


THE INFLUENCE OF LEADERSHIP COMMITMENT, HUMAN CAPITAL AND WORK CULTURE ON BUREAUCRATIC PERFORMANCE THROUGH GOOD GOVERNANCE OF LOCAL GOVERNMENTS IN SOUTH SULAWESI PROVINCE

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 05 June 2023</p> <p>Accepted 29 August 2023</p>	<p>Purpose: This study aims to examine and analyze the influence of leadership commitment, human capital, and work culture on bureaucratic performance through good governance in local governments in the province of South Sulawesi.</p>
<p>Keywords:</p> <p>Leadership Commitment; Human Capital; Work Culture; Bureaucracy; Good Governance; South Sulawesi Regional Government.</p>	<p>Theoretical framework: Local governments face challenges in achieving effective performance and good governance. Factors such as leadership commitment, human capital, and work culture influence organizational effectiveness. Leadership commitment involves dedicated and accountable leaders, while human capital encompasses knowledge and skills. Work culture refers to shared values and behaviors. Good governance ensures transparency and accountability. Understanding these factors is crucial for improving local government performance and meeting public expectations.</p>
	<p>Design/methodology/approach: The research method used is survey research, with questionnaires as the data collection instrument. Statistical analysis using the AMOS program is employed for data analysis.</p>
	<p>Findings: The findings reveal the following: 1) Leadership commitment, human capital, and work culture have a positive and significant effect on good governance in local governments in South Sulawesi Province; 2) Leadership commitment, human capital, and work culture have a positive and significant influence on bureaucratic performance in local governments in South Sulawesi Province; 3) Good governance has a positive and significant influence on bureaucratic performance in local governments in South Sulawesi Province; 4) Leadership commitment, human capital, and work culture have a positive and significant effect on bureaucratic performance through good governance in local governments in South Sulawesi Province.</p>
	<p>Research, Practical & Social implications: Implementing good governance principles can lead to more accountable and responsive local government organizations, enhancing public trust and satisfaction with government services. These insights have practical implications for policymakers and administrators seeking to enhance organizational effectiveness and serve their communities better.</p>
	<p>Originality/value: The originality value of this study lies in its specific focus on the province of South Sulawesi and its examination of the influence of leadership commitment, human capital, and work culture on bureaucratic performance through good governance in the context of local governments.</p>
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A INFLUÊNCIA DO EMPENHAMENTO DA LIDERANÇA, DO CAPITAL HUMANO E DA CULTURA DE TRABALHO NO DESEMPENHO BUROCRÁTICO ATRAVÉS DA BOA GOVERNAÇÃO DOS GOVERNOS LOCAIS NA PROVÍNCIA DE SULAWESI DO SUL

RESUMO

Objetivo: Este estudo tem como objetivo examinar e analisar a influência do empenho da liderança, do capital humano e da cultura de trabalho no desempenho burocrático através da boa governação nos governos locais da província de Sulawesi do Sul.

Estrutura teórica: Os governos locais enfrentam desafios para alcançar um desempenho eficaz e uma boa governação. Factores como o empenho da liderança, o capital humano e a cultura de trabalho influenciam a eficácia organizacional. O empenhamento na liderança envolve líderes dedicados e responsáveis, enquanto o capital humano engloba conhecimentos e competências. A cultura de trabalho refere-se a valores e comportamentos partilhados. A boa governação assegura a transparência e a responsabilidade. A compreensão destes factores é crucial para melhorar o desempenho da administração local e satisfazer as expectativas do público.

Desenho/metodologia/abordagem: O método de investigação utilizado é o inquérito, sendo os questionários o instrumento de recolha de dados. Para a análise dos dados, recorre-se à análise estatística utilizando o programa AMOS.

Resultados: Os resultados revelam o seguinte: 1) O compromisso de liderança, o capital humano e a cultura de trabalho têm um efeito positivo e significativo na boa governação dos governos locais na província de Sulawesi do Sul; 2) O compromisso de liderança, o capital humano e a cultura de trabalho têm uma influência positiva e significativa no desempenho burocrático dos governos locais na província de Sulawesi do Sul; 3) A boa governação tem uma influência positiva e significativa no desempenho burocrático dos governos locais na Província de Sulawesi do Sul; 4) O empenho da liderança, o capital humano e a cultura de trabalho têm um efeito positivo e significativo no desempenho burocrático através da boa governação nos governos locais na Província de Sulawesi do Sul.

Pesquisa, implicações práticas e sociais: A implementação de princípios de boa governação pode conduzir a organizações da administração local mais responsáveis e receptivas, aumentando a confiança do público e a satisfação com os serviços governamentais. Estes conhecimentos têm implicações práticas para os decisores políticos e administradores que procuram aumentar a eficácia organizacional e servir melhor as suas comunidades.

Originalidade/valor: O valor da originalidade deste estudo reside no seu enfoque específico na província de Sulawesi do Sul e na sua análise da influência do empenhamento da liderança, do capital humano e da cultura de trabalho no desempenho burocrático através da boa governação no contexto dos governos locais.

Palavras-chave: Compromisso de Liderança, Capital Humano, Cultura de Trabalho, Burocracia, Boa Governação, Governo Regional de Sulawesi do Sul.

LA INFLUENCIA DEL COMPROMISO DE LIDERAZGO, EL CAPITAL HUMANO Y LA CULTURA DE TRABAJO EN EL RENDIMIENTO BUROCRÁTICO A TRAVÉS DE LA BUENA GOBERNANZA DE LOS GOBIERNOS LOCALES DE LA PROVINCIA DE SULAWESI MERIDIONAL

RESUMEN

Propósito: Este estudio pretende examinar y analizar la influencia del compromiso de liderazgo, el capital humano y la cultura laboral en el rendimiento burocrático a través de la buena gobernanza en los gobiernos locales de la provincia de Sulawesi del Sur.

Marco teórico: Los gobiernos locales se enfrentan a retos para lograr un rendimiento eficaz y una buena gobernanza. Factores como el compromiso de liderazgo, el capital humano y la cultura laboral influyen en la eficacia organizativa. El compromiso de liderazgo implica líderes dedicados y responsables, mientras que el capital humano abarca conocimientos y habilidades. La cultura de trabajo se refiere a los valores y comportamientos compartidos. La buena gobernanza garantiza la transparencia y la rendición de cuentas. Comprender estos factores es crucial para mejorar el rendimiento de los gobiernos locales y satisfacer las expectativas de los ciudadanos.

Metodología: El método de investigación utilizado es la encuesta, con cuestionarios como instrumento de recogida de datos. Para el análisis de los datos se utiliza el programa AMOS.

Conclusiones: Las conclusiones revelan lo siguiente 1) El compromiso de liderazgo, el capital humano y la cultura de trabajo tienen un efecto positivo y significativo sobre la buena gobernanza en los gobiernos locales de la provincia de Sulawesi Meridional; 2) El compromiso de liderazgo, el capital humano y la cultura de trabajo tienen una influencia positiva y significativa sobre el rendimiento burocrático en los gobiernos locales de la provincia de Sulawesi Meridional; 3) La buena gobernanza tiene una influencia positiva y significativa en el rendimiento burocrático de los gobiernos locales de la provincia de Sulawesi Meridional; 4) El compromiso de liderazgo, el

capital humano y la cultura del trabajo tienen un efecto positivo y significativo en el rendimiento burocrático a través de la buena gobernanza de los gobiernos locales de la provincia de Sulawesi Meridional.

Implicaciones de la Investigación: La aplicación de principios de buena gobernanza puede conducir a organizaciones gubernamentales locales más responsables y receptivas, mejorando la confianza pública y la satisfacción con los servicios gubernamentales. Estos conocimientos tienen implicaciones prácticas para los responsables políticos y los administradores que buscan mejorar la eficacia organizativa y servir mejor a sus comunidades.

Originalidad/valor: El valor de originalidad de este estudio radica en su enfoque específico en la provincia de Sulawesi del Sur y su examen de la influencia del compromiso de liderazgo, el capital humano y la cultura de trabajo en el desempeño burocrático a través de la buena gobernanza en el contexto de los gobiernos locales.

Palabras clave: Compromiso de Liderazgo, Capital Humano, Cultura de Trabajo, Burocracia, Buena Gobernanza, Gobierno Regional de Sulawesi Meridional.

INTRODUCTION

The discourse on bureaucracy is an interesting theme, given its significant role in government and its importance to the community. As society develops and progresses, with improved living standards and education, alongside advancements in technology and information technology, there is a need for the empowerment of the community. Consequently, it is crucial for bureaucratic services in the public sector to quickly adapt to the dynamic changes occurring within the community.

According to Max Weber, bureaucracy was intended to operate within a strict vertical hierarchy, with limited communication among workers (Andreski, 2013). Similar to a machine with various spare parts, the bureaucratic system must be designed based on the division of labor and specific job specifications. Bureaucracy should be formed as a rational social organization that is measurable, reliable, and efficient. To achieve this, a bureaucratic apparatus that prioritizes ethics and conscience is essential. Ethics play a vital role in overcoming existing pathologies and assisting the bureaucracy in effectively fulfilling its duties and responsibilities (Sipayung et al., 2022). A poorly functioning bureaucracy will undoubtedly impede development efforts, whereas a well-functioning bureaucracy will facilitate the smooth implementation of development programs. Consequently, bureaucracy stands as a crucial prerequisite for successful development.

Although bureaucracy holds a strategic position, it is often regarded as the most disliked institution by the public. If we were to ask anyone, they would express reluctance in dealing with bureaucracy. Until now, the government bureaucracy has not fully fulfilled its duties in alignment with the assigned functions, as established norms and community expectations dictate. This situation is evident through various irregularities, which have worsened over time and resulted in a decrease in public trust in the government. The trend of bureaucracy and

bureaucratization in modern society is viewed as alarming, to the extent that predictions regarding the intensification and development of rational bureaucratic practices are no longer seen as encouraging news, but rather as omens of new calamities and daunting disasters (Blau & Meyer, 1994).

According to Islamy (1998), bureaucracy in most developing countries, including Indonesia, tends to be patrimonialistic. It exhibits inefficiency, ineffectiveness (overconsumption and underproduction), lacks objectivity, becomes defensive when faced with control and criticism, does not prioritize public interest, and has transformed from being a tool of the people into an instrument of authority. It often manifests as an authoritative and repressive ruling body. Despite being a prevalent symptom, it is evident that in every cultural context within society, bureaucracy and bureaucratization are observed through diverse behavioral patterns.

According to Siagian (1994), the symptoms of pathology in bureaucracy can be attributed to five main problems. First, there is a deviation from democratic principles in the managerial style of officials within the bureaucratic environment. This leads to various forms of pathology, such as the abuse of authority, accepting bribes, and nepotism. Second, there is a lack of knowledge and skills among officers when carrying out operational activities, resulting in low productivity, poor service quality, and frequent mistakes. Third, there are instances of officials violating the law through activities like embezzlement, bribery, and corruption. Fourth, there is the manifestation of dysfunctional or negative bureaucratic behavior, including arbitrariness, pretense of busyness, and discrimination. Fifth, there are internal issues within government agencies that negatively impact bureaucracy, such as inadequate benefits and working conditions, a lack of job descriptions and indicators, and favoritism.

Mohamad, as cited in Mahsyar (2011), reveals several weaknesses within the current bureaucracy. These weaknesses include being less responsive, less informative, less accessible, less coordinated, less efficient, and less willing to listen to complaints, suggestions, and aspirations of the community. From an institutional standpoint, the main weakness of the bureaucratic system lies in its organizational design, which fails to prioritize the provision of services to the community. As a result, the services provided are often convoluted and lacking in coordination.

During this period, there has not been a consistent practice of systematically assessing the performance of public servants, resulting in unresolved debates when different assessment results emerge among various parties. Analyzing the performance of public bureaucracy is of

great importance and holds strategic value. It is crucial to gather information about the performance of the personnel and the factors that influence their performance. Therefore, measuring the performance of public servants should be seen as an evaluation activity, aiming to assess the success and failure in carrying out assigned tasks and functions. Performance evaluation serves as an analysis and interpretation of the achievements and shortcomings in performance.

The performance of the public service bureaucracy has become an increasingly critical issue, as improving bureaucratic performance has wide-ranging implications on people's lives, particularly in enhancing public trust in the government. The poor performance of the bureaucracy is one of the significant factors contributing to a crisis of public confidence in the government. The study of bureaucracy is complex, encompassing various aspects, such as institutions, human resources, systems, procedures, and the aspects of Bureaucratic Reform, known as Bureaucratic Reform (Lubis & Erman, 2017; Prasajo & Kurniawan, 2008).

According to Pinchot, as cited in Kaloh (2003), the pursuit of good governance and meeting global challenges requires competent human resources in the field of state administration and development. This need arises due to the changing nature of work and modern organizations. It is essential for human resources to possess the ability to execute good governance, thereby effectively achieving organizational goals. The following table presents data related to the Human Development Index (HDI) of South Sulawesi Province.

Table 1: Human Development Index of South Sulawesi Province

Year	South Sulawesi HDI	National average HDI	Description
2016	69,76	70,18	Low
2017	70,34	70,81	Low
2018	70,90	71,39	Low
2019	71,66	71,92	Low
2020	71,93	71,94	Low
2021	72,24	72,29	Low

Source: www.bps.co.id.2021

Based on the table provided, the Human Development Index (HDI) serves as a comparative measure of life expectancy, literacy, education, and living standards. Looking at the HDI for South Sulawesi in comparison to the national average, the difference is not significantly large, but it remains low and below the national average HDI. This indicates that there is still room for improvement in the Human Development Index in South Sulawesi over the years, particularly by enhancing the performance of the bureaucracy to become a more effective provider of public services.

The organizational performance in the public sector heavily relies on managerial capabilities in developing relevant personnel resources and addressing the demands of environmental development dynamics. Therefore, optimal organizational performance is expected, aligning with the vision, mission, programs, and the designated tasks and functions of each public sector. The following table presents annual data on the realization of local revenue for the Government of South Sulawesi.

Table 2: Realization of Regional Revenue of the South Sulawesi Government

Year	Realization (Million Rupiah)	Change (%)
2013	21.485.635	9,31
2014	24.864.779	15,73
2015	29.938.846	20,41
2016	34.177.482	14,16
2017	33.151.099	-3,003
2018	33.686.416	1,61
2019	35.495.398	5,37
2020	36.128.583	1,78

Source: bps.go.id

Based on the provided table, it is evident that the regional revenue has increased each year, sourced from taxes, levies, and other government-regulated sources. However, there were decreases in revenue in 2017, 2018, and 2020. These declines highlight the need for government efforts in better budget management or governance. Another study by Titisari (2012) suggests that the low performance of employees in public institutions is noticeable to the public, resulting in less satisfactory and hurried services. These conditions create an uncomfortable atmosphere and contribute to a negative perception of public institutions, thus making organizational services less effective.

Measuring the success and failure of government agencies in fulfilling their basic tasks and functions is challenging to accomplish objectively due to the lack of implementation of performance measurement systems. These systems would provide objective and measurable information about the level of success in implementing programs within government agencies. Although the government has made efforts to ensure good public service by enacting Law No. 25 of 2009 on public services and Law No. 14 of 2008 on Public Information Disclosure, the enactment of these laws brings new hope for the promotion of good governance in public services.

Bureaucracies face the significant challenge of carrying out activities efficiently and effectively (Cordella & Tempini, 2015; Kettl, 2015). Therefore, leadership commitment becomes crucial. Leadership is a phenomenon that exists in every community, as it arises from

human interactions, ranging from the most primitive groups to the most advanced, and from the smallest groups to the largest organizations. Leadership factors play a vital role when individuals/members of an organization exhibit high dynamics in their activities, driven by continuous changes and technological advancements. The ability to influence organization members is key to their earnest pursuit of predetermined organizational goals. The success or failure of an organization is largely determined by leadership factors.

In addition to leadership factors, human capital factors are also crucial for improving bureaucratic performance. Effective performance management can positively impact organizational performance when the company's human resource functions and strategic initiatives align with human capital matters (Armstrong & Taylor, 2020). Therefore, it can be concluded that strategic human capital management plays a vital role in guiding an organization towards higher levels of performance. The strategic role of human resources, or the State Civil Apparatus (ASN), has gained significant attention in today's competitive business era. Scholars such as Romer (1987) and Mankiw et al. (1992) have stated that "human capital" is the primary driver of macroeconomic growth at the macro level. At the micro level, Koch & McGrath (1996) consider human capital as a key resource for sustainable competitive advantage in organizations.

However, the reality that cannot be denied is that in recent years, public services provided by the ASN in the scope of local government in South Sulawesi have seen some improvements, but at the same time, there are still many public complaints about the services provided by ASN, which are often disappointing. This situation is not unique to South Sulawesi, but also observed in several other local governments, including Makassar, Parepare, Soppeng, and Tana Toraja. These circumstances indicate that local government organizations require effective handling and robust management systems supported by the commitment of both internal and external stakeholders. This collaboration is essential to create and deliver optimal performance from the state civil apparatus bureaucrats.

This study stands out from previous research as it aims to compare various variables, research methods, and research outcomes conducted within the theme of local government in South Sulawesi province. While there have been numerous studies examining leadership commitment, human capital, and work culture in local governments, each region possesses unique characteristics related to these themes. These variations encompass the causes, collaboration, involved parties, stages of collaboration, commitments, obstacles encountered, and the authority of each party involved. Additionally, this study highlights the role of good

governance as a mediator between these variables and bureaucratic performance. Within the context of the local government in South Sulawesi province, the emphasis on good governance emphasizes the significance of integrity and transparency.

Considering the aforementioned facts, it can be concluded that one crucial operational dimension for local government organizations, particularly in the five urban districts under research, is the availability of reliable and competent human resources or state civil servants. These facts serve as the underlying rationale for conducting this study. The primary objective of this study is to examine and analyze the influence of leadership commitment, human capital, and work culture on bureaucratic performance through the lens of good governance within local governments in South Sulawesi province.

METHODOLOGY

This study includes the type of survey research is the method of researchers who utilize questionnaires in the collection of primary data in this case is the primary data of a sample of the population. In general, the unit of analysis in this survey research is the individual. Also in this study used in-depth interview techniques (Indepth interview) to complete the necessary data.

The unit of analysis in this study is the State Civil apparatus (ASN) which has served a minimum of two years and makes his work as the main source of income. This is the most important thing, considering that this study aims to determine the performance of ASN bureaucracy, leadership commitment, human capital and ASN work culture during work on local government organizations in South Sulawesi.

The population in this study is the State Civil apparatus (ASN) within the scope of local government directly related to basic services spread over several SKPD (Education, Health, Public Works and spatial planning, public housing and residential areas, areas of peace, Public Order and community protection, and social) with a total of 1,500 people. Sampling techniques using simple proportional random sampling method (Anderson, 1994), the use of this technique on the grounds that the population and the study of this study does not require stratification of the population.

To measure the amount of samples to be studied, the researchers used the slovin formula, where this formula is able to measure the amount of samples to be studied. The amount of samples to be studied as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = Total samples

N = Total population

e = Critical value (limit of error) in the desired is 5%

After the calculation using the formula above, the number of samples used is as much as 315 respondents.

Techniques and instruments used to collect data in this study questionnaires. The method of data analysis using statistical methods with AMOS program with the following stages of testing: a). Validity and reliability test; b). Descriptive analysis; c). Inferential statistical analysis; and d). Structural Equation Modeling (SEM).

RESULT AND DISCUSSION

Result

Descriptive statistical analysis

The descriptive statistical analysis reveals that respondents generally show satisfaction with leadership commitment, human capital utilization, work culture, bureaucratic performance, and the implementation of good governance in their agency. However, there are still individuals who express dissatisfaction in these areas. The average values indicate overall positive sentiments, with respondents rating their satisfaction as 77.34 for leadership commitment, 84.69 for human capital, 147.28 for work culture, 122.51 for bureaucratic performance, and 121.22 for good governance.

Analysis and testing of structural models

1) Reliability test and Varaince Extracted (VE)

The cut off value of the reliability construct is > 0.7 while the variance extracted is > 0.5 .

Construct reliability formula as follows:

$$\text{Construct Reliability} = \frac{(\sum \text{Std. loading})^2}{(\sum \text{Std. loading})^2 + \sum \varepsilon_j}$$

The variance formula is extracted as follows:

$$\text{Variance Extracted} = \frac{\sum \text{Std. Loading}^2}{\sum \text{Std. Loading}^2 + \sum \varepsilon_j}$$

Table 3: Comparison table of reliability and variance constructs extracted

No	Variabel	Indicator	Standard Loading (Loading Factor)	Standar Loading ²	Measuremen Error (1-Std Loading ²)	Construct Reliability	Variance Extracted
1	<i>Leadearship Commitment</i>	X11	0,866	0,750	0,250	0,858	0,669
		X12	0,76	0,578	0,422		
		X13	0,824	0,679	0,321		
		∑	2,45	2,007	0,993		
		∑ ²	6,003				
2	<i>Human Capital</i>	X21	0,855	0,731	0,269	0,891	0,731
		X22	0,871	0,759	0,241		
		X23	0,838	0,702	0,298		
		∑	2,564	2,192	0,808		
		∑ ²	6,574				
3	<i>Work Culture</i>	X32	0,861	0,741	0,259	0,908	0,624
		X33	0,817	0,667	0,333		
		X34	0,769	0,591	0,409		
		X35	0,829	0,687	0,313		
		X36	0,731	0,534	0,466		
		X36	0,723	0,523	0,477		
		∑	4,730	3,745	2,255		
		∑ ²	22,373				
4	<i>Good Governance</i>	Y11	0,788	0,621	0,379	0,871	0,577
		Y12	0,784	0,615	0,385		
		Y13	0,827	0,684	0,316		
		Y14	0,741	0,549	0,451		
		Y15	0,646	0,417	0,583		
		∑	3,786	2,886	2,114		
		∑ ²	14,334				
5	<i>Bureaucratic Performance</i>	Z11	0,77	0,593	0,407	0,895	0,631
		Z12	0,778	0,605	0,395		
		Z13	0,784	0,615	0,385		
		Z14	0,886	0,785	0,215		
		Z15	0,748	0,560	0,440		
		∑	3,966	3,157	1,843		
		∑ ²	15,729				

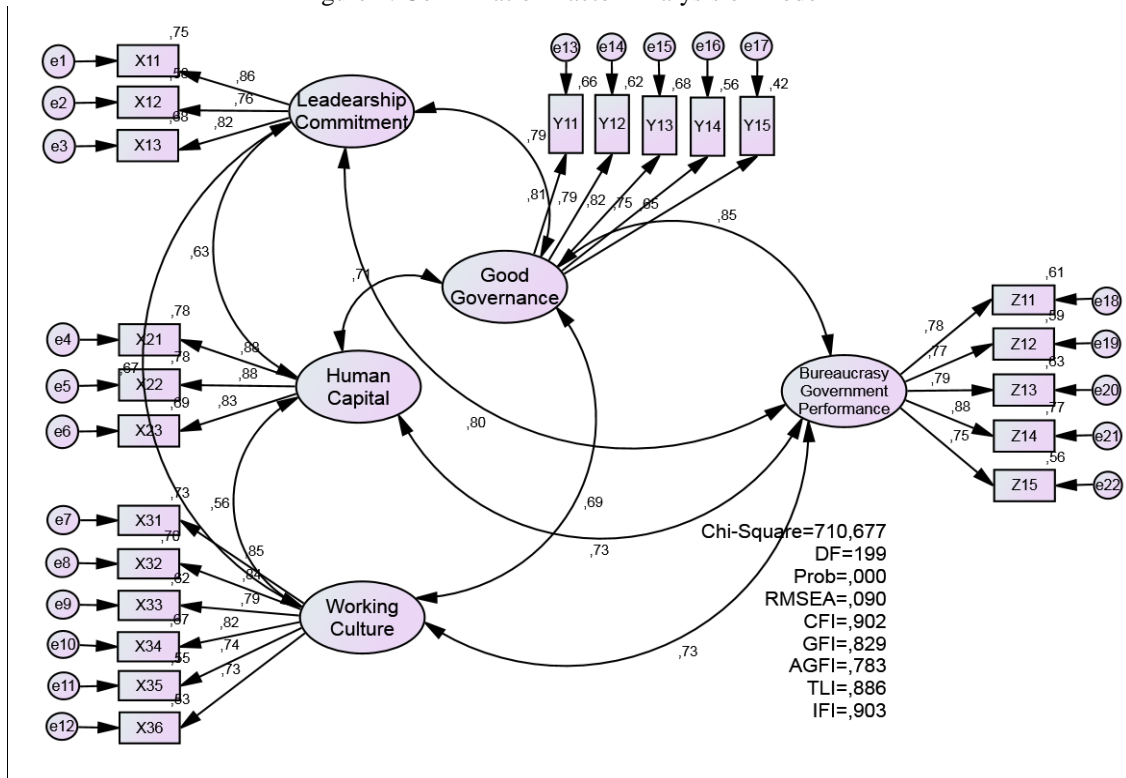
Source: Prepared by Authors (2023)

Based on the results of the reliability calculations, it is evident that the latent variables of leadership commitment, human capital, work culture, good governance, and bureaucratic performance meet the established criteria. The construct reliability values are 0.858 for leadership commitment, 0.891 for human capital, 0.908 for work culture, 0.871 for good governance, and 0.895 for bureaucratic performance, all exceeding the cutoff value of 0.70. Additionally, the variance values extracted are 0.669 for leadership commitment, 0.731 for human capital, 0.624 for work culture, 0.577 for good governance, and 0.631 for bureaucratic

performance, all surpassing the cutoff value of 0.50. Consequently, it can be concluded that each latent variable meets the reliability criteria.

2) Model Confirmation Factor Analysis (CFA)

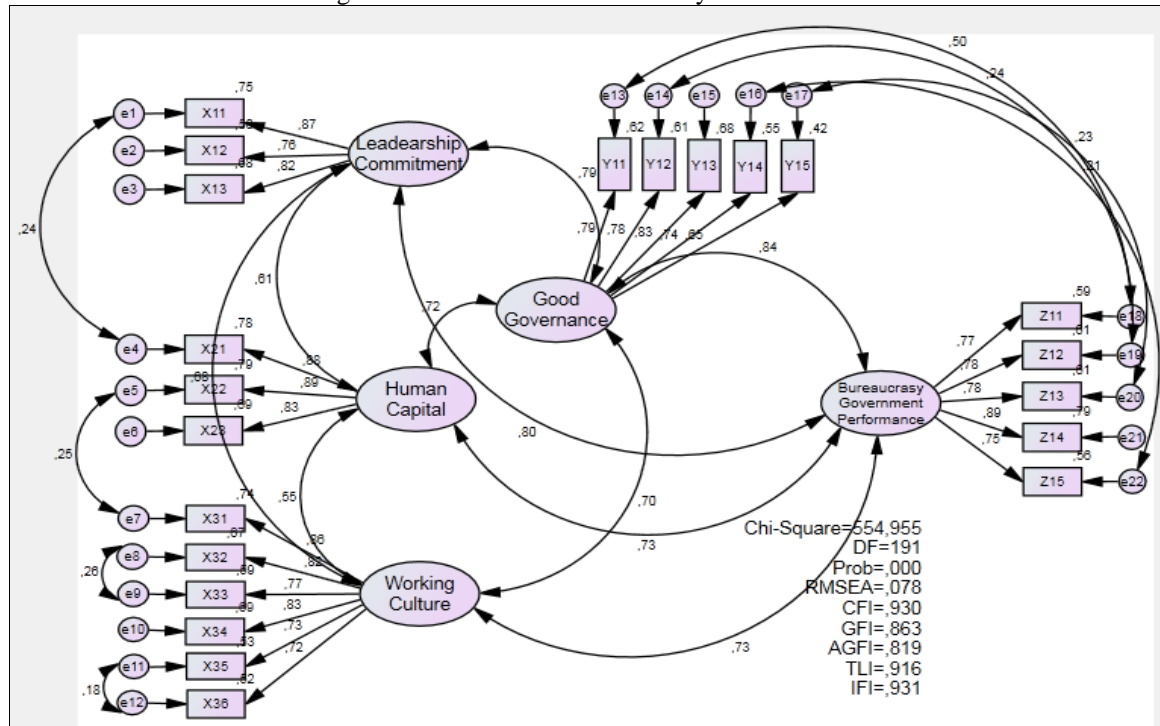
Figure 1: Confirmation Factor Analysis of Model I



Source: Prepared by Authors (2023)

In the CFA 1 model above shows that the model produces chi-square value of 710,677, RMSEA of 0,090, CFI 0,852, GFI 0,901, AGFI 0,783, TLI 0,886 and IFI 0,903. These indices indicate a discrepancy between the observed data and the model's expected data patterns. Therefore, it can be stated that the model lacks fit based on these indicators.

Figure 2: Confirmation Factor Analysis of Model 2



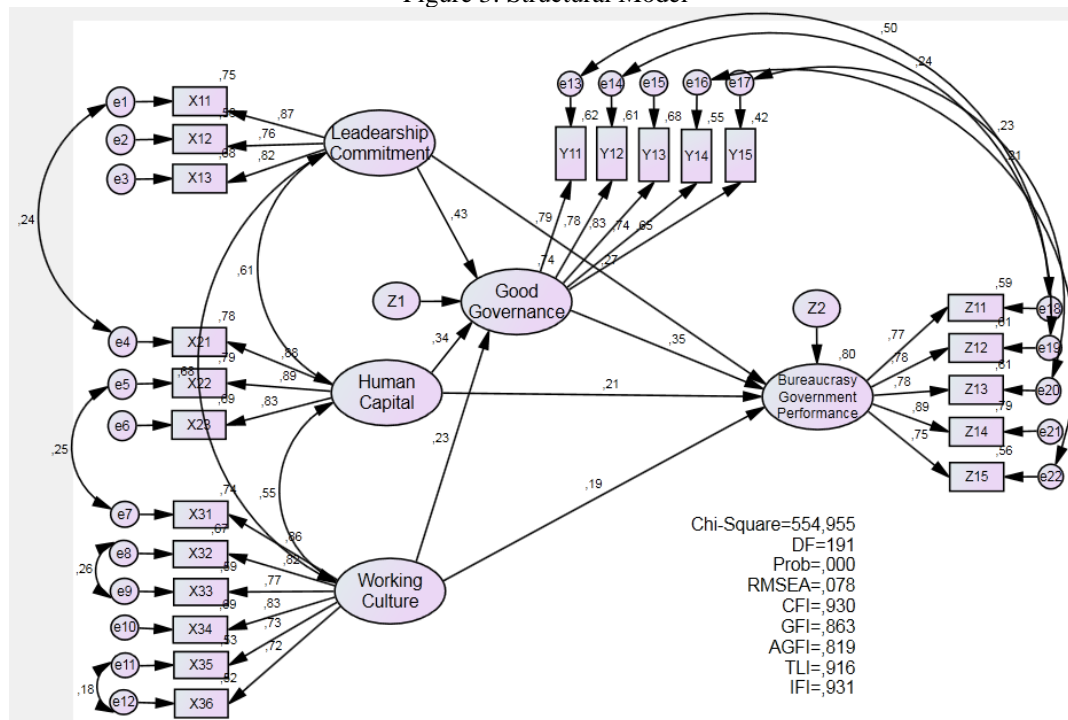
Source: Prepared by Authors (2023)

In the CFA 2 model above shows that the model produces chi-square value down to 554.955, probability 0.000, RMSEA 0.078, CFI 0.930, GFI 0.863, AGFI 0.813, TLI 0.916 and IFI 0.931 can be said that the model is fit.

3) Structural Equation Model

CFA test results show that the model is acceptable because it meets the required criteria. Then from the CFA model developed into a structural model in accordance with the hypotheses and models developed. The results of the full structural model are presented as follows:

Figure 3: Structural Model



Source: Prepared by Authors (2023)

Discussion

The effect of leadership commitment on good governance

The analysis results indicate that leadership commitment has a significant effect on good governance, with a coefficient of 0.446, a critical ratio (CR) value of 5.921, and a p-value of 0.000. The p-value being less than 0.05 suggests that the effect of Leadership Commitment on Good Governance is both positive and statistically significant. Therefore, we can conclude that hypothesis 1, which states that leadership commitment has a positive effect on good governance, is supported by these findings.

Moreover, the descriptive analysis reveals that the average value of the leadership commitment variable is 77.34, indicating a high level of commitment. Among the survey questions, the first question received the highest average score of 4.54, indicating that respondents consider it the primary factor in determining leadership commitment. This study emphasizes that leadership tasks such as initiating, managing, informing, supporting, and assessing have a positive impact on good governance. Consequently, a strong commitment fosters improved performance within the local government, enhancing the implementation of good corporate governance practices.

The theoretical framework employed in this study aligns with the concept of New Public Management (NPM). NPM advocates for a decentralized management system in the public

sector, incorporating private sector practices such as controlling, benchmarking, and efficiency measures. By implementing these principles, Good Local Government Performance (Good Governance) can be achieved, leading to public welfare. Thus, the public sector can enhance its performance by adopting management practices and techniques employed in the private sector. These practices may include the utilization of market mechanisms, Compulsory Competitive Tendering, and privatization of public companies (Hughes, 1998 as quoted by Mahmudi 2003).

Building on this theoretical foundation, developed countries have implemented various activities to establish effective and responsible government systems that address the demands of their citizens. These activities encompass reducing the role of government, implementing cost-saving measures, introducing market/privatization mechanisms, separating buyers and providers, decentralizing management authority, implementing performance management strategies, and prioritizing quality (Atreya & Armstrong, 2002).

The effect of human capital on good governance

Similar to leadership commitment, human capital also plays a significant role in influencing good governance. The statistical analysis results reveal that Human Capital has a positive and significant effect on Good Governance, with an estimated coefficient value of 0.299, a critical ratio (CR) value of 5.911, and a p-value of 0.000. Since the p-value is less than 0.05, it can be concluded that Human Capital has a significant and positive impact on Good Governance, supporting hypothesis 2.

The descriptive analysis of the human capital variable indicates an average value of 84.69, which categorizes it as high. Among the survey questions, the twelfth and twentieth questions received the highest average scores of 4.37, highlighting that respondents consider these two indicators as the primary factors contributing to human capital. Therefore, it can be inferred that human capital has a positive effect on good governance.

Human capital represents the collective abilities of employees to provide innovative solutions and drive positive changes within a competitive work environment. It encompasses the knowledge and skills possessed by individuals that enable organizations to extract the best solutions. However, it is essential to address habits that may lead to the loss of corporate memory, posing a threat to the organization. Some academic perspectives argue that certain habits within a company can be beneficial as they encourage the consideration of fresh perspectives and new knowledge (Arthur et al., 1989).

These findings align with the efforts of the local government in South Sulawesi, which emphasize bureaucratic reform. To support these reform efforts, it is crucial to develop human resources (HR) as valuable assets, focusing on qualifications, competencies, and performance rather than solely considering education level and length of work experience. For instance, in managing human resources and obtaining competent leaders and employees, an open selection process is implemented to fill positions, encompassing needs planning, procurement, career development, promotions, transfers, and work management. Additionally, attention should be given to payroll systems, appreciation and discipline, employee protection and services, as well as information systems.

The effect of working culture on good governance

The analysis results provide evidence that working culture has a significant and positive effect on good governance. The statistical testing yields an estimated coefficient value of 0.208, a critical ratio (CR) value of 3.880, and a p-value of 0.000. With a p-value less than 0.05, it can be concluded that working culture has a significant and positive impact on good governance, thereby supporting hypothesis 3.

The descriptive analysis of the work culture variables reveals an average value of 147.28, indicating a high level of work culture. Among the survey questions, the nineteenth question obtained the highest average score of 4.35, suggesting that respondents consider this indicator as the primary factor in measuring work culture. Therefore, it can be inferred that work culture positively influences good governance.

These findings align with the bureaucratic reform efforts implemented by the regional government of South Sulawesi. As part of the efforts to accelerate bureaucratic reform, the government has undertaken restructuring measures to create a leaner, yet functionally rich, bureaucracy. This restructuring aims to enhance agility and minimize operational expenses, which can be redirected towards public welfare. Furthermore, organizational restructuring has a direct impact on governance effectiveness, manifested through improved coordination, streamlined procedures, and reduced span of control. These changes are expected to enhance employee performance and overall governance effectiveness.

Work culture, as defined by Triguno in Nugroho (2013), encompasses the philosophy, values, habits, and driving force that shape the attitudes, behaviors, beliefs, aspirations, opinions, and actions within a group of individuals or organizations. Organizational culture, as defined by Schein (2010), refers to the pattern of basic assumptions developed or discovered

by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. A strong work culture demonstrates members' understanding of organizational goals, provides opportunities for participation in the decision-making process, and cultivates an attitude of continuous improvement and excellence.

The effect of leadership commitment on bureaucratic performance

The statistical analysis results indicate that leadership commitment has a positive and significant effect on bureaucratic performance. The estimated coefficient value is 0.275, the critical ratio (CR) value is 3.767, and the p-value is 0.000. Since the p-value is less than 0.05, it can be concluded that leadership commitment has a significant and positive impact on bureaucratic performance, supporting hypothesis 4, which suggests that leadership attitudes have a positive effect on job satisfaction.

The descriptive analysis of the leadership commitment variables reveals an average value of 77.34, indicating a high level of commitment. Among the survey questions, the first question received the highest average score of 4.54, suggesting that respondents consider this indicator as the main factor of leadership commitment. Therefore, it can be inferred that leadership attitudes, such as discipline, task integrity, fairness to subordinates, prompt and accurate decision-making, honesty, emotional stability, and assertiveness, contribute to higher employee performance.

These findings align with the viewpoints expressed by Kotler (in Lunenburg 2011) that leadership has garnered attention from researchers worldwide. Various theoretical approaches exist to explain the complexity of the leadership process, including trait or behavioral perspectives, information processing perspectives, and relational perspectives.

Furthermore, this study aligns with the characteristics of the Applied New Public Management (NPM) theory. In the public sector, professional management practices have gradually been adopted. These practices involve managing organizations professionally, setting clear task and function boundaries, providing explicit job descriptions, and clarifying authority and responsibility. The attitudes of leaders, particularly in defining the main tasks and functions of each organizational part, significantly impact employee performance, leading to improved outcomes.

The effect of human capital on bureaucratic performance

The statistical analysis results demonstrate that human capital has a positive and significant effect on bureaucratic performance. The estimated coefficient value is 0.180, the critical ratio (CR) value is 3.696, and the p-value is 0.000. Since the p-value is less than 0.05, it can be concluded that human capital has a significant and positive impact on bureaucratic performance, supporting hypothesis 5.

The descriptive analysis of the human capital variables reveals an average value of 84.69, indicating a high level of human capital. Among the survey questions, the twelfth and twentieth questions received the highest average scores of 4.37, suggesting that respondents consider these indicators as the main factors influencing human capital. These findings indicate that employees perform their jobs efficiently not only based on their abilities and skills but also because of their mastery of work procedures and clear job descriptions. Additionally, strong individual motivation among employees contributes to achieving high performance. Consequently, employees with positive attitudes can influence and guide other employees to work efficiently and effectively.

The theory of human capital emphasizes the importance of competent human resources (HR) in increasing organizational productivity. Competent human resources are obtained through the formation of human capital, which involves acquiring individuals with strong character who can serve as essential assets for development. The level of expertise and education within the community reflects their character and contributes to the formation of human capital (Idrus et al., 2018).

This research is supported by role theory, as proposed by Khantz and Kahn, which focuses on individuals as social actors within the work environment and society. Role theory aims to explain interactions between individuals in organizations, emphasizing the roles they fulfill. Building human capital within a highly competitive bureaucracy is crucial and urgent, as it serves as a major factor in implementing development and governance in the region. It requires continuous investment and nurturing of human resources. Leaders play a vital role in fostering human capital, and the commitment of all stakeholders, including the business community and the local leadership from regional heads to village heads, is necessary to facilitate this process.

The effect of work culture on bureaucratic performance

The statistical analysis results demonstrate that work culture has a positive and significant effect on bureaucratic performance. The estimated coefficient value is 0.167, the critical ratio (CR) value is 3.375, and the p-value is 0.000. With a p-value less than 0.05, it can be concluded that work culture has a significant and positive impact on bureaucratic performance, supporting the hypothesis that work culture positively influences performance.

The descriptive analysis of the work culture variables reveals an average value of 147.28, indicating a high level of work culture. Among the survey questions, the nineteenth question obtained the highest average score of 4.35, suggesting that respondents consider this indicator as the primary factor in measuring work culture. Consequently, it can be inferred that establishing a conducive work culture is essential in achieving optimal employee performance.

This study aligns with Mangkunegara (2006), which emphasizes work culture as a factor affecting the success of performance. Triguno (2004) suggests that work culture aims to transform the attitudes and behaviors of existing human resources to improve performance and tackle future challenges. Creating a supportive work culture involves various practices, such as conducting meetings or briefings before employees start working, where leadership or management provides directions regarding compliance with company rules. This fosters integrity, professionalism, and job satisfaction among employees. Additionally, leaders can lead by example during these briefings, contributing to the cultivation of a supportive work culture that enhances employee performance.

The effect of good governance on bureaucratic performance

The statistical analysis results indicate that good governance has a positive and significant effect on bureaucratic performance. The estimated coefficient value is 0.344, the critical ratio (CR) value is 3.940, and the p-value is 0.000. With a p-value less than 0.05, it can be concluded that good governance has a significant and positive impact on bureaucratic performance, thereby supporting hypothesis 7.

The descriptive analysis of the good governance variables reveals an average value of 121.22, indicating a high level of good governance. Among the survey questions, the third question received the highest average score of 4.24, suggesting that respondents consider these indicators as the main factors for measuring the implementation of good governance. Therefore, it can be inferred that the application of good governance practices positively affects the performance of the local government bureaucracy.

These findings imply that improved implementation of good governance leads to enhanced financial performance in the government. Good governance, as a concept, refers to the process of making and implementing accountable decisions. The study highlights the significance of good governance in achieving positive outcomes within the bureaucratic context.

This study aligns with the theory of stewardship, as proposed by Donaldson and Davis (1991). The stewardship theory describes a situation where managers are motivated by the collective interests and success of the organization, rather than individual goals. They prioritize the close relationship between decision-making and success, ensuring that organizational achievements serve the best interests of both principals and management.

Furthermore, this study develops a model of bureaucratic reform that incorporates the principles of positive reinforcement theory, influenced by Skinner (Skinner, 2014). The theory suggests that behavior can be observed and is influenced by antecedents (causal factors) and consequences. Antecedents occur before the behavior, while consequences occur after the behavior. Positive consequences reinforce and increase the likelihood of repeated behavior in the future, while negative consequences decrease or eliminate the behavior.

The effect of leadership commitment on bureaucratic performance is mediated by good governance

The statistical testing results indicate that the indirect influence of Leadership Commitment on bureaucratic performance through Good Governance is significant, with an estimated coefficient of 0.153. The significance is determined by comparing the z-value of 3.293 with the critical z-value of 1.96 at a significance level of 0.05. Since the z-value exceeds the critical value, it can be concluded that the indirect coefficient of 0.153 is significant. This result demonstrates that Leadership Commitment significantly affects bureaucratic performance through the mediating role of Good Governance, thereby supporting hypothesis 8.

These findings suggest that higher levels of leadership commitment lead to enhanced employee performance. Additionally, good governance acts as an intervening variable, facilitating the relationship between the independent variable (Leadership Commitment) and the dependent variable (Bureaucratic Performance). Good governance, as a process, creates an institutional environment that enables interaction between government strata and between the government and its people based on agreed-upon values, such as justice, transparency,

accountability, and responsibility (Edelia & Aslami, 2022). It serves as a mechanism for regulating relationships, functions, and interests among various stakeholders involved in public service affairs.

The influence of human capital on performance is mediated by good governance

The statistical testing results reveal that the indirect influence of Human Capital on bureaucratic performance through Good Governance is significant, with an estimated coefficient of 0.103. By comparing the z-value of 3.278 with the critical z-value of 1.96 at a significance level of 0.05, it can be concluded that the indirect coefficient of 0.103 is significant. This result demonstrates that Human Capital significantly affects bureaucratic performance through the mediating role of Good Governance, supporting hypothesis 9.

These findings indicate that Human Capital has a positive impact on bureaucratic performance, and this relationship is mediated by the presence of good governance practices. Good Governance serves as a moderating factor that enhances the influence of Human Capital on bureaucratic performance. Effective implementation of good governance principles can enhance Human Capital and ultimately improve bureaucratic performance .

Human Capital is a valuable resource that represents the knowledge, skills, and innovative abilities of individuals within an organization. It adds value to products and services, giving the company a competitive edge and generating greater revenue compared to competitors. Research by Weatherly (2003) found that approximately 85 percent of a company's market value is determined by Human Capital.

The influence of working culture on performance is mediated by good governance

The statistical testing results indicate that the indirect influence of Working Culture on bureaucratic performance through Good Governance is significant, with an estimated coefficient of 0.072. By comparing the z-value of 2.271 with the critical z-value of 1.96 at a significance level of 0.05, it can be concluded that the indirect coefficient of 0.072 is significant. This result demonstrates that Working Culture significantly affects bureaucratic performance through the mediating role of Good Governance, supporting hypothesis 10.

These findings suggest that Working Culture plays a vital role in bureaucratic performance, and this relationship is mediated by the presence of good governance practices. Good Governance acts as a mechanism that facilitates the impact of Working Culture on bureaucratic performance. By implementing good governance principles, organizations can

provide effective guidance for managing institutions and ensuring management actions, thereby achieving effectiveness, efficiency, and stakeholder protection. The successful implementation of Good Governance is influenced by various factors, including organizational culture.

According to Robbins & Judge (2013), culture is a system of mutually accepted understanding within an organization. It comprises patterns of beliefs, rituals, myths, and practices that have developed over time. These elements collectively shape a common understanding among members regarding the nature of the organization and how its members should behave.

The implementation of Good Governance fosters performance enhancement by providing clear direction in managing institutions and ensuring effective and efficient management actions. It also cultivates public trust by safeguarding stakeholder interests. Organizational culture is identified as an internal factor influencing the successful application of Good Governance principles.

These findings align with research conducted by Budi & Wirakusuma (2015) on the influence of leadership style and organizational culture on organizational performance through the application of Good Governance. Their results indicated that the application of good governance mediates the impact of leadership style and organizational culture on organizational performance. Each variable, including leadership style, organizational culture, and the application of good governance, was found to significantly influence organizational performance.

CONCLUSION AND SUGGESTION

In conclusion, based on the analysis and discussion presented earlier, several key findings can be summarized:

- 1) Leadership commitment has a positive and significant effect on good governance in local government in South Sulawesi province. This means that when leaders are committed to their roles and responsibilities, it contributes to the establishment and implementation of effective governance practices.
- 2) Human capital has a positive and significant effect on good governance in local government in South Sulawesi province. The presence of competent and skilled employees within the organization enhances the implementation of good governance principles and practices.

- 3) Work culture has a positive and significant effect on good governance in local government in South Sulawesi province. A conducive work culture, characterized by shared values, beliefs, and behaviors, promotes the adoption and adherence to good governance principles.
- 4) Leadership commitment has a positive and significant influence on the performance of bureaucracy in local government in South Sulawesi province. When leaders demonstrate strong commitment and exhibit qualities such as discipline, integrity, fairness, and decisiveness, it positively impacts the performance of bureaucratic functions.
- 5) Human capital has a positive and significant effect on the performance of bureaucracy in local government in South Sulawesi province. The presence of skilled and knowledgeable employees, coupled with clear job descriptions and procedures, contributes to improved bureaucratic performance.
- 6) Work culture has a positive and significant effect on the performance of bureaucracy in local government in South Sulawesi province. A supportive work culture that emphasizes compliance with rules, integrity, professionalism, and job satisfaction enhances employee performance within the bureaucracy.
- 7) Good governance has a positive and significant influence on the performance of bureaucracy in local government in South Sulawesi province. The implementation of good governance principles, such as justice, transparency, accountability, and responsibility, fosters effective and efficient bureaucratic performance.
- 8) Leadership commitment has a positive and significant effect on bureaucratic performance through good governance in local governments in South Sulawesi province. Effective leadership commitment contributes to the establishment and maintenance of good governance practices, which in turn positively impact bureaucratic performance.
- 9) Human capital has a positive and significant effect on bureaucratic performance through good governance in local governments in South Sulawesi province. The presence of competent employees, combined with the implementation of good governance principles, enhances bureaucratic performance.
- 10) Work culture has a positive and significant effect on bureaucratic performance through good governance in local governments in South Sulawesi province. A

conducive work culture, supported by good governance practices, promotes efficient and effective bureaucratic performance.

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