

REVITALIZATION OF CULTURAL VALUES IN PUBLIC ADMINISTRATION REFORM (A STUDY OF CIVIL SERVANTS IN GORONTALO)

Novel Acub Umar¹, Asna Aneta², Nur Mohamad Kasim³, Udin Hamim⁴

Universitas Negeri Gorontalo

novelacubumar@gmail.com, asnaatiek.aneta@ung.ac.id,
nurkasim@ung.ac.id, udinhamim76@gmail.com

ABSTRACT

Public administration reform aims to create a professional, efficient, and service-oriented bureaucracy. However, in its implementation, bureaucratic modernization often ignores local cultural values that have long been guidelines for work ethics, including for Civil Servants (PNS). This study examines the revitalization of cultural values in public administration reform, focusing on PNS in Gorontalo. This study uses a qualitative approach with a descriptive method, where data are collected through interviews, observations, and document analysis. The results of the study indicate that local cultural values of mutual cooperation, honesty, and the principle of harmony between customs, social norms, and religion still influence the work ethic of PNS in Gorontalo. However, the implementation of these values faces challenges in a bureaucratic system that increasingly prioritizes administrative procedures and compliance with formal regulations. Several factors that hinder cultural revitalization in public administration include rigid bureaucratic structures, lack of culture-based training, and low integration of cultural values in institutional policies. This study recommends a strategy for revitalizing cultural values in public administration reform, including through strengthening local wisdom-based training, developing culture-oriented leadership, and aligning regulations with the social values of society. With this approach, it is hoped that a bureaucracy can be formed that is not only modern and efficient, but also more inclusive, humanistic, and rooted in local cultural values.

Keywords: *Cultural Revitalization, Public Administration, Bureaucratic Reform, Civil Servants, Gorontalo.*

INTRODUCTION

Public administration is one of the main pillars in the implementation of effective and efficient governance. Public administration reform is a must in facing the ever-evolving social, economic, and political dynamics. In Indonesia, bureaucratic reform efforts have been ongoing in the last few decades with the aim of increasing transparency, accountability, and professionalism of state civil servants (Ombudsman RI, 2023). However, in its implementation, public administration reform often faces various challenges, especially related to the deeply rooted bureaucratic culture. Therefore, an approach based on local cultural values is relevant in encouraging the success of public administration reform. In various regions, including Gorontalo, local cultural values still play an important role in people's lives. Work culture, work ethic, and values that develop in society also influence the behavior of state civil servants

(ASN) in carrying out their duties and functions. Gorontalo has unique cultural values, such as "Adati Hula-hula'a to Sara'a, Sara'a Hula-hula'a to Kuru'ani," which reflects the harmony between customs, social norms, and religion in community life (Nasaru, 2013). These values have the potential to be the foundation for building a better work ethic for ASN, so that they can carry out their duties more responsibly and professionally. In the context of public administration reform, revitalizing local cultural values can be an effective strategy in increasing the motivation and performance of civil servants. Reforms that only focus on structural and regulatory aspects often have less significant impact if they are not accompanied by changes in the work culture aspect. Strong cultural values can be the foundation for forming the character of ASN who have integrity, dedication, and a better service orientation towards the community. Thus, public administration reform is not only technocratic, but also touches on fundamental aspects in building a more humanistic bureaucracy that is oriented towards the public interest (Nasaru, 2013; Ombudsman RI, 2023).

One of the main challenges in implementing public administration reform in the regions is how to ensure that they have high motivation in carrying out their duties. Work motivation is an important factor in determining the productivity and quality of public services. Factors that influence their motivation include welfare, work environment, leadership, and organizational culture. In the context of Gorontalo, local cultural values can act as intrinsic factors that strengthen ASN motivation, especially in increasing their commitment to public services (Media Neliti, 2023).

Revitalization of cultural values in public administration reform also has implications for a paradigm shift in the management of human resources for state apparatus. If so far bureaucratic reform has tended to focus on strengthening regulations and organizational structures, then a culture-based approach leads to changes in the mindset and behavior. This approach emphasizes the importance of building awareness and shared commitment in internalizing cultural values that can strengthen good governance. Thus, public administration reform based on local cultural values can be a solution in creating a bureaucracy that is more adaptive and responsive to the needs of the community.

Regarding Motivation, state civil apparatus is one of the key factors in the success of public administration reform. People who have high motivation tend to be more committed in carrying out their duties and responsibilities, providing quality public services, and have a good work ethic. In the context of public administration reform in Gorontalo, revitalizing local cultural values can be an effective strategy to increase motivation, because these values reflect moral, social, and work ethic principles that have long been adopted by the local community. Local cultural values can be a source of intrinsic motivation for ASN in carrying out their duties. ASN who understand and internalize these values tend to have a greater sense of responsibility for their work. They do not only work because of administrative obligations alone, but are also driven by cultural values that teach the importance of serving the

community with full dedication and sincerity. motivation is not only influenced by internal factors, but also by the work environment and the applicable bureaucratic system. If the public administration system accommodates cultural values more in policies and daily work practices, then they will feel more appreciated and have higher job satisfaction. Conversely, if the bureaucracy is too rigid and ignores local cultural aspects, then they can lose their sense of attachment to their work, which ultimately affects the productivity and effectiveness of public services.

In several interviews, it was found that many of them felt that the current work culture did not accommodate the local cultural values that they believed in. For example, in a work environment that is too formal and hierarchical, the spirit of *mohuyula* or mutual cooperation is sometimes difficult to implement because of structural limitations that limit communication between employees. This results in a lack of effective cooperation among ASN and reduces their motivation in carrying out their duties. Therefore, it is important for public administration reform to not only focus on changes in regulations and bureaucratic structures, but also to revive cultural values that can strengthen the spirit of cooperation and loyalty to government institutions.

Furthermore, leadership in the bureaucracy also plays an important role in building and maintaining motivation. Leaders who apply local cultural values in their leadership style tend to be better able to build a harmonious and inclusive work climate. For example, a leader who upholds the value of *tilolo* will instill a culture of transparency and accountability in the agency he leads. ASN who work in this kind of environment will feel more appreciated and more motivated to give their best performance. On the other hand, the application of cultural values in public administration reform can also increase ASN job satisfaction. By internalizing cultural values, ASN will feel that their work is not just an administrative routine, but part of their contribution to regional development and community welfare. When they feel that their work has a greater meaning, they will be more motivated to work with enthusiasm and high commitment.

In the process of revitalizing cultural values, there are challenges that must be overcome. One of the main challenges is how to align cultural values with bureaucratic modernization based on digital technology. Digital transformation in public administration does bring convenience in various aspects of work, but at the same time it can reduce social interaction and a sense of togetherness among them. Therefore, public administration reform must be able to balance technological efficiency with strengthening cultural values that support motivation and togetherness in the work environment.

Thus, revitalizing local cultural values is not only an effort to preserve cultural heritage, but also a strategy to increase motivation in carrying out their duties. If cultural values can be integrated well into the public administration system, a more conducive, collaborative, and service-oriented work environment will be created for the community. This will not only

strengthen public administration reform in Gorontalo, but also create a bureaucracy that is more responsive and highly competitive in facing the challenges of the times.

Public administration reform that integrates local cultural values can also strengthen the legitimacy and public trust in the government. One of the main challenges in bureaucracy is the low level of public trust in public services due to various problems such as corruption, convoluted bureaucracy, and low quality of service. By prioritizing cultural values that emphasize honesty, integrity, and social concern, public administration reform can be more effective in building better relationships between the government and the community. This is important considering that public trust is a key element in creating good governance (Ombudsman RI, 2023).

This phenomenon is even more interesting when studied in the context of globalization and digitalization which also affect the work patterns. In the digital era, many countries have adopted information technology-based public administration systems to increase efficiency and transparency. However, amidst technological advances, cultural values must still be maintained to avoid disorientation in public services. The people who have a deep understanding of local cultural values will be more easily able to adapt to change, without losing the essence of the principles underlying good public services.

In this study, the main focus is to examine how the revitalization of cultural values can contribute to public administration reform in Gorontalo, especially in increasing civil servant motivation. This study will identify cultural values that are still relevant in the context of modern bureaucracy and explore strategies that can be applied to integrate these values into the public administration system. Thus, this study is expected to contribute to the development of a more contextual public administration reform model that is in accordance with the socio-cultural characteristics of the region.

METHOD

This study uses a qualitative approach with a case study method to deeply understand how the revitalization of local cultural values can contribute to public administration reform, especially in increasing the motivation of Civil Servants (PNS) in Gorontalo. This approach was chosen because it allows for contextual exploration of phenomena in the bureaucratic environment and provides richer insights into the interaction between local culture and the public administration system. The case study in this study will focus on the government bureaucratic environment in Gorontalo, including local government agencies, service offices, and institutions that play a role in implementing public administration reform.

The subjects of the study consist of various parties who have strategic roles in the bureaucracy and public administration reform. The State Civil Apparatus (ASN) was chosen as the main subject of the study because they are the main actors in the implementation of policies and public services. In addition, this study also involves structural officials who are

responsible for formulating policies and supervising bureaucratic performance. Community leaders and cultural figures are also involved to provide perspectives on how local cultural values still influence the work ethic and behavior of ASN. Academics and public policy experts are also part of the research subjects to provide theoretical insights regarding the relationship between culture and bureaucratic reform. To collect valid and comprehensive data, this study uses several data collection techniques. The first technique is in-depth interviews conducted with ASN, bureaucratic officials, and cultural figures. These interviews are semi-structured so that researchers still have the flexibility to dig deeper into information from respondents. The second technique is participant observation, where researchers conduct direct observations of interactions in the bureaucratic work environment, communication patterns between employees, and how local cultural values are applied in public administration practices. In addition, this study also uses document analysis, namely by reviewing applicable bureaucratic reform policies, performance reports, and various other documents relevant to this study.

The data that has been collected is analyzed using thematic analysis, which aims to identify patterns and main themes in the study. This analysis process is carried out through several stages, starting from data reduction, namely sorting and grouping information based on relevant themes, such as dominant cultural values, their influence on ASN motivation, and challenges in implementing public administration reform. Next, the reduced data is presented in the form of a narrative description to facilitate interpretation and show the relationship between one finding and another. In the final stage, conclusions are drawn, namely compiling interpretations based on the relationships between the data found to understand how the revitalization of cultural values can strengthen public administration reform and increase the motivation of civil servants in Gorontalo.

To ensure the validity and reliability of the research findings, several data verification steps were taken. The source triangulation technique was used to compare information obtained from various respondents to ensure the consistency and accuracy of the data. In addition, this study also applies method triangulation, namely by comparing data obtained from interviews, observations, and document analysis to gain a more comprehensive understanding. In addition, member checking was carried out, namely by reconfirming the results of the interviews with respondents to ensure that the researcher's interpretation was in accordance with the reality they experienced.

Although this study was designed systematically, there are several limitations that need to be considered. The limited focus of the study in the Gorontalo region can make the results of this study less generalizable to other areas that have different social and cultural characteristics. In addition, external factors such as national policies and political dynamics can also influence the process of public administration reform and need to be considered in the analysis. As a qualitative study, the results obtained are more descriptive and exploratory in nature, so they do not aim to measure causal relationships quantitatively.

RESULTS AND DISCUSSION

This study reveals that local cultural values still play an important role in shaping the mindset and behavior of state civil servants in Gorontalo. Several main values, are not only guidelines in the social life of the community, but also the foundation for carrying out bureaucratic tasks. These values have long been embedded in the ASN work culture, providing direction in decision-making, interaction with colleagues, and in providing services to the community.

Although these cultural values are still held by some of them, the challenges in implementing them are increasingly complex. One of the main factors influencing this is the modernization of public administration which increasingly prioritizes a technocratic approach and bureaucratic efficiency. In today's digital era, the government system is increasingly technology-based with increasingly stringent regulations, requiring to be more oriented towards compliance with administrative rules and procedures compared to a culture-based approach. As a result, there has been a shift in the way their work, where social interaction and local wisdom-based approaches are starting to be marginalized by a more mechanical and procedural system. This phenomenon creates a gap between traditional values and modern bureaucratic practices. Some of them feel they have lost their emotional attachment to their work due to the decreasing social and cultural dimensions in the work system. In fact, local cultural values can function as a source of intrinsic motivation that encourages ASN to carry out their duties with full responsibility, dedication, and enthusiasm for serving the community. In this context, efforts to revitalize local cultural values are a necessity so that the bureaucracy is not only technically efficient, but also maintains a humanistic dimension rooted in local wisdom.

1. The Importance of Revitalizing Cultural Values in Public Administration

Public administration reform should not only focus on bureaucratic efficiency and effectiveness, but should also consider the social and cultural aspects inherent in life. Based on interviews with several ASN, it was found that the work culture in the current bureaucracy tends to be more formal, rigid, and distant from the community. The interaction that occurs between ASN and the community is often limited to technical administrative procedures, thus reducing the deeper aspects of social involvement.

Revitalizing local cultural values can be an effective strategy to form a bureaucracy that is more inclusive, collaborative, and oriented towards the interests of the community. For example, the principle of mohuyula can be applied in building a more open work culture, encouraging more solid teamwork, and improving coordination between ASN in completing their tasks. Likewise, the value of tilolo can be the basis in carrying out their duties with honesty, transparency, and accountability. However, revitalizing cultural values in public administration cannot be done instantly. A systematic and sustainable approach is needed so that these cultural values can be integrated properly into the modern bureaucratic system.

One way that can be implemented is by including cultural training and work ethics based on local values in the competency development program. Thus, ASN are not only equipped with technical skills relevant to their duties, but also have a deeper understanding of the importance of internalizing cultural values in every aspect of their work.

In addition to training, revitalization of cultural values can also be done by adopting more flexible and culture-based work policies. For example, in several government agencies, a work mechanism can be implemented that accommodates closer social interaction between ASN and the community, so that public services are not only administrative but also have a more humanistic approach.

2. Revitalization of Cultural Values to Increase ASN Motivation

ASN motivation in carrying out their duties is greatly influenced by various factors, both external and internal. External factors include incentive policies, work facilities, and a conducive work environment, while internal factors are more related to the values held in carrying out their duties. The results of the study showed that ASN who have a deep understanding of tilolo values tend to show a more honest and responsible work attitude. Meanwhile, who practice the mohuyula principle are more open to working together in teams, helping their colleagues, and have a higher work spirit.

However, in some cases, it was found that there are still ASN who are less motivated due to the lack of integration of cultural values in their work environment. Some factors that cause this include high work pressure, a rigid bureaucratic system, and a lack of leadership that is oriented towards local cultural values. ASN who feel that their work is only an administrative routine without a deeper social dimension tend to experience boredom and lose work enthusiasm. To overcome this problem, more serious efforts are needed to internalize local cultural values into the bureaucratic system. One strategy that can be applied is to instill cultural values in the ASN recruitment and training process from an early age. In addition, leadership in the bureaucracy must also play a more active role in building ASN motivation based on culture. Leaders who are able to apply cultural values in their leadership style tend to be more effective in creating a harmonious and productive work environment.

3. Challenges and Solutions in Revitalizing Local Cultural Values

Although efforts to revitalize cultural values have many benefits, there are various challenges that must be faced in their implementation. One of the main challenges is how to align cultural values with the increasingly digital-based modernization of the bureaucracy. Digital transformation in public administration does bring convenience in various aspects of work, but at the same time can reduce social interaction and a sense of togetherness among them. Therefore, public administration reform must be able to balance technological efficiency with strengthening cultural values that support cooperation and loyalty in the work environment.

A solution that can be applied to overcome this challenge is to develop policies that are more flexible in accommodating cultural values within the bureaucracy. For example, the implementation of a team-based work system that emphasizes the spirit of mutual cooperation can be a strategy to ensure that mohuyula values remain relevant in a modern work environment. In addition, a more participatory and inclusive leadership approach can also help strengthen the implementation of cultural values within government agencies.

Revitalization of local cultural values in public administration is not only an effort to preserve cultural heritage, but also an important strategy in building a bureaucracy that is more adaptive, humanistic, and oriented towards public service. By integrating cultural values such as mohuyula and tilolo into the ASN work system, it is hoped that a more collaborative, transparent, and responsible work environment will be formed. In addition, by increasing ASN motivation through internalization of cultural values, the bureaucracy can become more responsive and competitive in facing the challenges of the times. Therefore, public administration reform in Gorontalo needs to consider cultural aspects as an integral part of a more effective and sustainable bureaucratic development strategy.

DISCUSSION

The harmony between customs, social norms, and religion is still a guideline in people's lives. These values are not only limited to guidelines in social interactions, but also become the basis for carrying out duties as civil servants. ASN who understand and apply these values tend to have a more inclusive, collaborative work orientation, and are oriented towards the interests of the community. However, in the reality of modern bureaucracy, the application of these cultural values faces quite complex challenges, especially with the modernization of public administration which is increasingly oriented towards technology, procedural efficiency, and strict regulatory standards.

The transformation in the government system brings changes in work patterns. If in the past the bureaucracy relied more on a community-based social approach, now they are required to work in a system that emphasizes compliance with formal rules and administrative procedures. Standardization in the bureaucracy is indeed needed to create more effective and accountable governance, but on the other hand, an approach that is too technocratic can reduce the cultural touch that has been an integral part of the identity of ASN in Gorontalo. As a result, there is a gap between cultural values inherited from generation to generation and the demands of a more uniform and impersonal modern bureaucracy.

From the perspective of Weberian bureaucratic theory, the ideal public administration system is run with the principles of rationality, clear hierarchy, and compliance with formal rules. This approach plays a role in creating stability and order in the bureaucracy, but often provides little space for local cultural values that emphasize aspects of social involvement and morality in public service. In the context of Gorontalo, the tilolo principle, which emphasizes

honesty as a fundamental aspect of social life, can be the basis for building a bureaucratic system that is more transparent and oriented towards the public interest. However, in its implementation, bureaucratic practices are still found that do not reflect these honest values, such as corrupt behavior, weak accountability, and low community participation in the decision-making process. The mohuyula value which emphasizes the spirit of mutual cooperation and cooperation is still relevant in increasing the effectiveness. They work in teams with the principle of togetherness tend to be more productive, innovative, and have a higher sense of responsibility for the tasks they are assigned. However, in practice, bureaucracy that is too hierarchical often hinders collaboration between employees and creates a work culture that tends to be individualistic. This is in contrast to the cultural values of the Gorontalo community which emphasizes the importance of togetherness in solving problems. Therefore, revitalizing cultural values in the bureaucracy is a strategic step that needs to be taken to create a more inclusive and collaborative work environment.

In the context of good governance, transparency and accountability are the main elements in creating a clean government that is responsive to the needs of the community. These principles can be strengthened through the internalization of local cultural values that are oriented towards work ethics and morality in public services. The value of tilolo, for example, can be applied in building a more honest and responsible ASN work culture, while mohuyula can be adopted in creating a more participatory and collective-based work mechanism. However, this study found that although cultural values have great potential in strengthening governance, their implementation is still not optimal. One of the main obstacles is the lack of integration of cultural values in ASN competency development policies, so that many employees work only based on formal rules without understanding the importance of the cultural dimension in public services.

From the perspective of motivation theory, cultural values also play a role in increasing the spirit and dedication in carrying out their duties. According to Herzberg's two-factor theory, work motivation does not only depend on external factors such as salary, benefits, and work facilities, but is also influenced by internal factors such as moral and cultural values that are adopted. ASN who have a deep understanding of tilolo values tend to have a higher work ethic because they feel responsible for providing quality services to the community. Likewise, ASN who uphold the principle of mohuyula tend to be more open to cooperation and have concern for their work environment. However, bureaucracy that emphasizes too much on procedural aspects often makes they lose emotional attachment to their work, so that intrinsic motivation provide the best service is reduced. To overcome this problem, systematic efforts are needed to revitalize cultural values in the work environment. One strategy that can be implemented is through training and development of local culture-based competencies. This training program does not only focus on technical and administrative aspects, but also on strengthening work ethics and cultural

awareness among ASN. In addition, leadership in the bureaucracy must also play an active role in internalizing cultural values in the government system. Leaders who understand the importance of tilolo and mohuyula values will be more likely to build a work environment that is oriented towards integrity, cooperation, and concern for the interests of the community. In the long term, revitalization of local cultural values is expected to create a bureaucratic system that is more adaptive, inclusive, and responsive to the needs of the community. The integration of cultural values in public administration does not mean setting aside aspects of efficiency and modernization, but rather an effort to balance the demands of a modern bureaucratic system with local wisdom that has been passed down from generation to generation. Thus, ASN not only work based on formal rules, but also have a strong moral and ethical awareness in carrying out their duties. This approach will bring positive changes in public services and build a bureaucracy that is more oriented towards the interests of the community holistically.

CONCLUSION

In the context of modern bureaucracy, there is a shift in work orientation that focuses more on compliance with administrative procedures than a culture-based approach. This causes a gap between traditional values and more technocratic and formal bureaucratic practices. Nevertheless, this study confirms that revitalizing local cultural values can be an effective strategy to improve the quality of public services. By integrating values such as honesty, mutual cooperation, and balance between customs and social norms in the bureaucratic system, ASN can work more effectively, collaboratively, and oriented towards the interests of the community. In addition, understanding and implementing cultural values in public administration also contributes to increasing ASN work motivation, strengthening integrity, and creating a more harmonious and inclusive work environment.

RECOMMENDATIONS

Based on the findings of this study, there are several recommendations that can be implemented to optimize the role of local cultural values in public administration:

1. **Strengthening Culture-Based Training**

Local governments need to develop training programs for ASN that not only focus on technical and administrative aspects, but also emphasize the internalization of local cultural values. Thus, ASN can understand the importance of values such as honesty and mutual cooperation in carrying out their duties.

2. **Integration of Cultural Values in Bureaucratic Policy**

The formulation of policies related to governance needs to consider local cultural elements as part of public service standards. This policy can include the application of

mohuyula values in building a collaborative work culture and the application of tilolo in increasing bureaucratic transparency and accountability.

3. Increasing the Role of Leadership in Internalizing Culture

Bureaucratic leaders, both at the regional and national levels, must play an active role in reviving cultural values in the public administration system. Culturally oriented leadership can be an example for ASN in implementing cultural values in every aspect of service.

4. Encouraging Community Participation in Bureaucratic Supervision

In order for cultural values to be optimally implemented, there needs to be community involvement in supervising ASN performance. With active community participation, a culture of accountability can be improved, so that public services become more transparent and in accordance with community needs.

5. Adjusting the Bureaucratic System to be More Flexible

A bureaucracy that is too rigid can hinder the implementation of cultural values in public administration. Therefore, flexibility is needed in the bureaucratic system so that they can work while still prioritizing cultural values without ignoring work efficiency and effectiveness.

With the implementation of this strategy, it is hoped that local cultural values in Gorontalo can continue to be sustainable and provide a positive contribution in building a bureaucracy that is more adaptive, responsive, and oriented towards community interests.

ACKNOWLEDGEMENT

This research would not have been possible without the support, guidance, and contributions of various parties. First of all, I would like to express my deepest gratitude to Gorontalo State University, which has provided a conducive academic environment for the development of research and science. I also express my deep appreciation to the State Civil Apparatus (ASN) in Gorontalo City, especially in the Capital Investment and One-Stop Integrated Service Office (DPM-PTSP), the Population and Civil Registration Office (DUKCAPIL), and the One-Stop Integrated Administration System (SAMSAT). Their participation in interviews and discussions has provided invaluable insights for this research.

I would also like to express my gratitude to my colleagues and supervisors who have provided input, constructive criticism, and support during the research process. Their perspectives and expertise have played a major role in enriching the analysis and strengthening the contribution of this research. I would also like to express my gratitude to my family who have always provided support, patience, and motivation during the process of completing this research. Their support has been a major strength in facing the various challenges that have arisen during the research.

Finally, I would like to express my appreciation to all parties, both directly and indirectly, who have contributed to this research. I hope that the results of this research can provide benefits for the development of public administration science and become a reference for policy makers, academics, and practitioners in improving public service motivation.

REFERENCES

- [1] Abraham H. Maslow. (2013). *Motivasi dan kepribadian (Teori motivasi dengan pendekatan hierarki kebutuhan manusia)*. PT PBP.
- [2] Alonso, P., & Lewis, G. B. (2001). Public service motivation and job performance: Evidence from the federal sector. *American Review of Public Administration*, 31(4), 363–380.
- [3] Brewer, G. A., Selden, S. C., & Facer, R. L. (2000). Individual conceptions of public service motivation. *Public Administration Review*, 60(3), 254.
- [4] Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of Public Administration Research and Theory*, 7(4), 499–518.
- [5] Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- [6] Denhardt, R. B., Denhardt, J. V., & Blanc, T. A. (2013). *Public administration: An action orientation* (7th ed.). Wadsworth Cengage Learning.
- [7] Dwiyanto, A. (2011). *Reformasi birokrasi di Indonesia: Kajian kritis dan refleksi*. Gadjah Mada University Press.
- [8] Gobel, E. Z., & Kotom, Y. P. (2016). *Pengelolaan Danau Limboto dalam perspektif kebijakan publik*. Deepublish.
- [9] Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind: Intercultural cooperation and its importance for survival* (3rd ed.). McGraw-Hill.
- [10] Ibrahim, A. (2008). *Teori dan konsep pelayanan publik serta implikasinya*. Mandar Maju.
- [11] Kim, S. (2005). Public service motivation and organizational citizenship behavior in Korea. *International Journal of Manpower*, 27(8), 722–740.
- [12] Moeloeng, J. J. (2007). *Metodologi penelitian kualitatif*. PT Remaja Rosdakarya.
- [13] Osborne, D., & Gaebler, T. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. Addison-Wesley.
- [14] Parsons, W. (1995). *Public policy: An introduction to the theory and practice of policy analysis*. Edward Elgar Publishing.

- [15] Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), 367–373.
- [16] Rahman, A. (2020). *Kebijakan publik dan birokrasi: Perspektif tata kelola pemerintahan*. Rajawali Pers.
- [17] Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of Public Administration Research and Theory*, 9(1), 1–32.
- [18] Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2014). *Public administration: Understanding management, politics, and law in the public sector* (8th ed.). McGraw-Hill Education.
- [19] Sedarmayanti. (2018). *Reformasi administrasi publik, birokrasi, dan kepemimpinan masa depan*. Refika Aditama.
- [20] Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- [21] Sugiyono. (2019). *Metode penelitian kuantitatif*. Alfabeta.
- [22] Law No. 25 of 2009 on Public Services.
- [23] Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 14 of 2017 on Public Services.