environment help shape civil servants' mindset to be more oriented toward the public interest. A conducive work environment fostered by a strong culture encourages employees' commitment to achieving established service targets.

However, a key finding of this study is that organizational culture has not yet been able to act as a moderating variable in the relationship between work discipline and service performance. This indicates that current cultural values are not yet fully aligned with the work discipline practices implemented in the field. The prevailing culture may still be limited to administrative formalities, and thus has not yet been able to internalize disciplined behavior as part of a work identity that drives optimal performance. Therefore, a transformation of organizational culture is needed to make it more adaptive and innovative in order to support bureaucratic reform. Development efforts should focus on synchronizing disciplinary rules

with organizational values that are truly centered on public service (citizen-centered service) to realize transparent and accountable public service on a sustainable basis.

REFERENCES

- Alkaabi, Seema, Hazzam, Joe, Wilkins, Stephen, & Dan, Sorin. (2024). The Influences of Ambidexterity, New Public Management and Innovation on the Public Service Quality of Government Organizations. *Public Performance & Management Review*, 47(5), 1110–1137. <https://doi.org/10.1080/15309576.2024.2367130>
- Alsaied, Mohammad, & Mclaughlin, Patrick. (2024). Organizational Culture Enabler and Inhibitor Factors for Ambidextrous Innovation. *Administrative Sciences*, 14(9), 207. <https://doi.org/10.3390/admsci14090207>
- Bhardwaj, Anish. (2022). Organizational Culture and Effective Leadership in Academic Medical Institutions. *Journal of Healthcare Leadership*, 14(1), 25–30. <https://doi.org/10.2147/jhl.s358414>
- Borodako, Krzysztof, Berbeka, Jadwiga, Rudnicki, Michał, & Łapczyński, Mariusz. (2023). The impact of innovation orientation and knowledge management on business services performance moderated by technological readiness. *European Journal of Innovation Management*, 26(7), 674–695. <https://doi.org/10.1108/ejim-09-2022-0523>
- Casula, Mattia, & Migone, Andrea. (2025). Collaborative innovation in the public sector and the policy design dilemma: a promising analytical perspective. *Policy Design and Practice*, 8(2), 1–10. <https://doi.org/10.1080/25741292.2025.2539570>
- Desmal, Abdulla Jaafar, Othman, Mohd Khalit, Hamid, Suraya, & Zolait, Ali. (2022). Exploring the information quality of mobile government services: a literature review. *PeerJ Computer Science*, 8(5), e1028. <https://doi.org/10.7717/peerj-cs.1028>
- Devenney, Jordan S., Drescher, Matthew J., Rivera, Matthew J., Neil, Elizabeth R., & Eberman, Lindsey E. (2024). Organizational Expectations Regarding Documentation Practices in Athletic Training. *Journal of Athletic Training*, 59(2), 212–222. <https://doi.org/10.4085/1062-6050-0062.23>
- Dumitriu, Simona, Bocean, Claudiu George, Vărzaru, Anca Antoaneta, Al-Floarei, Andreea Teodora, Sperdea, Natalița Maria, Popescu, Florentina Luminița, & Băloi, Ionuț Cosmin. (2025). The Role of the Workplace Environment in Shaping Employees' Well-Being. *Sustainability*, 17(6), 2613. <https://doi.org/10.3390/su17062613>
- Fahad Almulhim, Abdullah. (2023). Organizational climate and psychological capital of university faculty members in Saudi Arabia: The moderating role of innovative organizational culture. *Problems and Perspectives in Management*, 21(1), 35–47. [https://doi.org/10.21511/ppm.21\(1\).2023.04](https://doi.org/10.21511/ppm.21(1).2023.04)
- Fernandes, Pedro, Pereira, Rúben, & Wiedenhöft, Guilherme. (2023). Organizational culture and the individuals' discretionary behaviors at work: a cross-cultural analysis. *Frontiers in Sociology*, 8, 1190488. <https://doi.org/10.3389/fsoc.2023.1190488>
- Gawaya, Milbert, Terrill, Desiree, & Williams, Eleanor. (2022). Using rapid evaluation methods to assess service delivery changes: Lessons learned for evaluation practice during the COVID-19 pandemic. *Evaluation Journal of Australasia*, 22(1), 30–48. <https://doi.org/10.1177/1035719x211057630>

Jurnal Bisnis Digital, Akuntansi, Kewirausahaan, dan Manajemen (Baashima)

Published by: Alahyan Publisher Sukabumi

e-ISSN: 2988-1056

Volume: 4 Nomor: 1 (April: 2026) hal: 16-30

DOI: <https://doi.org/10.61492/baashima.v4i1.523>

- Gupta, A. K., & Lamsal, B. P. (2023). From traditional to innovative public service: a review of paradigm shifts. *Вопросы государственного и муниципального управления*, (6), 137-156. <https://doi.org/10.17323/1999-5431-2023-0-6-137-156>
- Ha, Tae Soo, & Moon, Kuk Kyoung. (2023). Organizational Justice and Employee Voluntary Absenteeism in Public Sector Organizations: Disentangling the Moderating Roles of Work Motivation. *Sustainability*, 15(11), 8602. <https://doi.org/10.3390/su15118602>
- Hamblin, Richard, Plimmer, Geoff, Badar, Kamal, & Lasthuizen, Karin. (2024). Organizational Ambidexterity: A Bibliometric Review and Framework for Future Public Administration Research. *Public Performance & Management Review*, 47(5), 1073-1109. <https://doi.org/10.1080/15309576.2024.2373178>
- Hansen, Anne Vorre, Fuglsang, Lars, Lief ooghe, Christine, Rubalcaba, Luis, Gago, David, Mergel, Ines, Haug, Nathalie, Taival saari Røhne bæk, Maria, & Mureddu, Francesco. (2021). Living Labs for Public Sector Innovation: insights from a European case study. *Technology Innovation Management Review*, 11(9/10), 47-58. <https://doi.org/10.22215/timreview/1464>
- Haryono, Bambang Santoso, Nugroho, Alih Aji, Putera, Fadillah, & Noor, Irwan. (2023). Narrative policy of bureaucratic reform in Indonesia: Rules of narrative in mass media. *Journal of Infrastructure, Policy and Development*, 8(1), 2842. <https://doi.org/10.24294/jipd.v8i1.2842>
- Hill, Kendra, & Plimmer, Geoff. (2024). Employee Performance Management: The Impact of Competing Goals, Red Tape, and PSM. *Public Personnel Management*, 53(3), 458-485. <https://doi.org/10.1177/00910260241231371>
- Kao, Jui Chung, Cho, Cheng Chung, & Kao, Rui Hsin. (2023). Perceived organizational support and organizational citizenship behavior—A study of the moderating effect of volunteer participation motivation, and cross-level effect of transformational leadership and organizational climate. *Frontiers in Psychology*, 14(961270), 1082130. <https://doi.org/10.3389/fpsyg.2023.1082130>
- Kim, Jina, & Jung, Hye-Sun. (2022). The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace. *International Journal of Environmental Research and Public Health*, 19(8), 4428. <https://doi.org/10.3390/ijerph19084428>
- Krogh, Andreas Hagedorn, & Triantafillou, Peter. (2024). Developing New Public Governance as a public management reform model. *Public Management Review*, 26(10), 3040-3056. <https://doi.org/10.1080/14719037.2024.2313539>
- Liyana, Nurul, Kamil, Mohd, Hairani, Nur, & Rahman, Abd. (2022). Nurturing Accountability Practices among Bureaucrats: What Contextual Factors Tell Us? *Jurnal Pengurusan*, 64. <https://doi.org/10.17576/pengurusan-2022-64-04>
- Mafriningsianti, Evi, & Setiadi, Sandi. (2025). Transformation of Smes in West Java: Building National Economic Resilience Through Digital Innovation. *Branding: Jurnal Manajemen Dan Bisnis*, 4(2 SE-Articles), 1-24. <https://doi.org/10.15575/jb.v4i2.51590>
- Mafriningsianti, Evi, & Setiadi, Sandi. (2026). *Optimizing Community Participation to Strengthen Collaborative Governance in Addressing Urban Issues In Bekasi*. 3(3).

Jurnal Bisnis Digital, Akuntansi, Kewirausahaan, dan Manajemen (Baashima)

Published by: Alahyan Publisher Sukabumi

e-ISSN: 2988-1056

Volume: 4 Nomor: 1 (April: 2026) hal: 16-30

DOI: <https://doi.org/10.61492/baashima.v4i1.523>

-
- Melo, Ana I., & Mota, Luís F. (2020). Public sector reform and the state of performance management in Portugal: is there a gap between performance measurement and its use? *International Journal of Public Sector Management*, 33(6/7), 613–627. <https://doi.org/10.1108/ijpsm-12-2019-0325>
- Muhammaditya, Nur, Hardjosoekarto, Sudarsono, Herwantoko, One, Fany, Yulia Gita, & Subangun, Mahari Is. (2021). Institutional Divergence of Digital Item Bank Management in Bureaucratic Hybridization: An Application of SSM Based Multi-Method. *Systemic Practice and Action Research*, 35(4), 527–553. <https://doi.org/10.1007/s11213-021-09579-4>
- Pereira, Susana Alves, Santos, Nuno Rebelo Dos, Pais, Leonor, & Pereira, Marco. (2024). Organizational Values-Based Interventions and Common Good: A Multiple Case Study. *The Journal of Applied Behavioral Science*, 61(4), 715–748. <https://doi.org/10.1177/00218863241297705>
- Prakoso, Sugih, & Setiadi, Sandi. (2026). *Data-Driven Strategy: How Big Data Saves Tourist Destinations From Environmental Degradation*. 2(2), 404–415.
- Pudjono, Alpha Nur Setyawan, Wibisono, Dermawan, & Fatima, Ima. (2025). Enhancing Public Sector Performance Management in Indonesia: The Role of Soft Systems Methodology in Addressing Local Government Challenges. *Systems Research and Behavioral Science*, 43(1), 281–305. <https://doi.org/10.1002/sres.3166>
- Setiadi, Sandi. (2026). *Enhancing Customer Loyalty: The Mediating Effect of Experience on Usability, Security, and Content Quality with Digital Literacy Moderation*. 14(1), 1513–1526. <https://doi.org/10.37641/jimkes.v14i1.4909>
- Setiadi, Sandi, Alhidayatullah, & Maulana, Rizky. (2025a). *Kolaborasi Strategi UMKM: Membangun Daya Saing dan Keberlanjutan di Era Disrupsi*.
- Setiadi, Sandi, Alhidayatullah, & Maulana, Rizky. (2025b). The Role of Collaboration in Overcoming MSME Challenges: Model Analysis to Improve Competitiveness and Sustainability. *International Journal of Science and Society*, 7(3 SE-Articles). <https://doi.org/10.54783/ijssoc.v7i3.1520>
- Setiadi, Sandi, Widyastuti, Sri, Zulkifli, & Darmansyah. (2025). Sustainable nature tourism transformation: The strategic role of green tourism in West Java. *Edelweiss Applied Science and Technology*, 9(3), 1544–1569. <https://doi.org/10.55214/25768484.v9i3.5599>
- Siverbo, Sven, Johansson-Berg, Tobias, Øllgaard Bentzen, Tina, & Winsvold, Marte. (2023). On the diffusion and implementation of trust-based management in Scandinavia: cross-country survey evidence. *International Journal of Public Sector Management*, 37(1), 1–19. <https://doi.org/10.1108/ijpsm-01-2023-0020>
- Sunday Emmanuel Odusanya, Olatunbosun, Uroye, Augustine, Grace Titilayo Onibon, Modupe, & Olusegun Efuntade, Alani. (2024). An Assesment of E-Governance Impact on Public Service Delivery In Ekiti State, Nigeria. *Mitteilungen Klosterneuburg*. <https://doi.org/10.61586/nyanx>
- Xiaolong, Tian, & Christensen, Tom. (2022). Leading groups: public sector reform with Chinese characteristics in a post-NPM era. *International Public Management Journal*, 26(1), 66–86. <https://doi.org/10.1080/10967494.2022.2046665>
- Zacharias, Tehubijuluw, Rahawarin, Mohamad Arsad, & Yusriadi, Yusriadi. (2021). Cultural

**Jurnal Bisnis Digital, Akuntansi, Kewirausahaan, dan Manajemen
(Baashima)**

Published by: Alahyan Publisher Sukabumi

e-ISSN: 2988-1056

Volume: 4 Nomor: 1 (April: 2026) hal: 16-30

DOI: <https://doi.org/10.61492/baashima.v4i1.523>

Reconstruction and Organization Environment for Employee Performance. *Journal of Ethnic and Cultural Studies*, 8(2), 296–315. <https://doi.org/10.29333/ejecs/801>