

The Impact of Bureaucratic Simplification Policy on Cross-Functional Team Cooperation of the Semarang City Government

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Abstract:

Bureaucratic simplification, as part of public administration reform, aims to improve government organizations' efficiency, effectiveness, and responsiveness. This study analyzes the impact of bureaucratic simplification policies on cross-functional teamwork in the Semarang City Government. Involving 15 respondents (ASN and Non-ASN), data was collected through a structured questionnaire and analyzed with descriptive and inferential techniques. The results of linear regression showed that cross-functional teamwork explained 64.1% variation in policy effectiveness, significantly contributing to the increase in effectiveness ($p < .001$). These findings suggest that increased cross-functional teamwork can improve the effectiveness of bureaucratic simplification policies, although there are other factors that need to be considered.

Keywords: Bureaucratic Simplification Policy, Teamwork

Introduction:

Bureaucracy plays an important role in realizing clean *government* and good *governance* through policy management and public services (Asaju & Ayeni, 2020). As the main actor in the implementation of government and development, the bureaucracy greatly determines the efficiency and quality of services to the community (Ibrahim et al., 2023). The government, both at the provincial and district/city levels, has made various efforts, such as establishing policies, and legal rules, and providing appeals to reform the bureaucracy, especially responding to the demands of people who want change (Maulana et al., 2022). However, modern bureaucracy often faces challenges in the form of bureaucratic pathologies,

which are characterized by a tendency to behave *self-serving*, maintain the status quo, be resistant to change, centralize power, and give more importance to procedures than substance (Pratama et al., 2022). This condition slows down the performance of the bureaucracy and creates the impression of being an obstacle to progress, so bureaucratic reform becomes an urgent need to improve the quality of services and the effectiveness of the government.

Bureaucratic simplification is not a new issue in public administration (Pratama et al., 2022). Bureaucratic reform is part of a broader reform of public sector governance globally referring to four thematic areas, namely state planning reform, reform of central government functions, reform of

accountability and supervisory mechanisms, and bureaucratic reform and public service management (Nasrulloh et al., 2024). Simplifying the bureaucracy has become one of the Indonesian government's strategic steps in an effort to improve the efficiency and effectiveness of public services (Suprayitno & Abbas, 2024). This policy aims to streamline the bureaucratic structure through the elimination of irrelevant levels, the transfer of administrative functions, and the optimization of the performance of the state apparatus (Hadi Mousavi, 2020). As one of the major cities in Indonesia, Semarang City has implemented this policy to improve the quality of public services, especially in the city government. However, the success of the implementation of these policies depends not only on structural reforms, but also on the quality of cross-functional teamwork that is increasingly relied on in the modern bureaucratic environment.

Cross-functional teamwork is an important element in supporting the implementation of bureaucratic simplification policies (Stipp et al., 2018). Cross-functional teams, consisting of members with different task and functional backgrounds, have the responsibility to ensure that policies can run well and achieve the goals that have been set (Slepian, 2013). However, dynamics in cross-functional teams are often a challenge in itself, especially related to coordination, communication, and collaboration between members (Guna et al., 2024). In this context, the policy of simplifying bureaucracy is expected to be able to create an environment that supports cross-functional teamwork to be more effective.

In the Economy and Natural Resources (SDA) Section of Semarang City, the bureaucratic simplification policy provides new challenges as well as opportunities to increase cooperation between teams. This section has strategic responsibilities involving various sectors, such as regional economic management and sustainable natural resource management. With the simplification of bureaucracy, a leaner organizational structure is expected to speed up the decision-making process and increase synergy

between cross-functional teams (Bieberstein et al., 2005). However, there have not been many empirical studies that explore how this policy affects cross-functional teamwork at a practical level. This study is important considering that the success of bureaucratic simplification policies is not only measured from the final results, but also from the processes that support its implementation (Kurnia et al., 2022). Effective cross-functional teamwork can be an important indicator in assessing the extent to which these policies are able to create positive changes in the bureaucratic environment. In addition, this research also provides insight into the obstacles faced in policy implementation and how solutions can be applied to overcome these obstacles.

The gap phenomenon raised in this study is the mismatch between the expectations of the bureaucratic simplification policy through teamwork and the reality of implementation in the field. Although the policy has explicitly emphasized the importance of forming a more collaborative work team, in the Economic and Natural Resources Section of Semarang City, the formation of a cross-functional team still faces various challenges. Some of these challenges include resistance from employees who have become accustomed to hierarchical work systems, as well as a lack of understanding of how cross-functional teams work. In addition, the limited capacity of human resources, both in terms of technical skills and communication skills, is also a significant obstacle (Kurnia et al., 2022; Rijal et al., 2023). This hinders the creation of effective coordination between team members from different functions. This condition is exacerbated by the lack of adequate infrastructure support and monitoring mechanisms to ensure teamwork runs in accordance with policy expectations. As a result, the effectiveness of the implementation of bureaucratic simplification policies is not optimally achieved.

This phenomenon also reflects the gap between the policy vision that wants to create a more adaptive and flexible bureaucracy and the reality of implementation that is still oriented towards

hierarchical and procedural structures (Stark, 2014; Yolles, 2019). In a work environment that is still thick with traditional bureaucratic culture, the transition to a cross-functional work model requires a change in mindset that cannot be achieved instantly (Holbeche, 2019). Therefore, a systematic effort is needed to identify these obstacles and formulate strategies that can encourage better collaboration among cross-functional teams. This study aims to analyze the impact of bureaucratic simplification policies on cross-functional teamwork in the Economy and Natural Resources Section of Semarang City. Using a quantitative approach, this study measures the relationship between the variables involved, such as communication, coordination, and teamwork effectiveness. The results of this research are expected to contribute both theoretically and practically, especially in increasing the effectiveness of the implementation of bureaucratic simplification policies in local governments.

Method:

Research Design:

This study uses a quantitative descriptive design with a survey approach. This design aims to describe the relationship between cross-functional teamwork and the effectiveness of the implementation of bureaucratic simplification policies in the Economic and Natural Resources Section of Semarang City. Using a *cross-sectional* approach, data is collected at a certain time to provide a representative picture of the current condition (Allis Nurdini, 2006). This design was chosen because it is in accordance with the purpose of the study to identify relationships between variables without any manipulation or intervention.

Research Sources and Instruments:

The data sources in this study consist of primary data and secondary data. Primary data was obtained through a questionnaire filled out by employees of the Semarang City Economic and Natural Resources Section who were involved in cross-functional teamwork. Secondary data is collected from policy documents, performance reports, and

guidelines for cross-functional cooperation in related agencies. The research instrument is in the form of a questionnaire using a 5-point Likert scale, designed to measure two main variables, namely cross-functional teamwork (including communication, coordination, and collaboration) and the effectiveness of bureaucratic simplification policies (including time efficiency, reduction of bureaucratic obstacles, and job satisfaction). Prior to data collection, validity and reliability tests were carried out to ensure the quality of the instrument with the help of JASP statistical software.

Research Procedure:

This research was carried out through several systematic stages. In the preparation stage, the researcher prepares a questionnaire based on a review of relevant literature and obtains research permission from the relevant agency. The data collection stage is carried out by distributing questionnaires directly or through online platforms such as Google Forms to employees who are respondents. Secondary data is also collected through official documents from agencies to complete the analysis. After the data is collected, the data processing stage is carried out by verifying and inputting the data into statistical software, followed by descriptive and inferential analysis to answer research questions.

Data Analysis Techniques:

The data that has been collected is analyzed using descriptive and inferential techniques. Descriptive analysis was used to describe the characteristics of respondents, the level of cross-functional teamwork, and the effectiveness of bureaucratic simplification policies through the calculation of averages, frequency distributions, and percentages. Furthermore, inferential analysis is carried out to test the relationship and influence between variables. Correlation tests are used to determine the relationship between cross-functional teamwork and policy effectiveness. To measure the extent to which teamwork affects policy effectiveness, a simple linear regression analysis is performed. The entire data analysis process uses

JASP statistical software to ensure accurate, valid, and reliable results.

Results and Discussion:

This study analyzes the impact of bureaucratic simplification policies on cross-functional teamwork in the Semarang City Government using descriptive and inferential analysis techniques.

1. Results of Descriptive Analysis

The results of the descriptive analysis provide an overview of the characteristics of the respondents, the level of cross-functional teamwork, and the

effectiveness of the bureaucratic simplification policy.

Characteristics Respondent

In this study, there were 15 participants from Semarang City Government employees from the ASN and non-ASN groups with several differences in age and career paths. The selection of participants was carried out by purposive sampling technique to ensure that they have the appropriate background and interests so that the research results can be more focused and relevant. The characteristics of the participants in the study are presented in Table 1

Table 1. The distribution of participants by educational background, employment status and work experience

Criteria	Frequency	Percent	Cumulative Percent
Education			
Diploma	3	20.00	20.00
Bachelor	11	73.33	93.33
Magister	1	6.67	100.00
Employment Status			
ASN	11	73.33	73.33
Non-ASN	4	26.67	100.00
Work Experience			
>10 years	6	40.00	40.00
5-10 years	7	46.67	86.67
<5 years	2	13.33	100.00
Total	15	100.00	

Table 1 shows the distribution of respondents based on educational background, employment status, and work experience. The majority of respondents had a bachelor's education background (73.33%), followed by diploma (20.00%), and master's degree (6.67%). In terms of employment status, most of

the respondents were ASN (73.33%), while the rest were Non-ASN (26.67%). Based on work experience, 46.67% of respondents had work experience between 5-10 years, followed by respondents with more than 10 years of experience (40.00%) and less than 5 years (13.33%). This data

shows that respondents have quite diverse backgrounds but are dominated by undergraduate-educated civil servants with moderate to long work experience, which reflects their capacity to provide relevant perspectives regarding the implementation of bureaucratic simplification policies in their work environment.

Teamwork Level:

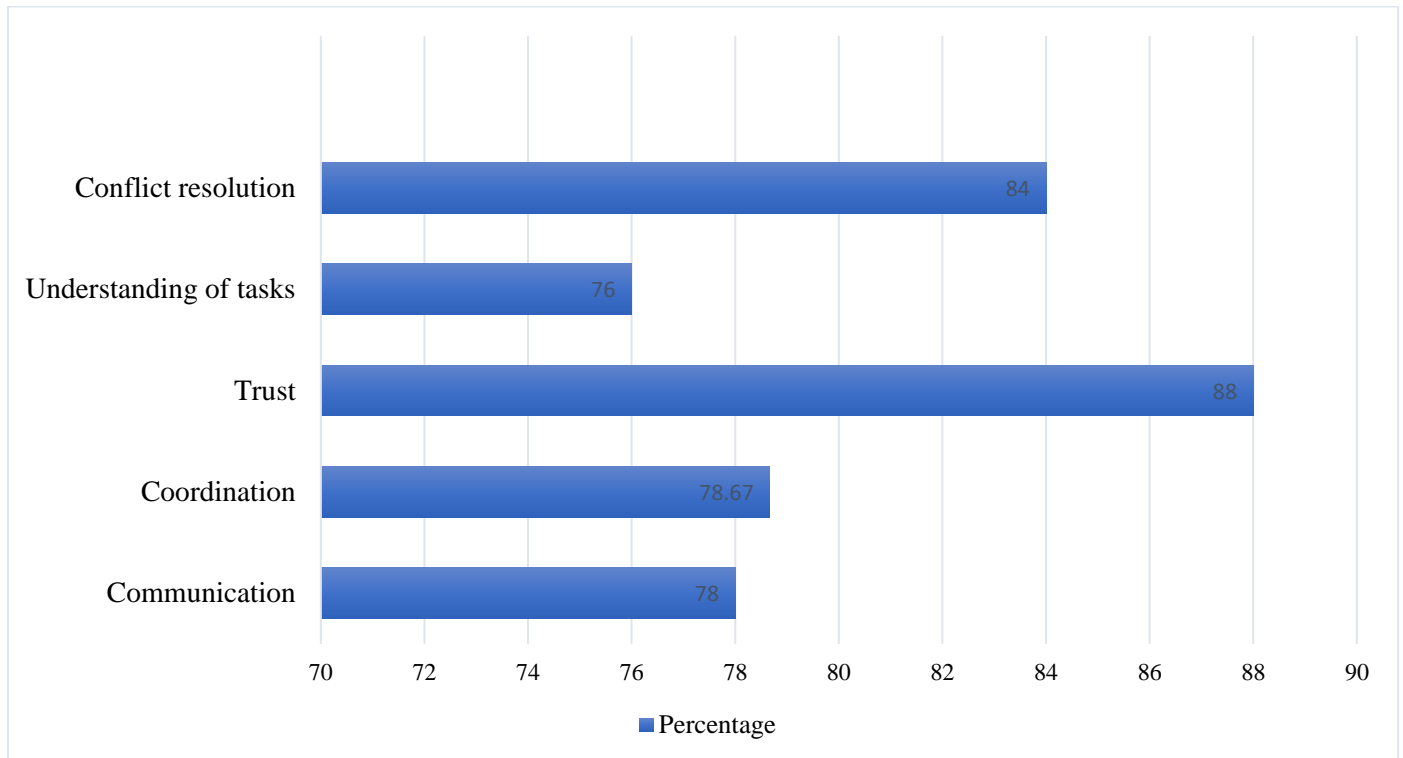


Figure 1. Analysis of Semarang City Government Function Team Cooperation

Based on the results of the descriptive analysis in Figure 1. Cross-functional teams show very positive results in terms of cooperation. The average score for each indicator reflects that the team as a whole has a good level of cooperation. For communication, the team obtained a percentage of 78%, which shows that most team members are able to communicate effectively. While there was some variation in the results, it showed that communication between team members was fairly fluid and adequate, although there may be some room for improvement, especially in individuals with low scores. Coordination gets a percentage of 78.67%, which means teams can work well in organizing and aligning their tasks. This level of good coordination allows team members to work together with clear and purposeful goals, although further

A descriptive analysis of the level of cross-functional teamwork was conducted based on five main indicators: communication, coordination, trust, task understanding, and conflict resolution. The questionnaire was analyzed with a likert scale of 1-5 (1 = Very Low, 5 = Very Good). The results of the analysis are presented in Figure 1.

improvements in coordination are still needed to minimize potential disagreements.

The trust indicator gets a percentage of 88%, which reflects a very high level of trust among team members. This trust is a key aspect of the effectiveness of cooperation, allowing team members to rely on each other and work more openly. With this very high score, the team showed a solid sense of mutual trust. For task understanding, the percentage obtained was 76%, which is still relatively good, but there are indications that some team members may need further clarification regarding their roles and responsibilities. This can be a focus to increase clarity in the division of tasks so that all team members can work with the same understanding.

Finally, the conflict resolution indicator recorded a percentage of 84%, which indicates that the team is able to resolve conflicts well and maintain a harmonious working relationship. While most team members are able to resolve differences effectively, there are still opportunities to further improve conflict resolution skills for some individuals so that the team can handle challenges more efficiently. Overall, the results of this analysis show that cross-functional teams have shown an excellent level of cooperation, with most indicators having a high percentage. However, some aspects, such as coordination, task understanding, and communication, can still be improved to achieve more optimal results.

Bureaucratic Simplification Policy

The policy of simplifying the bureaucracy is a step taken by the government to increase efficiency and effectiveness in organizational management, especially in the government. A descriptive analysis of bureaucratic simplification policies was carried out based on four main indicators: policy communication, suitability of the new organizational structure, improvement of work efficiency, and policy benefits. The data was measured using a Likert scale of 1–5 (1 = Very Low, 5 = Very Good) to describe respondents' perception of this policy.

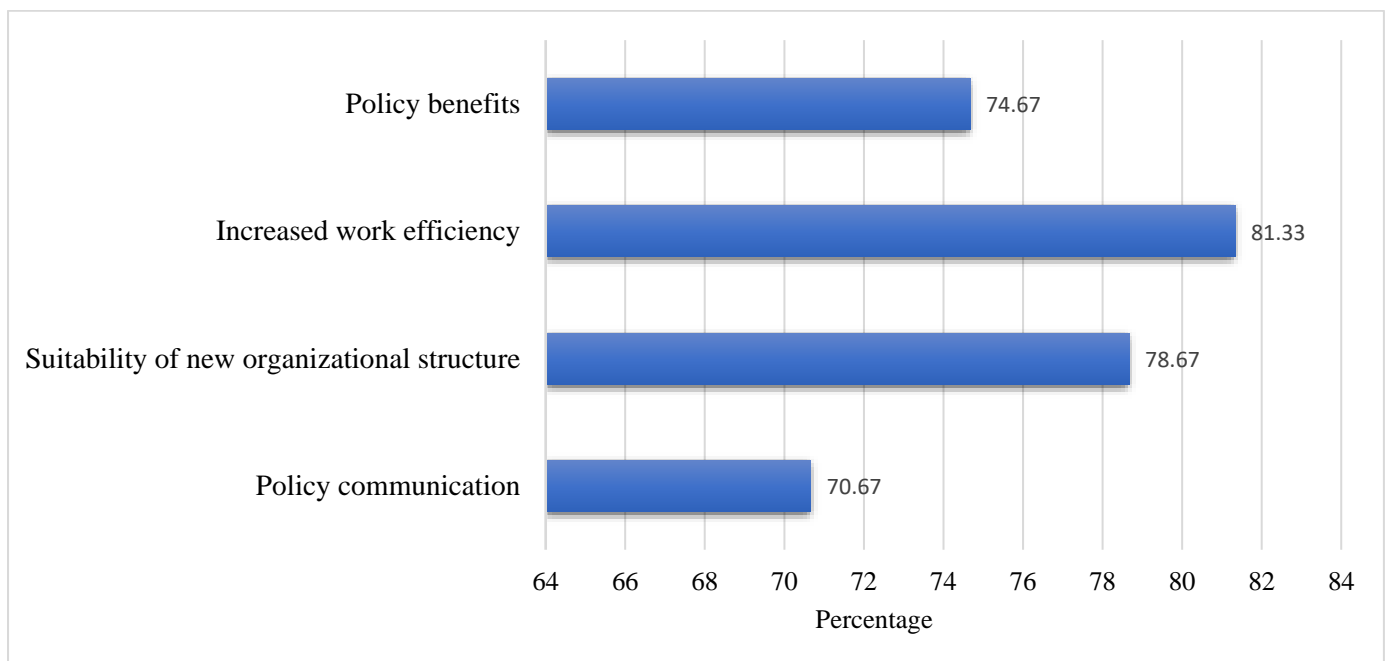


Figure 2. Analysis of Semarang City Government Bureaucratic Simplification Policy

The results of a descriptive analysis of bureaucratic simplification policies in the Semarang City Government based on four main indicators show various perceptions related to the implementation of the policy. First, the policy communication indicator obtained a total score of 53 with a percentage of 70.67%, which indicates that most respondents feel that communication about this policy is quite good, but there is still room for improvement, especially in terms of conveying information more clearly and effectively. The indicator of suitability of the new organizational structure obtained a total score of 59 or 78.67%,

which shows that most respondents consider the new organizational structure to be sufficiently in accordance with the goal of bureaucratic simplification, although there are some respondents who feel that the structure is still not optimal. In the indicator of improving work efficiency, the total score reached 61 with a percentage of 81.33%, showing that this policy has succeeded in increasing work efficiency within the Semarang City government, although there are several opinions that the increase has not been optimal in all sectors. Finally, the policy benefits indicator recorded a total score of 56 or 74.67%,

which shows that the benefits of this policy are felt quite well by most respondents, but there are still those who feel that the benefits have not been fully felt in organizational management. Overall, the bureaucratic simplification policy in the Semarang City Government showed quite positive results, with most respondents feeling an improvement in efficiency and benefits, although some aspects still need improvement, especially in policy communication and the suitability of the organizational structure.

2. Results of Inferential Analysis:

To find out the extent of the impact of the bureaucratic simplification policy on cross-functional teamwork of the Semarang City Government, a simple linear regression analysis was carried out. The dependent variable in this analysis is policy effectiveness, while the independent variable is cross-functional teamwork. Based on the results of linear regression, the following model is obtained:

Tabel 2. Model Summary - Teamwork Level Function

Model	R	R ²	Adjusted R ²	RMSE
H ₀	0.000	0.000	0.000	2.588
H ₁	0.800	0.641	0.613	1.610

Based on the results of a simple linear regression analysis, the impact of bureaucratic simplification policies on cross-functional teamwork in the Semarang City Government can be explained through two different models. The first model (H₀), which does not involve independent variables, shows values of R=0.000 and R²=0.000 indicating that there is no relationship between policy effectiveness and cross-functional teamwork. This shows that the model cannot account for variations in policy effectiveness and has a high rate of prediction error (RMSE = 2.588). Meanwhile, the second model (H₁), which included cross-functional teamwork as an independent variable, showed much better results. The value of R=0.800 indicates a strong relationship between cross-

functional teamwork and policy effectiveness. With R²=0.641 this model explains 64.1% variation in policy effectiveness, which shows that cross-functional teamwork has a significant contribution in improving the effectiveness of bureaucratic simplification policies. A slightly lower Adjusted R² value of 0.613 also indicates that despite some other variables, the contribution of cross-functional teamwork is still important. In addition, a lower RMSE value (1,610) indicates that this model has a smaller prediction error rate compared to the H₀ model. Overall, these results indicate that increasing cross-functional teamwork can increase the effectiveness of bureaucratic simplification policies in the Semarang City Government.

Table 3. ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H ₁	Regression	60.041	1	60.041	23.167	< .001
	Residual	33.692	13	2.592		
	Total	93.733	14			

Note. The intercept model is omitted, as no meaningful information can be shown.

Based on the results of ANOVA in Table 3, information was obtained that provides an overview of the significance of the regression model in explaining the relationship between cross-functional teamwork and the effectiveness of bureaucratic simplification policies. In the H_1 model, which includes the cross-functional teamwork variable, the Sum of Squares Regression value of 60,041 indicates how much variation in the data the regression model can explain. The Mean Square Regression of 60,041 shows that the average variation described by the model is quite large. Furthermore, the Sum of Squares Residual value of 33,692 indicates a variation that the model cannot explain, that is, the part of the variability left in the data. In other words, while the model accounts for most of the variation, there are still several other factors that contribute to the effectiveness of policies that have not yet been identified in the model.

The result of the F-value of 23,167 with a p value of $<.001$ shows that the regression model as a whole is very significant. This means that there is strong evidence to support that cross-functional teamwork has an effect on the effectiveness of bureaucratic simplification policies. In other words, the relationship between cross-functional teamwork and policy effectiveness does not occur by chance, and the regression model used in this analysis can be trusted to describe the relationship. Overall, the results of ANOVA support the findings from linear regression analysis which shows that cross-functional teamwork has a significant impact on the effectiveness of bureaucratic simplification policies in the Semarang City Government.

Discussion:

This study shows that the policy of bureaucratic simplification has a significant impact on cross-functional teamwork in the Semarang City Government. Based on the results of linear regression analysis, it can be concluded that cross-functional teamwork can explain around 64.1% variation in the effectiveness of bureaucratic simplification policies. These results reinforce the

findings of several previous studies that highlight the importance of teamwork in improving organizational performance and policy effectiveness. Research by Stipp et al., (2018) revealed that cross-functional teams that work effectively can accelerate policy implementation, especially in the government sector, by reducing excessive bureaucratic barriers. The success of teamwork in dealing with structural changes such as bureaucratic simplification is highly dependent on the quality of communication, coordination, and trust between team members (Foluso & Adewumi, 2023). In this case, the results of the study show that the team in the Semarang City Government has a high level of trust (88%), which is an important factor in ensuring the smooth implementation of the policy. This is in line with research conducted by Gerson, (2023), which found that trust in the team serves as a key driver in improving the effectiveness of cooperation, especially in the context of policy change.

In addition, the increase in work efficiency recorded in this study (81.33%) supports the findings conducted by Pires, (2011), which shows that simplifying bureaucracy can create more space for employees to focus on more strategic and innovative tasks, instead of being stuck in complicated procedures. Although most respondents felt that this policy improved work efficiency, there were still some sectors that felt that the increase was not optimal, indicating the need for further evaluation of policy implementation in each sector. The results of ANOVA analysis also show that the regression model involving cross-functional teamwork is very significant ($p < 0.001$), which strengthens the view that inter-functional collaboration has a very important role in improving the effectiveness of bureaucratic simplification policies. These findings are in line with a study by Baltacı & Balcı, (2017) which stated that the success of policies involving structural changes, such as bureaucratic simplification, is strongly influenced by the involvement of solid cross-functional teams in managing such changes.

Overall, this study confirms that to achieve success in the implementation of bureaucratic simplification policies, it is important to strengthen cross-functional teamwork. Better communication, clearer clarification of tasks, and increased conflict resolution capacity can be important areas that need to be improved so that these policies can provide more optimal benefits. As a recommendation, there is a need for training and skill development for team members to improve these aspects in facing the ever-evolving bureaucratic challenges.

Conclusion:

The conclusion of this study is that the policy of bureaucratic simplification has a significant impact on cross-functional teamwork in the Semarang City Government. The results of linear regression analysis showed that cross-functional teamwork could explain 64.1% variation in the effectiveness of bureaucratic simplification policies, with a significant contribution to the increase in effectiveness. The results of the ANOVA test reinforce these findings, suggesting that the regression model involving cross-functional teamwork is significant ($p < .001$), indicating that the relationship did not occur by chance. Overall, increased cross-functional teamwork can improve the effectiveness of bureaucratic simplification policies, although there are other factors that need to be considered to improve overall policy outcomes.

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