

The Influence of Bureaucratic Simplification and Organizational Culture on Employee Performance with Motivation as an Intervening Variable in the East Java Province DPRD Secretariat Environment

Oktavia Siti Rochani¹, Sigit Hermawan², Sriyono³

^{1,2,3}Universitas Muhammadiyah Sidoarjo, Indonesia

sigithermawan@umsida.ac.id

Abstract

This research aims to analyze the influence of Bureaucratic simplification on Work Motivation, analyze the influence of Bureaucratic Simplification on Employee Performance, analyze the influence of Organizational Culture on Work Motivation, analyze the influence of Organizational Culture on Employee Performance, analyze the influence of Motivation on Employee Performance, analyze the influence of Organizational Culture on Employee Performance through work motivation, and analyzing the influence of Bureaucratic Simplification on Employee Performance through work motivation within the East Java Province DPRD Secretariat. The sample size in this research involved 100 employees. The analysis technique uses SEM-PLS analysis. The results of the analysis show that simplifying bureaucracy has an effect on work motivation. Bureaucratic simplification affects employee performance. Organizational culture influences work motivation. Organizational culture influences employee performance. Motivation influences employee performance. Organizational culture influences employee performance through work motivation. Bureaucratic simplification affects employee performance through work motivation within the East Java Province DPRD Secretariat.

Keywords

*Bureaucratic Simplification;
Organizational Culture;
Motivation; Employee
Performance*



I. Introduction

Bureaucratic simplification is an integral part of broader public sector governance reform efforts, which have become a global concern over the last few decades. After some time just being a discourse, the restructuring of human resource management (HR) of the State Civil Apparatus (ASN) has finally been realized (Junaidi, 2022). The aim of this restructuring is to create a more dynamic and professional bureaucratic environment. So far, the bureaucratic work system has been considered less effective and efficient due to the complexity of the bureaucratic paths that must be traversed. Therefore, President Joko Widodo considers it important to simplify bureaucracy. Streamlining the bureaucracy by equalizing positions is a crucial step in the structural transformation within both central and regional governments. This policy is uniformly applied across all ministries and institutions at both the central and regional levels. In practice, this approach necessitates several adjustments by the organization and the civil servants involved (Hermawan, 2023) (Kustanto & Nuviandra, 2023).

In recent years, the Indonesian government has carried out various bureaucratic reforms to improve efficiency, effectiveness and quality of public services. Simplifying bureaucracy and improving organizational culture have become important agendas in

efforts to improve the performance of the State Civil Service (ASN) in Indonesia. However, in the course of implementing these reforms, there are still various challenges that need to be overcome, including improving the performance of ASN (Nisa et al., 2022) (Adra & Permana, 2023) (Nura, 2021).

This bureaucratic simplification process is carried out through three main steps, namely organizational restructuring, equalization of positions, and adjustment of work systems which include business mechanisms and processes (Handayani, 2023; Syaifuddin et al., 2024; Sanjaya, 2023). The shift from structural to functional positions within the State Civil Apparatus (ASN) is a key initiative in the government's effort to streamline the bureaucracy, aiming to establish a more dynamic and professional administrative system (Harahap, 2020). This policy is designed to accelerate decision-making and enhance the efficiency and effectiveness of the bureaucracy, particularly in delivering public services (Daniarsyah, 2020; Tumanggor & Wibowo, 2021). The goal is that these changes will not only boost the performance of the newly appointed functional officers but also positively impact the overall organizational performance. This aligns with the original intent of bureaucratic simplification, which seeks to create a dynamic, resilient, and professional bureaucracy that supports improved public service delivery (Jubaedah et al., 2023).

The East Java Provincial DPRD Secretariat has a total of 189 employees, consisting of 116 ASN and 73 non-ASN. In the execution of their responsibilities and functions, employees are expected to demonstrate good performance in order to improve organizational performance and achieve the vision and mission of the East Java Provincial DPRD Secretariat. Every organization or agency strives for optimal employee performance, as the achievement of its goals is largely dependent on how effectively its members perform their roles.

In carrying out its duties and functions, the East Java Provincial DPRD Secretariat has a major role in providing services in the administrative sector, including managing financial administration and providing support for the implementation of the DPRD's duties and functions. Bureaucratic simplification in the East Java Provincial DPRD Secretariat has been carried out for Echelon IV officials (Heads of Subdivisions) who have been equated to the functional position of Junior Expert. Regarding managerial functions attached to previous administrative positions, administrative officials who experience equalization of position are given the tasks and functions of coordinating and managing activities in accordance with their field of duties. The assignment and coordination function is given in the form of additional duties as a sub-coordinator (young expert). Coordination tasks and functions are not permanent and are based on the needs for carrying out tasks in each work unit of the government agency.

The East Java Province DPRD Secretariat organization certainly has different characteristics compared to other organizations. That's what makes it unique because one organization is different from another. Organizational culture is inherent in its members so that it influences individual employees which will influence their performance in completing work. Organizational culture is still not recognized as a vital aspect in ensuring organizational success, especially employee performance. Therefore, several problems arise such as lack of individual initiative, lack of work effectiveness, lack of organizational integration in working together, lack of innovation and creativity and a level of discipline that is still not optimal.

Employee performance is seen based on MENPAN-RB regulation Number 6 of 2022 concerning Performance Management of State Civil Apparatus. Based on this regulation, Employee Performance Targets (SKP) are seen from 2 (two) categories, namely work results and work behavior. Work results include measures of success/individual

performance indicators, targets and perspectives while work behavior includes service-oriented, accountable, harmonious, loyal, adaptive and collaborative.(Husin & Muzijat, 2023).A deep understanding of how bureaucratic simplification and organizational culture affect employee performance is very important. More than that, the existence of motivation in these dynamics is also a crucial factor that needs to be considered. Therefore, this research aims to explore and analyze the relationship between bureaucratic simplification, organizational culture, motivation and employee performance at the East Java Province DPRD Secretariat Office.

Based on the performance achievements of the East Java Provincial DPRD Secretariat employees during 2021 and 2022, it is evident that the quantity of employee work output remains low, as there are still programs that have not met the desired targets. This is illustrated in the following table.

Table 1. Performance Achievements of the East Java Province DPRD Secretariat

No	Programs/Activities	2021 Realization	2022 Realization	Target
1	Service program office administration	80%	81%	100%
2	Facilitation program for the formulation of DPRD legal products	70%	75%	100%
3	Office administration services program	85%	87%	100%
4	Program to improve apparatus facilities and infrastructure	90%	90%	100%
5	Apparatus discipline improvement program	88%	83%	100%
6	Apparatus resource capacity building program	70%	70%	100%
7	SKPD strategic and financial planning programs	65%	65%	100%

Source: East Java Province DPRD Secretariat

From the table presented, you can see a comparison between the performance achievement targets and the realization of the secretariat program in the last 2 years. In the SKPD strategic and financial planning program, the realization is still far from the expected target. Limited human resources for the apparatus in terms of quality and lack of understanding of new rules and policies that continue to change in preparing work plans. Efficiency in carrying out very important tasks is needed to improve performance in terms of service to the DPRD to carry out its duties and functions. It is suspected that the factors causing the low performance of DPRD secretariat employees are the simplification of the bureaucracy which started at the beginning of 2021 which has had quite an impact on employee performance. This can be seen in the program to increase discipline and service orientation, which shows that bureaucratic simplification in the directorate has not been running optimally. Although bureaucratic simplification efforts should increase discipline and service orientation, data shows that their implementation has not had a significant impact

Research on bureaucratic simplification is not a new study in government, these studies have been studied several times by researchers. This research is motivated by the Research Gap from several previous studies. The Bureaucratic Simplification variable has a significant influence on ASN Performance (M & Supriadi, 2022) (Pratama et al., 2022a). The next variable, namely Organizational Culture, is supported by several studies which show that Organizational Culture has a significant influence on ASN Performance(Dunggio, 2020). This research uses an intervening variable, namely motivation, which is supported by research that shows the dependent variables, namely

Bureaucratic Simplification, and Organizational Culture which show significant results on motivation. So this research will be carried out on all employees within the East Java Province DPRD Secretariat, totaling 100 people.

Research gap related to Bureaucratic Simplification on employee performance, namely in research conducted by Wahyuningsih et.al. (2021) that bureaucratic simplification influences job satisfaction and bureaucratic simplification influences employee performance. Apriyanti (2023) Bureaucratic Simplification has no significant effect on employee job satisfaction. This is caused by several factors, such as lack of socialization regarding bureaucratic simplification policies, lack of training and development to support change, and employee resistance to change. Wahyuni (2021) Bureaucratic Simplification has no significant effect on employee performance.

II. Review of Literatures

2.1 Bureaucratic Simplification

Bureaucratic simplification is a policy that cuts organizational structures which are considered to cause decision making and services to become less efficient and effective (Rakhmawanto, 2021). The policy for simplifying the bureaucracy was initially presented during the President's inauguration speech on October 20, 2019. This initiative was later formalized through Government Regulation Number 17 of 2020, which revises Government Regulation Number 11 of 2017 related to the Management of Civil Servants, and PANRB Ministerial Regulation Number 28 of 2019 regarding the Equalization of Administrative Positions into Functional Positions. These regulations provide a framework for implementing bureaucratic simplification, particularly from the perspective of human resources within the civil service. Therefore, PANRB Ministerial Regulation Number 28 of 2019 serves as a mechanism to provide career development opportunities, facilitating bureaucratic simplification and ensuring that organizations can continue to function with a career system centered on functional positions (Timur et al., 2022).

The President has stipulated bureaucratic reform to make central and regional government institutions simpler, consisting of (1) organizational transformation, including simplifying the regional government organizational structure to two levels, as well as streamlining administrative positions. (2) job transformation includes transferring administrative positions to functional positions, developing functional positions and equalizing income. (3) performance management transformation including digital-based work systems, improving work mechanisms, accelerating decision making and improving public services (Ministry of Bappenas, 2017). In the transformation of regional positions, the simplified positions are the office supervisor position, the regional secretariat supervisor position, and the office UPTD supervisor position. In 2021, the regional government will implement changes to the organizational structure and transfer the positions of supervisors and administrators to functional positions. Functional office holders who come from administrator positions are given additional duties as coordinators, while functional office holders who come from supervisory positions are given the task of sub-coordinators. Challenges in implementing the transition from administrative positions to functional positions include a lack of established work and management procedures for executing duties and functions.

Several methods that can be used to reform bureaucracy are: organizational restructuring, simplification and automation, as well as implementing performance-based work values or culture. Bureaucratic simplification is a policy that cuts organizational

structures which are considered to cause decision making and service delivery to be less efficient and effective (Marpaung, 2023).

2.2 Organizational culture

Organizational culture within an institution typically encompasses the values, norms, attitudes, and work ethics shared by all members. These elements serve as the foundation for guiding employee behavior, shaping their thinking, and establishing patterns of collaboration and interaction with their environment (Jufrizen & Rahmadhani, 2020). If the organizational culture is positive, it can improve employee performance and contribute to organizational success. Apart from that, employee competency is also a crucial factor to pay attention to, because good employee abilities and skills will ensure that work is carried out effectively, so that organizational goals can be achieved optimally. (Sarumaha, 2022).

Organizational culture represents a distinct characteristic that is preserved within an organization or society, deeply intertwined with the cultural bonds that develop over time. It encompasses behavioral norms (Ismail, 2018) and values that are recognized and embraced by all members, forming the foundation of organizational rules. The origins of organizational culture can often be traced back to its founders, who significantly influence the organization's initial culture, including its practices and ideology. Culture binds members of a community group to a common vision which creates consistency in behavior or actions (Qohar, & Rosyidi, 2017). In simple terms, organizational culture can also mean that everything is done in this place. Culture in an organization contains a set of experiences, philosophies, experience, hopes and also the values contained in it, which are then reflected in the behavior of members starting from internal work, communication with the organization's external environment and future hopes. Several experts expressed their opinions about the definition of culture organization.

Good employee performance contributes significantly to organizational development. Organizational culture serves as a foundational framework that encompasses a system of values, beliefs, and norms that have been deeply ingrained, mutually accepted, and consistently followed by all members of the organization. It serves as a guide for behavior and a means of addressing organizational challenges (Kosvera et al., 2022). Organizational culture plays a crucial role in achieving organizational goals as it reflects the established habits and behavioral norms within the organizational hierarchy, which are adhered to by all employees (Savitri, 2023).

2.3 Work motivation

Motivation comes from the word "motive," which refers to the driving needs within employees that must be met in order for them to adapt to their environment. Motivation is defined as a tendency to carry out activities, which starts from internal encouragement and ends with the process of adapting to the environment. Motivation is a process that begins with a psychological deficiency or need that gives rise to an urge with the aim of achieving a goal or incentive. The meaning of this motivation process can be understood through the relationship between needs, encouragement and incentives (goals). Work motivation is motivation that occurs in work situations and environments in an organization or institution. Work motivation is an effort that encourages, directs and maintains employee behavior in accordance with the demands of the work environment in the organization. Work motivation is a basic human need and functions as an incentive to fulfill these needs, so that strong motivation can increase success in the activities carried out. Employees with high work motivation will try to complete their work as well as possible. Therefore, work

motivation is a state that affects the initiation, direction, and persistence of behaviors within the work environment (Fatah, 2021).

There are three aspects of work motivation, namely: 1) direction of behavior; 2) level of effort; 3) level of persistence (Putri, 2021). Based on the measurements mentioned previously, it can be concluded that motivation is measured by five needs, namely: security, physiological, social, esteem needs and actualization needs (Aisyiyah et al., 2022).

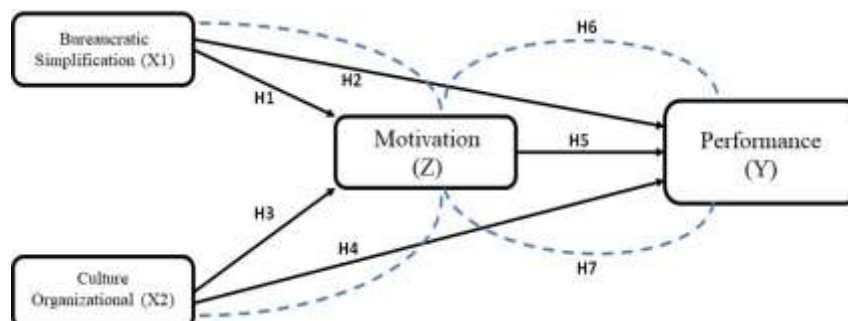
2.4 ASN performance

Employee performance represents the degree of achievement or success realized by an individual or organization, evaluated against predefined performance metrics. It includes both the quality and quantity of work delivered by an employee in the course of fulfilling their duties (Sukamtono et al., 2022).

Employee performance is typically shaped by three key factors: Firstly, individual factors encompass an employee's abilities, skills, personal background, and demographic characteristics. Secondly, psychological factors involve elements such as perception, attitude, personality traits, learning experiences, and levels of motivation. Lastly, organizational factors include the availability of resources, the quality of leadership, reward systems, the organizational structure, and the design of job roles (Putra, 2023). Thus, performance reflects the results of an individual's work in accordance with the task at hand, which is very dependent on the abilities and skills possessed (Lisda Van Gobel, 2023).

Based on various definitions of performance, it can be concluded that performance represents the outcomes achieved by an individual, group, or organization within their respective roles and responsibilities, aimed at reaching specified organizational goals within a set timeframe. Performance evaluation emphasizes evaluating the progress and failure of an employee and effective work assessment is not just an assessment to get an idea of the success or failure of performance in carrying out work/tasks in their position, but must be continued by carrying out a diagnosis and analysis of the causes. obtained certain performance, as well as looking for improvement strategies that are in accordance with the causal factors put forward

2.5 Conceptual Framework



Picture 1. Research Framework

2.6 Hypothesis

a. The Effect of Bureaucratic Simplification on Work Motivation

Bureaucratic simplification does not only include organizational restructuring, but also involves cultural aspects and work innovation. To create a dynamic bureaucracy, high flexibility, good capabilities and a superior culture are needed. Therefore, the initial step in implementing this policy involves organizational structuring and identifying appropriate functional positions to be transferred from existing echelon structural positions. This aims to make it easier for officials to collect Credit Scores for newly held Functional Positions. The work motivation factors that are influenced by the implementation of this policy are more visible in how echelon officials who are affected by the implementation of this policy are more concerned about the loss of income they previously received and the authority they had while serving as echelon officials. The sense of security indicator is one of the indicators or aspects of work motivation which apparently plays a role or is related to the response of civil servants in echelon positions who are affected by the bureaucratic simplification policy. (Pratama et al., 2022b)

H1: Bureaucratic Simplification has a significant effect on motivation within the DPRD Secretariat

b. The Effect of Bureaucratic Simplification on ASN Performance

The findings state that simplifying the bureaucratic structure, theoretically, is necessary because characteristics that are too bureaucratic are no longer in line with the public administration paradigm and the current period of simplification of sector governance, in addition to decentralization. Empirically, simplification of the bureaucratic structure is necessary because it hinders professional development of the apparatus which can be seen from the symptoms of bluffocracy and consultancy (Nurhestitunggal & Muhlisin, 2020). Apart from that, simplifying bureaucracy has an impact on public service performance. Individuals with higher levels of public service motivation are often more effective in their roles within the public sector.

H2: Bureaucratic Simplification has a significant effect on the performance of ASN at the DPRD Secretariat

c. The Relationship of Organizational Culture to Work Motivation

The priority of organizational culture is that it controls and directs the formation of human attitudes and behavior that involve themselves in organizational activities. Meanwhile, behavior itself is largely determined by the drive/motivation one has and what underlies the behavior. With a positive organizational culture, the drive/motivation for behavior can be controlled in a positive direction as well (Respect, 2016). The study by Giantari & Riana (2017) found that organizational culture positively and significantly impacts employee work motivation. A supportive and harmonious relationship between supervisors and subordinates, along with good interactions among colleagues and backing from management, enhances the comfort level within the organization. This improved environment, in turn, boosts employee motivation.

H3: Organizational culture has a significant effect on motivation within the DPRD Secretariat

d. The Influence of Organizational Culture on ASN Performance

To ensure effective and efficient employee performance aligned with organizational progress, a strong organizational culture is essential as a key characteristic that establishes work guidelines (Feel et al., 2018). Empirical research by (Tirtayasa, 2019) provides

evidence that organizational culture significantly and positively impacts employee performance in companies. According to Rivai (2020), the influence of organizational culture on employee performance is notable; an improved organizational culture generally leads to enhanced employee performance. Organizational culture typically encompasses shared values, norms, attitudes, and work ethics among all members. These elements form the foundation for guiding employee behavior, shaping their thinking, and establishing patterns of cooperation and interaction. A positive organizational culture fosters greater commitment and contributes to the overall success of the company.

H4: Organizational culture has a significant effect on ASN performance at the DPRD Secretariat

e. The Influence of Work Motivation on ASN Performance

Employee performance is the main factor that influences organizational progress, closely related to work results which include quality, quantity and timeliness. Employee performance is influenced by various factors such as ability or education, motivation, work environment, discipline, regulations, and most importantly, leadership in the organization. The importance of performance for organizations underscores the need for competency and motivation-based employee development as an effort to improve performance. This development reflects the organization's or leadership's attention and recognition of employees who demonstrate ability, diligence, obedience and discipline. Motivation is a complex aspect in organizations because the needs and desires of each employee are different. Research by (Marjaya & Pasaribu, 2019) shows that motivation functions as an incentive for employees to work harder. When employees receive positive motivation from leaders, they feel appreciated, which makes them feel happier and more enthusiastic about work.

H5: Motivation has a significant effect on ASN performance at the DPRD Secretariat

f. The influence of organizational culture on performance through motivation as an intervening variable

Motivation is closely linked to an individual's tendency to engage in actions aimed at achieving specific goals. The interplay between motivation, behavior, goals, and satisfaction is significant, as changes are often driven by work motivation. High levels of work motivation are crucial for achieving high performance; the greater an employee's motivation, the better the performance outcomes for the organization (Yusinar, 2017).

Wahyuni et al. (2016) highlight that organizational culture directly affects employee performance, with work motivation serving as a key mediator between organizational culture and performance. A strong organizational culture shapes employee performance to meet organizational expectations, and this performance can be further enhanced through motivational support from supervisors. This aligns with Al-Ayyubi's (2019) perspective that a robust organizational culture positively influences business performance by providing exceptional motivation to employees.

H6: Organizational culture has a significant effect on performance through motivation as an intervening variable

g. The Effect of Bureaucratic Simplification on Performance Through Motivation as an intervening variable

The results of Pratama et al's (2022) research show that work motivation mediates the relationship between bureaucratic simplification and employee performance. The greater the bureaucratic simplification applied in the organization to its employees, the

more it will result in increased employee work motivation and ultimately can improve employee performance. Simplifying bureaucracy can encourage employees to be more active and can foster employee creativity. By equalizing structural positions to functional positions, the duties and work functions of each employee become clearer. When employees experience satisfaction at work, it leads to more productive human resources, which consequently enhances their performance.

H7: bureaucratic simplification has a significant effect on performance through motivation as an intervening variable

III. Research Methods

3.1 Types of Research

This research uses quantitative techniques, while the research design uses hypothesis testing. This type of research aims to explain the causal relationship between variables through hypothesis testing. In this research, the independent variables are Bureaucratic Simplification and Organizational Culture. The research location used by researchers to test the hypothesis is at the East Java Province DPRD secretariat office.

3.2 Population and Sample

The population refers to the complete set of objects or subjects with specific characteristics identified by researchers for study and analysis. In this research, the population consists of ASN within the East Java Province DPRD Secretariat, totaling 100 respondents. Given the relatively small size of the population, a saturated sampling technique was used, meaning that all members of the population were included in the sample.

3.3 Operational Definition

There are 4 variables in this research, namely the variable Bureaucratic Simplification (X1) and Organizational Culture (X2) as independent variables. Meanwhile, ASN Performance (Y) is the dependent variable and Motivation (Z) is the intervening variable.

Table 2.Operational Definition of Variables.

Variable	Variable Definition	Indicator Variable	Scale
Bureaucratic Simplification (X1)	(Perman PAN & RB Number 25 of 2021) concerning Simplification of Organizational Structures in Government Agencies to Simplify Bureaucracy	1. Simplification of Organizational Structure; 2. Equalization of Positions; And 3. Work System Adjustments	Likert
Organizational culture (X2)	(Edison, et al 2016:120) Organizational culture refers to a set of shared beliefs, behaviors, assumptions, and values within an organization.	1. Self-awareness 2. Aggressiveness 3. Personality 4. Performance 5. Team orientation	Likert
Work Motivationa (Z)	(Siahaan, et al 2016:266) Motivation can be defined as encouragement that comes from both within a person and from external factors that trigger enthusiasm and persistence in achieving desired goals.	1. Need of Power 2. The Need for Achievement 3. Need for Affiliates	Likert

ASN performance (Y)	(Government regulation Number 30 of 2019) Performance is the outcome of work produced by each Civil Servant within an organization or unit, measured against their Work Targets and Work Behavior.	1. Quantity 2. Quality 3. Time 4. Commitment 5. Integrity 6. Cooperation	Likert
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3.4 Data Analysis Techniques

Partial Least Squares (PLS) is a robust method for analyzing uncertainty factors because it does not require data to adhere to a specific scale and can handle small sample sizes (Ghozali, 2017). PLS consists of two sub-models: the outer model, also known as the measurement model, and the inner model, also referred to as the structural model.

IV. Result and Discussion

4.1 Descriptive Statistical Analysis

Descriptive statistics are used to determine the description of respondents' answers based on the results of distributing questionnaires regarding the elements contained in each variable.

a. Description of respondents based on gender

Respondent Identity According to Gender can be seen in Table 3. In Table 3 it can be seen that out of 100 respondents indicated that:

Table 3. Respondent Identity According to Gender

Gender	Amount	Percentage (%)
Man	55	55
Woman	45	45
Total	100	100.00%

Source: processed data

Based on Table 3 above, it is known that around 55 respondents were male and around 45 respondents were female. This shows that employees at the Regional Secretariat of the DPRD of East Java Province do not have much difference between men and women

b. Description of respondents by grouped education

Table 4 shows that the largest number of respondents had a bachelor's degree, 65 people (65%), followed by 20 respondents with a D3 education (20%) and 15 people with a master's degree (15%).

Table 4. Respondent Identity According to Education

No	Position	Number of people	Percentage (%)
1	D3	20	20
2	S1	65	65
3	S2	15	15
	Total	100	100

Source: Processed Data.

Based on the table above, it shows that the majority of respondents in this company are S1 graduates, this is because work at the Regional Secretariat of the East Java Province

DPRD requires an appropriate educational background for employees to support their work, where they have expertise in certain fields according to the respondent's major. in pursuing education.

c. Description of respondents by age group

A description of employee characteristics based on age is presented in table 5.

Table 5. Employee Characteristics Based on Age

Age	Frequency	Percentage (%)
20 - 29 years old	12	12
30 - 39 years old	44	44
40 - 49 years old	32	32
> 49 years	12	12
Amount	100	100.0

Source: processed data.

Table 5 shows that there are 44 employees aged between 31-40 years. This shows that the majority of employees are of productive age. At this age, employees have the energy, experience and expertise in the field of electrical and construction who are competent to work in accordance with the targets set by the agency.

4.2 Description of Research Results

The survey assessing the effects of Bureaucratic Simplification and Organizational Culture on employee performance through work motivation involved 100 respondents. Responses were rated on a scale from 1 to 5, where 1 signifies the lowest rating and 5 denotes the highest. A summary of each variable used in the study is detailed in the table below.

Table 6. Frequency of Answer Results Regarding Bureaucratic Simplification

No	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	Leadership always simplifies the Organizational Structure	-	1	9	59	31	4,20	0.800
2	Leadership always carries out equalization of positions	-	3	14	42	41	4,21	0.758
3	Leaders always make adjustments to work systems	-	2	15	52	31	4,12	0.834

Source: Processed Data, 2024.

Based on Table 6, it shows that the variable of Bureaucratic Simplification with the indicator of leadership always carrying out equalization of positions has the highest frequency of respondents' answers influencing Bureaucratic Simplification. This is indicated by the highest mean value of 4.21 with a factor loading value of 0.758. This shows that respondents agree with the statement that leaders always carry out equalization of positions.

Table 7. Frequency of Answer Results Regarding Organizational Culture

No	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	Every employee is aware and understands the rules from the moment they become an employee	-	0	25	50	25	4,00	0.732
2	Every employee participates in implementing an organizational culture that reflects the organization's image.	-	0	25	52	23	3,98	0.738
3	You are able to adapt to the regulations, values and vision and mission of the organization	-	0	25	43	32	4,07	0.827
4	The agency always carries out open outreach to employees regarding the regulations that apply	-	0	28	42	30	4,02	0.793
5	Both the environment and co-workers help provide a feeling of comfort at work.	-	6	37	29	28	3,79	0.747

Source: Processed Data, 2024.

Based on Table 8, it can be seen that the data can also be explained that the statement that employees are able to adapt to regulations, values, and vision and mission of the organization has the highest mean value of 4.07 with a factor loading value of 0.827. This shows that every employee knows and understands the regulations since they started being employees.

Table 9. Frequency of Answer Results Regarding Work Motivation

No	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	Father/Mrs often work hard to get opportunities for promotion.	-	-	12	63	25	4,13	0.785
2	Sir/Madam try very seriously to achieve the targets given.	-	-	26	54	20	3,94	0.856
3	You often interact with people around you about various things	-	-	21	48	31	4,10	0.774

Source: Processed Data, 2024.

Based on Table 9, it shows that the work motivation indicator is good, this is indicated by the highest mean value of 4.13 for the indicator of working hard to get promotion opportunities. These results indicate that smart work is conceptualized as adaptive behavior or adaptation behavior. Therefore, behavior related to knowledge development is also considered an aspect of "smart work". Smart work is behavior that is directed at developing knowledge about and using that knowledge in work situations.

Table 10. Frequency of Answer Results Regarding Employee Performance

No	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	The results of my work can meet the quantity set by the company	-	1	21	53	25	4,02	0.716
2	The results of my work can meet the quality set by the organization.	-	1	17	45	37	4,18	0.703
3	I do my work accurately and on time	-	-	18	47	35	4,17	0.727
4	I carry out my workload because of a high sense of responsibility towards the organization	-	1	21	51	27	4,04	0.728
5	My work attitude meets company norms	-	-	20	46	34	4,14	0.748
6	I always work together with colleagues to produce the performance set by the company	-	1	17	61	21	4,02	0.751

Source: Processed Data, 2024.

Based on Table 10, it shows that the data can also be described as the majority of respondents agree with the statement that my work results can meet the quality set by the organization with the highest average value of 4.18. This shows that the work results can meet the specified quality.

4.3 Data analysis

a. PLS model

PLS is a technique used to analyze the relationships between latent variables, which are measured through multiple indicators in a complex model. This approach consists of two main components: the outer model, which specifies how latent variables are measured by their indicators, and the inner model, which illustrates the relationships among these latent variables.. The measurement model illustrates how latent variables are assessed through their indicators, whereas the structural model depicts the causal relationships between these latent variables. Figure 1 below depicts the general structure of the PLS model, which includes latent variables, indicators, and causal paths between latent variables.

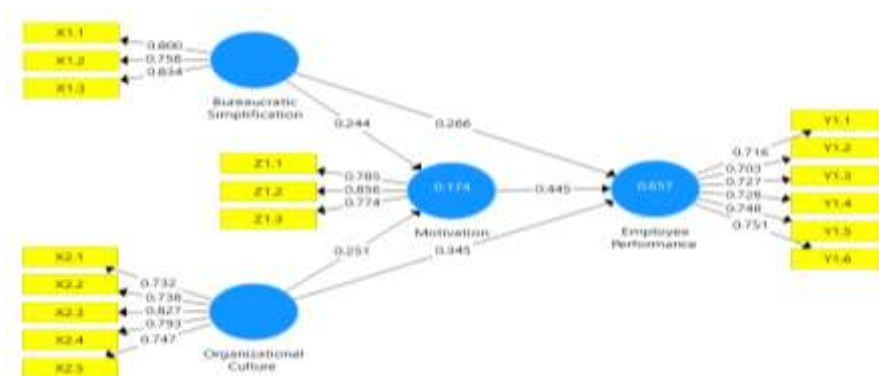


Figure 1. PLS model

b. Validity Test (Outer Model)

Table 11. Factor Loading Values

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 -> X1	0.800	0.790	0.062	12,967	0,000
X1.2 -> X1	0.758	0.755	0.062	12,292	0,000
X1.3 -> X1	0.834	0.831	0.042	20,055	0,000
X2.1 -> X2	0.732	0.728	0.056	13,103	0,000
X2.2 -> X2	0.738	0.734	0.059	12,103	0,000
X2.3 -> X2	0.827	0.826	0.035	12,422	0,000
X2.4 -> X2	0.793	0.790	0.055	23,728	0,000
X2.5 -> X2	0.747	0.747	0.051	14,517	0,000
Y1.1 -> Y	0.716	0.712	0.069	10,325	0,000
Y1.2 -> Y	0.703	0.698	0.066	10,667	0,000
Y1.3 -> Y	0.727	0.721	0.055	13,325	0,000
Y1.4 -> Y	0.728	0.726	0.056	12,947	0,000
Y1.5 -> Y	0.748	0.748	0.046	16,302	0,000
Y1.6 -> Y	0.751	0.748	0.057	13,171	0,000
Z1.1 -> Z	0.785	0.780	0.055	14,388	0,000
Z1.2 -> Z	0.856	0.855	0.032	26,733	0,000
Z1.3 -> Z	0.774	0.770	0.067	11,499	0,000

Source: Processed Data (2024)

The estimation results in the Outer Loading Table indicate that all indicators have met acceptable validity standards, as each has a loading factor of 0.70 or higher. With the validity test based on outer loadings satisfied, the measurement model is ready for further evaluation.

The next step involves assessing the Average Variance Extracted (AVE) value, which quantifies the extent to which a latent variable accounts for the variance in its indicators. This evaluation is more critical than composite reliability. The recommended minimum AVE value is 0.50.

Table 12. Average Variance Extracted (AVE)

Variable	AVE
Bureaucratic Simplification	0.637
Organizational Culture	0.531
Work Motivation	0.649
Employee Performance	0.531

Table 12 shows that the test results for Average Variance Extracted (AVE) indicate all constructs possess adequate validity for further analysis, as the AVE values for each construct exceed the recommended threshold of 0.50.

c. Reliability Test

Composite reliability is an index used to assess the dependability and trustworthiness of a measuring instrument. A tool is deemed reliable if it yields consistent results when

used multiple times to measure the same phenomenon. Essentially, reliability reflects the consistency of the measuring instrument in evaluating the same construct. The detailed results are provided in the following table.

Table 13. Data Reliability

	Composite Reliability	rho_A	Cronbach's Alpha
Bureaucratic Simplification (X1)	0.840	0.721	0.717
Organizational Culture (X2)	0.878	0.833	0.827
Work Motivation (Z)	0.847	0.750	0.731
Employee Performance (Y)	0.872	0.825	0.824

Source: Processed Data, 2024

Construct reliability is assessed using composite reliability values, with a construct deemed reliable if its composite reliability exceeds 0.70. This means that an indicator is considered consistent in measuring the latent variable if its value is above this threshold. The test results indicate that the research constructs Bureaucratic Simplification, Organizational Culture, Work Motivation, and Employee Performance all have composite reliability values greater than 0.70, confirming their reliability.

d. Structural Model Testing (Inner Model)

Testing the inner model, or structural model, focuses on analyzing the relationships between variables, significance values, and the R-squared of the research model. Once significant relationships are identified, conclusions can be drawn regarding the hypotheses related to customer satisfaction. Hypothesis testing is performed using the bootstrap resampling method, with the test statistic being the t-test (Ghozali, 2008). Evaluating the structural model involves examining the R-squared value, which serves as a test for model goodness-of-fit. The results of the inner model testing are reflected in the R-squared value, which indicates the strength of the relationships between latent variables.

Table 14. R-Square

	R Square	R Square Adjusted
Employee Performance	0.657	0.646
Work Motivation	0.174	0.157

Source: Processed Data, 2024

The R² value of 0.174 indicates that the model explains 17.4% of the variance in work motivation. This implies that 82.6% of the variance is attributed to other factors not included in this model, as well as error factors. In other words, work motivation is influenced by bureaucratic simplification and organizational culture to the extent of 17.4%, with the remaining 82.6% being impacted by other variables.

Conversely, the R² value of 0.657 demonstrates that the model accounts for 65.7% of the variance in employee performance. This suggests that 34.3% of the variance is due to factors outside of this model, including error factors. Thus, employee performance is influenced by bureaucratic simplification, organizational culture, and work motivation by 65.7%, while 34.3% is affected by other external factors.

e. Results of Inner Weights

1) Direct Influence

To assess the direct effects of the variables in the study, the following table summarizes the inner weights obtained from the analysis. The table presents the relationships between bureaucratic simplification, organizational culture, motivation, and employee performance. Each relationship is analyzed for its significance using T statistics and P values. The results indicate which hypotheses are supported based on the statistical analysis. Below is the detailed breakdown of these direct influences:

Table 15. Inner Weight

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Bureaucratic Simplification → Employee Performance	0.266	0.271	0.057	4,690	0,000	H1 accepted
Bureaucratic Simplification → Motivation	0.244	0.252	0.107	2,268	0.024	H2 accepted
Organizational culture → Employee Performance	0.345	0.343	0.078	4,399	0,000	H3 accepted
Organizational culture → Motivation	0.251	0.260	0.114	2,191	0.029	H4 accepted
Motivation → Employee performance	0.445	0.447	0.061	7,313	0,000	H5 accepted

Source: Processed Data, 2024

Based on the calculation results presented in table 15, it indicates that H1 to H5 are accepted, as evidenced by the p-value being smaller than α 5%.

2) Indirect Influence

Apart from the direct effect which has been tested in the hypothesis above, this modeling also makes it possible to identify the total effect, or indirect effect which occurs through mediating variables. To understand this influence further, the following total effect table is presented which shows the results of hypothesis testing by considering the mediating variables.

Table 16. Total Effects (Mean, STDEV, T-Values)

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Bureaucratic Simplification → Motivation → Employee Performance	0.109	0.112	0.049	2,199	0.028	H6 accepted
Organizational culture → Motivation → Employee Performance	0.112	0.117	0.054	2,053	0.041	H7 accepted

Source: Processed Data, 2024

Based on the calculation results presented in table 16, it indicates that H6 and H7 are accepted, as evidenced by the p-value of 0.028 and 0.041, which are smaller than α 5%.

4.4 Discussion

a. The Effect of Bureaucratic Simplification on Work Motivation

Based on the results of research that has been carried out, the results show that bureaucratic simplification has a positive effect on work motivation and is acceptable. This shows that bureaucratic simplification does not only include structural changes, but also involves cultural aspects and work innovation. Building a dynamic bureaucracy involves achieving high flexibility, good capabilities and a superior culture. Therefore, the first step in implementing this policy involves structuring the organization and identifying appropriate functional positions. The aim is to facilitate the transition from echelon structural positions to new functional positions, as well as facilitating officials in collecting Credit Scores for newly held functional positions. The work motivation factors that are influenced by the implementation of this policy are more visible in how echelon officials who are affected by the implementation of this policy are more concerned about the loss of income they previously received and the authority they had while serving as echelon officials. The sense of security indicator is one of the indicators or aspects of work motivation which apparently plays a role or is related to the response of civil servants in echelon positions who are affected by the bureaucratic simplification policy (Pratama & Sabuhari, 2022).

b. The Effect of Bureaucratic Simplification on Employee Performance

Based on the results of research that has been carried out, the results show that bureaucratic simplification has a positive effect on employee performance, which is acceptable. This can also be interpreted that Bureaucratic Simplification has a significant positive effect on performance, the more equalization of structural positions to functional positions will result in increased employee performance. By simplifying the bureaucracy of the government administration system to make it more effective and efficient, it is hoped that government administration will be realized which will have an impact on services to the community quickly, precisely and professionally. The findings state that simplifying the bureaucratic structure, theoretically, is necessary because characteristics that are too bureaucratic are no longer in line with the public administration paradigm and the current period of simplification of sector governance, in addition to decentralization. Empirically, simplification of the bureaucratic structure is necessary because it hinders the professional development of the apparatus which can be seen from the symptoms of bluffocracy and consultancy (Nurhestitunggal & Muhlisin, 2020). Apart from that, simplifying bureaucracy has an impact on public service performance. Individuals with greater public service motivation tend to perform better in public sector jobs

In the context of bureaucratic simplification within the East Java Province DPRD Secretariat, the most appreciated indicator for enhancing employee performance is the ability to adapt to regulations, values, and the organization's vision and mission. This capability is crucial because adapting to regulations ensures that employees can work in accordance with the applicable policies and procedures, which reduces potential conflicts and confusion in task execution. Understanding and applying organizational values enables employees to perform their duties in alignment with the organizational culture, which, in turn, can enhance job satisfaction and commitment to organizational goals. Furthermore, alignment with the organization's vision and mission helps employees focus on long-term objectives and their contributions towards achieving that vision. Proper adjustment and

understanding of these three aspects not only improve work processes but also contribute to better overall performance (Rivai, 2020).

c. The Influence of Organizational Culture on Work Motivation

Based on the results of research that has been carried out, the results show that organizational culture has a positive effect on work motivation, which is acceptable. This shows that the priority of organizational culture is controlling and directing the formation of human attitudes and behavior that involve themselves in organizational activities. Meanwhile, behavior itself is largely determined by the drive/motivation one has and what underlies the behavior. With a positive organizational culture, the drive/motivation for behavior can be controlled in a positive direction as well (Honmati, 2016). Research by Giantari & Riana (2017) concluded that organizational culture positively and significantly impacts employee work motivation, where good relationships between superiors and subordinates, as well as between fellow employees, coupled with support from the company's management environment, can create a conducive work atmosphere. This condition contributes to an increased sense of comfort in the organizational environment, which in turn can motivate employees to work better.

d. The Influence of Organizational Culture on Employee Performance

The research results indicate that Organizational Culture positively influences Employee Performance, confirming its importance as a key determinant in shaping work guidelines. This finding aligns with existing studies that demonstrate a significant and positive impact of organizational culture on employee performance. According to Rivai (2020), organizational culture directly affects employee performance, suggesting that a stronger organizational culture leads to better performance. Organizational culture encompasses values, norms, attitudes, and work ethics shared and practiced by all members of the organization. These elements form the foundation for guiding employee behavior, thinking, collaboration, and interaction with their environment. A robust organizational culture enhances commitment to the organization and contributes to overall company success. The organizational culture indicator that gets the most appreciation in efforts to improve performance is the ability of employees to adapt to various rules, values, and visions and missions of the organization. This ability is considered crucial because it allows employees to align with the goals and expectations of the organization, which ultimately has a positive impact on the effectiveness and efficiency of overall performance. Good adaptation to organizational culture helps employees understand and apply the expected standards, and contribute optimally to achieving organizational goals.

e. The Influence of Work Motivation on Employee Performance

The study findings indicate that work motivation positively impacts employee performance, suggesting that increased motivation leads to improved performance. Employee performance is essential for organizational advancement and is directly linked to the quality, quantity, and timeliness of work outcomes. Factors that influence employee performance include ability or education, motivation, work environment, discipline, regulations, and especially leadership in the organization. The importance of performance for organizations makes competency and motivation-based employee development a strategy for improving performance. This development signifies the organization's or leadership's recognition and appreciation of employees who exhibit work competence, diligence, and adherence to duties. The biggest motivational loading factor in improving employee performance is trying hard to achieve the given target. This finding emphasizes

that when employees are highly motivated to put in their best effort in achieving goals, it directly improves their performance. The drive to pursue goals diligently not only increases individual productivity but also contributes to the effectiveness and success of the organization as a whole. Research supports this perspective, highlighting that strong motivation to meet targets results in better quality and more timely work, thus playing a significant role in improving performance (Rivai, 2020). Motivation is a complex element in organizations because each employee has different needs and desires. Research by Marjaya & Pasaribu (2019) reveals that motivation functions as an incentive for employees to be more active in their work. If employees receive positive motivation from leaders, they feel appreciated and are happier at work.

f. The Effect of Simplifying Employee Bureaucracy on Employee Performance Through Work Motivation

Based on the results of the research that has been carried out, the results show that Simplifying Employee Bureaucracy has an acceptable effect on Employee Performance through work motivation. When organizations streamline their bureaucratic processes, they reduce the complexity and layers of hierarchy that can impede efficiency and create frustration among employees. This reduction in complexity results in clearer job roles and responsibilities, which minimizes confusion and makes it easier for employees to understand their tasks and objectives. A key aspect of bureaucratic simplification is the elimination of redundant or cumbersome administrative procedures. By removing these obstacles, employees can focus more on their core duties rather than spending time navigating through bureaucratic hurdles. This shift allows employees to be more engaged and motivated, as they experience less frustration and have a clearer path to achieving their goals. Simplified processes also foster a more transparent and efficient work environment, where employees can see the direct impact of their efforts. In addition to reducing administrative burden, bureaucratic simplification often leads to more effective communication and decision-making within the organization. With fewer layers of hierarchy, information flows more freely, and decisions can be made more quickly. This improved communication can enhance employees' understanding of organizational goals and how their work contributes to these objectives, further boosting their motivation. Research supports the notion that bureaucratic simplification positively influences employee performance through improved motivation. Pratama and Sabuhari (2022) found that simplified bureaucratic structures enhance work motivation, which in turn leads to better performance outcomes. Employees who are motivated and engaged are more likely to demonstrate higher levels of productivity and job satisfaction, ultimately contributing to the overall success of the organization. By making bureaucratic processes more efficient and less burdensome, organizations can significantly boost employee motivation and performance, leading to better organizational results and a more dynamic work environment.

g. The Influence of Organizational Culture on Performance through Work Motivation

The results of this research indicate that motivation is closely related to a person's tendency to achieve goals. Motivation plays an important role in motivating actions or behavior, as well as influencing satisfaction and performance. High performance is highly dependent on high work motivation; The higher an employee's motivation, the better the overall organizational performance (Yusnia, 2017). According to Wahyuni et al. (2016), organizational culture has a direct influence on apparatus performance, with work

motivation acting as an important mediator in this relationship. A strong organizational culture can improve employee performance, especially if supported by motivation provided by superiors. This finding is consistent with the opinion of Al-Ayyubi (2019), who states that a solid organizational culture can provide significant motivation to employees, which in turn has a positive impact on employee performance.

V. Conclusion

Based on the test results using PLS analysis, to test the influence of several variables on employee performance, the following conclusions can be drawn: Bureaucratic simplification has a positive and significant effect on work motivation within the DPRD Secretariat of East Java Province. By reducing unnecessary layers of bureaucracy and simplifying processes, employees find it easier to carry out their tasks, which increases their motivation to perform better.

Bureaucratic simplification has a positive and significant effect on employee performance within the DPRD Secretariat of East Java Province. Reducing bureaucratic obstacles allows employees to work more efficiently, which in turn improves employee output.

Organizational culture has a positive and significant effect on work motivation within the DPRD Secretariat of East Java Province. A positive culture, with supportive values and norms, creates an environment that encourages employees to work harder.

Organizational culture has a positive and significant effect on employee performance within the DPRD Secretariat of East Java Province. A supportive and consistent culture helps employees achieve higher performance, by motivating them to commit to employee tasks.

Motivation has a positive and significant effect on employee performance within the East Java Province DPRD Secretariat. Motivated employees tend to show better performance in carrying out employee duties.

Motivation plays a role in mediating Bureaucratic Simplification and Employee Performance within the East Java Province DPRD Secretariat. Simplifying bureaucracy increases work motivation, which then has an impact on improving employee performance.

Motivation plays a role in mediating Organizational Culture and Employee Performance within the East Java Province DPRD Secretariat. A good organizational culture increases employee motivation, which ultimately contributes to better employee performance.

Suggestion

As an implication of the results of this research, several suggestions can be put forward that can be considered or used as material in decision making, including: Proposing employees to occupy functional positions requires consideration of the skills and education of the employee concerned so that the employee is younger in carrying out their duties. Employees who have experienced equalization of position should be given the opportunity to take part in training and training that is appropriate to their new duties and responsibilities.

In further research, researchers can add other variables that can influence employee performance, such as HR competency, knowledge management, etc.

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