

THE INFLUENCE OF ORGANIZATIONAL DESIGN AND BUREAUCRATIC STRUCTURE ON EMPLOYEE PERFORMANCE IN THE DEVELOPMENT ADMINISTRATION DIVISION OF THE REGIONAL SECRETARIAT OF SOUTH BURU REGENCY

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ABSTRACT

This study analyzes the influence of organizational design and bureaucratic structure on employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency. The study employed a quantitative explanatory approach involving all 40 employees as respondents through a total sampling technique. Data were collected using a structured questionnaire measured with a five-point Likert scale and analyzed using multiple linear regression with SPSS version 26. The results show that organizational design has a positive and significant effect on employee performance, with a regression coefficient of 0.219, a t-value of 2.553, and a significance value of 0.015. Bureaucratic structure also has a positive and significant effect, with a regression coefficient of 0.450, a t-value of 2.450, and a significance value of 0.019. Simultaneously, organizational design and bureaucratic structure significantly influence employee performance, as indicated by an F-value of 30.130 and a significance value of <0.001. The coefficient of determination shows an R² value of 0.620, meaning that 62.0% of the variation in employee performance is explained by organizational design and bureaucratic structure, while the remaining 38.0% is influenced by other factors outside the model. The novelty of this study lies in its simultaneous examination of organizational design and bureaucratic structure in the context of a development administration unit within a developing archipelagic region. The findings imply that improving employee performance requires clearer task distribution, more consistent implementation of standard operating procedures, stronger supervision, and more adaptive bureaucratic arrangements.

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INTRODUCTION

Organizational design is a fundamental element in public administration because it determines how roles, responsibilities, authority, work processes, and coordination mechanisms are arranged to achieve institutional goals

effectively (Badjraha et al., 2025). A well-developed organizational design creates clarity in task distribution, facilitates coordination among units, and supports efficient workflow within public organizations (Cahyadi & others, 2022). In government institutions, organizational design is closely related to the capacity of bureaucracy to deliver public services that are responsive, adaptive, and aligned with community needs (Dera & Sutoro, 2025). Therefore, the suitability of organizational design to local administrative conditions is important in improving bureaucratic quality and employee performance outcomes (Fitriani, 2023).

Bureaucratic structure is also an important factor in determining the effectiveness of public organizations. It is generally characterized by hierarchy, standardized rules, task specialization, and formal authority systems (Indrasari et al., 2025). A clear bureaucratic structure enables employees to understand work procedures, authority lines, and responsibilities attached to their positions. However, an overly rigid bureaucratic structure may reduce flexibility and slow organizational responses to practical administrative challenges (Joseph, 2025). For this reason, contemporary public administration emphasizes the importance of adaptive bureaucratic structures that can reduce coordination barriers and accelerate administrative processes (Kim et al., 2024). In local government, an appropriate bureaucratic structure supports development program implementation and contributes to improving civil servant performance (Lengari et al., 2021).

Employee performance in the public sector refers to the ability of employees to carry out tasks in accordance with work standards, complete assignments on time, produce quality outputs, and contribute to organizational objectives (Lumenta, 2023). In development administration, employee performance is closely related to the management of development programs, monitoring and evaluation activities, and the preparation of development reports (Melaletsu et al., 2023). Strong employee performance reflects an effective bureaucracy that is able to provide administrative support for accelerating regional development (Pattnaik & Tripathy, 2023). Thus, employee performance should not be viewed only as an individual achievement, but also as the result of organizational arrangements and bureaucratic systems.

Theoretically, organizational design and bureaucratic structure are closely related to employee performance. A sound organizational design can create a clear, efficient, and non-overlapping structure that improves coordination, decision-making speed, and public service effectiveness (Pribadi, 2021; Purba, 2025). Conversely, poorly arranged bureaucratic structures may lead to task duplication, administrative delays, and inefficiency in completing assignments (Razak et al., 2025). This relationship is particularly important in local bureaucracies, where work complexity requires structural arrangements that support effective coordination and smooth operations (Sanjaya et al., 2024).

In the field of development administration, organizational effectiveness requires efficient, coordinated, and data-based mechanisms so that development activities remain aligned with planning frameworks (Sudrajat et al., 2025). Modern public administration emphasizes that development bureaucracy must be responsive to regional needs and capable of integrating planning, implementation, monitoring, and reporting in a structured manner (Sulila, 2025). Ideally, employees should work under clear standard operating procedures, non-overlapping structures, and effective supervisory systems (Sumiati & others, 2018). However, misalignment between ideal organizational concepts and practical conditions often creates performance gaps in public organizations (Vanhengel, 2024; Whetsell et al., 2020).

The Development Administration Division of the Regional Secretariat of South Buru Regency has a strategic role in coordinating, controlling, facilitating, monitoring, evaluating, and reporting regional development implementation. As a developing archipelagic region, South Buru Regency requires a strong and stable bureaucracy to support development acceleration. However, several problems still occur, including leadership instability due to structural turnover, delays in development realization and budget absorption, weak internal supervision, inconsistent implementation of standard operating procedures, limited human resources, workload imbalance, and overlapping duties caused by organizational restructuring. These problems indicate a gap between the ideal concept of organizational design and bureaucratic structure and the actual condition of development administration in the region.

These conditions directly affect employee performance, particularly in terms of timeliness, accuracy of development reports, coordination among units, and effectiveness in completing administrative tasks. Employees are often required to complete complex development administration duties under workload pressure and structural constraints. When organizational design is unclear and bureaucratic structure is not functioning optimally, employees may experience role ambiguity, coordination barriers, and delays in task completion. Therefore, improving employee performance requires not only individual capacity development but also stronger organizational design and more effective bureaucratic structure.

Previous studies have examined the relationship between organizational design, bureaucratic structure, and employee performance. However, many of these studies were conducted in larger regions or central institutions, while research focusing on developing archipelagic regions remains limited. In addition, previous studies often analyzed organizational design or bureaucratic structure separately, rather than examining both variables simultaneously. This creates a research gap regarding how organizational design and bureaucratic structure jointly influence employee performance in local development administration units.

The novelty of this study lies in its simultaneous analysis of organizational design and bureaucratic structure in the context of the Development Administration Division of the Regional Secretariat of South Buru Regency. This study provides empirical evidence from a developing archipelagic region that faces structural dynamics, limited human resources, and institutional reorganization. Academically, this research enriches public administration literature on the relationship between organizational arrangements and employee performance in local government. Practically, it provides input for improving development administration governance, strengthening coordination mechanisms, and enhancing employee performance. Based on the background above, this study formulates the following research questions:

1. Does organizational design influence employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency?
2. Does bureaucratic structure influence employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency?
3. Do organizational design and bureaucratic structure simultaneously influence employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency? \

The hypotheses proposed in this study are as follows:

H1: Organizational design has a positive and significant effect on employee performance.

H2: Bureaucratic structure has a positive and significant effect on employee performance.

H3: Organizational design and bureaucratic structure simultaneously have a positive and significant effect on

METHOD

This study employed a quantitative explanatory research design because it aimed to test the influence of organizational design and bureaucratic structure on employee performance. A quantitative approach was considered appropriate because the variables were measured using numerical data and analyzed statistically. The explanatory design was used to determine both the partial and simultaneous effects of the independent variables, namely organizational design and bureaucratic structure, on the dependent variable, namely employee performance.

The research was conducted at the Development Administration Division of the Regional Secretariat of South Buru Regency. This location was selected because the division has a strategic role in coordinating, monitoring, evaluating, and reporting regional development programs. The population of this study consisted of all 40 employees working in the division, including civil servants, contract-based government employees, and temporary staff. Because the population was relatively small, this study used a total sampling technique, meaning that all members of the population were used as respondents.

The primary data were collected using a structured questionnaire. The questionnaire was designed based on three research variables: organizational design, bureaucratic structure, and employee performance. Each item was measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Secondary data were obtained from official documents, organizational structures, standard operating procedures, performance reports, and relevant academic literature.

The organizational design variable was measured through several indicators, namely division of labor, departmentalization, chain of command, span of control, coordination mechanisms, and formalization of work procedures. The bureaucratic structure variable was measured through indicators of hierarchy, clarity of authority, task specialization, implementation of standard operating procedures, supervision mechanisms, and administrative control. Meanwhile, employee performance was measured through indicators of work quality, work quantity, timeliness, responsibility, discipline, cooperation, and achievement of work targets.

Before conducting regression analysis, validity and reliability tests were performed to ensure that the research instrument was appropriate. The validity test was conducted using Pearson Product Moment correlation. The results showed that all questionnaire items were valid, with correlation values ranging from 0.414 to 0.862, which were higher than the r-table value of 0.312 at a significance level of 0.05. The reliability test was conducted using Cronbach's Alpha. The results showed that the organizational design variable had a Cronbach's Alpha value of 0.873, the bureaucratic structure variable had a value of 0.846, and the employee performance variable had a value of 0.889. Since all Cronbach's Alpha values were greater than 0.70, the instrument was considered reliable.

Data analysis was conducted using SPSS version 26. Before hypothesis testing, classical assumption tests were carried out to ensure that the regression model met statistical requirements. The normality test was conducted using the Shapiro-Wilk test and supported by histogram and probability plot analysis. The results showed that the data were normally distributed, with a significance value greater than 0.05. The multicollinearity test showed tolerance values above 0.10 and variance inflation factor values below 10, indicating that there was no multicollinearity problem. The heteroscedasticity test using scatterplot analysis showed that the data points were randomly distributed, indicating that heteroscedasticity did not occur. The autocorrelation test using the Durbin-Watson statistic also indicated that the regression model was free from autocorrelation.

The data were analyzed using multiple linear regression analysis. The t-test was used to determine the partial effect of organizational design and bureaucratic structure on employee performance. The F-test was used to determine the simultaneous effect of the independent variables on employee performance. The coefficient of determination was used to measure the extent to which organizational design and bureaucratic structure explained variations in employee performance.

RESULT AND DISCUSSION

Result

Multiple linear regression analysis was employed in this study to explain and test the causal relationship between more than one independent variable and a single dependent variable. In this context, the analysis was conducted to determine the extent to which Organizational Design and Bureaucratic Structure influence Employee Performance in the Development Administration Division of the Regional Secretariat of South Buru Regency. The regression model formulated in this research is expressed as $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y represents Employee Performance, α denotes the constant, β_1 and β_2 are the regression coefficients of Organizational Design and Bureaucratic Structure respectively, X_1 refers to Organizational Design, X_2 refers to Bureaucratic Structure, and e represents the error term. The results of the multiple linear regression test are presented in Table 1.

Table 1. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta
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Constant	5.916	2.587	–
Organizational Design	0.219	0.086	0.424
Bureaucratic Structure	0.450	0.184	0.407

Source: Processed Data 2026

Based on the statistical output, the regression equation can be written as $Y = 5.916 + 0.219X_1 + 0.450X_2$. The constant value of 5.916 indicates that when Organizational Design and Bureaucratic Structure are assumed to remain unchanged, Employee Performance has a baseline value of 5.916. This constant reflects the fundamental level of performance prior to the influence of the independent variables. The regression coefficient for Organizational Design is 0.219, meaning that for every one-unit increase in Organizational Design, Employee Performance increases by 0.219 units, assuming Bureaucratic Structure remains constant. This finding implies that clearer task division, well-defined work procedures, and supportive organizational systems contribute positively to improving employee performance. Meanwhile, the regression coefficient for Bureaucratic Structure is 0.450, indicating that every one-unit increase in Bureaucratic Structure leads to an increase of 0.450 units in Employee Performance, assuming Organizational Design remains constant. This larger coefficient suggests that a well-arranged bureaucratic structure, supported by clear authority lines and effective work mechanisms, has a stronger contribution to performance improvement. Overall, both independent variables demonstrate positive relationships with Employee Performance.

To further validate these findings, partial significance testing was conducted using the t-test. The t-test aims to determine whether each independent variable individually has a significant effect on the dependent variable. With a total of 40 respondents and two independent variables, the degree of freedom was calculated using the formula $n - k - 1$, resulting in 37. At a significance level of 0.05 with a two-tailed test, the critical t-table value is 2.026. The decision criteria state that if the calculated t-value exceeds the t-table value and the significance value is less than 0.05, the variable has a significant partial effect. The results of the t-test are presented in Table 2.

Table 2. Results of Partial t-Test

Variable	t-value	Sig.	Description
Organizational Design → Employee Performance	2.553	0.015	Significant
Bureaucratic Structure → Employee Performance	2.450	0.019	Significant

Source: Processed Data 2026

The t-test results show that Organizational Design has a t-value of 2.553, which is greater than the t-table value of 2.026, with a significance value of 0.015 that is below 0.05. This indicates that Organizational Design partially has a significant effect on Employee Performance. Similarly, Bureaucratic Structure has a t-value of 2.450, also exceeding the t-table value of 2.026, with a significance value of 0.019 below 0.05. This confirms that Bureaucratic Structure partially has a significant effect on Employee Performance. Therefore, it can be concluded that each independent variable individually contributes significantly to improving employee performance in the studied institution.

In addition to partial testing, simultaneous testing was conducted using the F-test to determine whether Organizational Design and Bureaucratic Structure collectively influence Employee Performance. The F-test was performed at a 0.05 significance level. The degrees of freedom for the numerator were 2, corresponding to the number of independent variables, while the denominator degrees of freedom were 37. Based on these values, the F-table value is 3.25. The decision rule states that if the calculated F-value exceeds the F-table value and the significance value is less than 0.05, the independent variables simultaneously have a significant effect. The results of the F-test are presented in Table 3.

Table 3. Results of Simultaneous F-Test

Model	F-value	Sig.	Description
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Organizational Design & Bureaucratic Structure → Performance 30.130 <0.001 Significant Simultaneously

Source: Processed Data 2026

The results show that the calculated F-value of 30.130 is substantially higher than the F-table value of 3.25, with a significance value below 0.001, which is far below 0.05. This indicates that Organizational Design and Bureaucratic Structure simultaneously have a significant effect on Employee Performance. Consequently, the regression model used in this study is considered fit and appropriate for explaining the influence of the independent variables on the dependent variable. The strong F-value further reinforces the conclusion that both structural and design aspects of the organization play a crucial role in shaping employee performance outcomes.

To assess the explanatory power of the regression model, the coefficient of determination was calculated. The coefficient of determination measures how well the independent variables explain the variation in the dependent variable. The results are presented in Table 4.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	0.787	0.620	0.599

Source: Processed Data 2026

The R Square value of 0.620 indicates that 62.0 percent of the variation in Employee Performance can be explained by Organizational Design and Bureaucratic Structure within this regression model. This demonstrates that the two independent variables make a substantial contribution to performance variation. The Adjusted R Square value of 0.599 shows that after adjusting for the number of independent variables and the sample size, the model still explains 59.9 percent of the variation in Employee Performance. This suggests that the model has good explanatory strength and remains robust even after adjustment. The remaining 40.1 percent of the variation in employee performance is influenced by other factors not included in this study, such as work motivation, leadership style, organizational culture, reward systems, work environment, and individual employee characteristics. These findings imply that while Organizational Design and Bureaucratic Structure play a significant and meaningful role in enhancing performance, other contextual and behavioral variables may also contribute and could be explored in future research to provide a more comprehensive understanding of employee performance determinants within the Development Administration Division of the Regional Secretariat of South Buru Regency.

Discussion

The results of this study indicate that organizational design has a positive and significant effect on employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency. This is shown by the regression coefficient of 0.219, the t-value of 2.553, and the significance value of 0.015. These results confirm that clearer task distribution, appropriate work unit arrangement, effective coordination mechanisms, and formalized work procedures contribute to improved employee performance.

This finding is consistent with the view that organizational design plays an important role in shaping work effectiveness in public organizations. A well-structured organizational design enables employees to understand their duties, reduces duplication of work, and supports smoother coordination among units. The result also supports previous studies by Cahyadi et al. (2022) and Sumiati et al. (2018), which found that organizational design contributes to better work performance by improving clarity, coordination, and efficiency. In the context of the Development Administration Division, organizational design becomes particularly important because employees are required to manage development data, prepare reports, coordinate with technical agencies, and support monitoring and evaluation activities.

The finding also strengthens the argument of Zeqiri and Alija (2019), who stated that dimensions of organizational structure and design affect organizational performance. In this study, organizational design contributes

to employee performance by reducing ambiguity in task implementation and improving work coordination. This implies that performance improvement in the Development Administration Division cannot rely solely on individual employee competence. It also requires an organizational design that supports clear workflows, proportional workload distribution, and effective coordination among employees.

The results further show that bureaucratic structure has a positive and significant effect on employee performance. This is indicated by the regression coefficient of 0.450, the t-value of 2.450, and the significance value of 0.019. The coefficient of bureaucratic structure is larger than that of organizational design, indicating that bureaucratic structure has a stronger contribution to employee performance in this study. This means that clear hierarchy, authority, supervision, and consistent implementation of standard operating procedures are essential factors in improving employee performance.

This finding is in line with the concept of bureaucracy, which emphasizes the importance of hierarchy, rules, specialization, and formal procedures in ensuring organizational order and accountability. In the public sector, bureaucratic structure provides guidance for employees in carrying out their duties. When authority and procedures are clear, employees can work more confidently and consistently. However, when bureaucratic structures are unclear or overlapping, employees may experience confusion, delays, and inefficiency.

The result supports previous research by Badjraha et al. (2025), which emphasized that bureaucratic simplification and structural clarity can improve public sector organizational performance. It is also consistent with Whetsell et al. (2020), who highlighted the importance of formal hierarchy and informal coordination networks in local government performance. In the context of South Buru Regency, bureaucratic structure is important because the Development Administration Division must coordinate development programs across different units and agencies. Without clear authority lines and consistent procedures, coordination and reporting processes may become slow and ineffective.

The simultaneous test shows that organizational design and bureaucratic structure together have a significant effect on employee performance. The F-value of 30.130 with a significance value of <0.001 indicates that both variables jointly contribute to explaining employee performance. The coefficient of determination shows an R^2 value of 0.620, meaning that 62.0% of the variation in employee performance can be explained by organizational design and bureaucratic structure. This value indicates that structural factors play a substantial role in shaping employee performance.

Theoretically, this finding supports public administration theories that emphasize the importance of institutional arrangements in improving bureaucratic performance. Employee performance is not only shaped by motivation or personal competence, but also by organizational systems, structural clarity, rules, coordination mechanisms, and supervision. This study therefore contributes to the development of public administration literature by showing that organizational design and bureaucratic structure should be understood as complementary factors. A good organizational design will not be effective if it is not supported by a clear bureaucratic structure, and a strong bureaucratic structure will not produce optimal performance if the organizational design remains unclear or inefficient.

This finding is also relevant to the principles of New Public Management, which emphasize efficiency, accountability, performance orientation, and organizational responsiveness. In this perspective, public organizations must be designed to support measurable performance and effective service delivery. The Development Administration Division, as a unit responsible for supporting regional development administration, requires a structure that is not only formal but also functional, adaptive, and results-oriented.

Practically, the findings imply that the Regional Secretariat of South Buru Regency needs to strengthen organizational design by clarifying job descriptions, reducing overlapping duties, improving coordination flows, and aligning work functions with employee capacity. At the same time, bureaucratic strengthening should be carried out

through consistent SOP implementation, clearer authority lines, stronger supervision, and improved administrative control. These reforms are important to improve work quality, timeliness, accountability, and employee productivity.

The remaining 38.0% of employee performance variation is influenced by other factors outside this research model. These may include leadership style, work motivation, organizational culture, employee competence, reward systems, work environment, and workload. This indicates that although organizational design and bureaucratic structure are important, employee performance is a multidimensional phenomenon. Therefore, future studies should include additional variables to provide a more comprehensive explanation of employee performance in local government institutions.

CONCLUSION

Based on the results of multiple linear regression analysis, this study concludes that organizational design and bureaucratic structure have a positive and significant influence on employee performance in the Development Administration Division of the Regional Secretariat of South Buru Regency. First, organizational design has a significant effect on employee performance. This means that clear task distribution, proper functional alignment, effective coordination mechanisms, and formalized work procedures can improve employee effectiveness, work quality, and task completion. Second, bureaucratic structure also has a significant effect on employee performance. Clear authority lines, consistent implementation of standard operating procedures, task specialization, and effective supervision contribute to better employee discipline, accountability, and productivity.

Third, organizational design and bureaucratic structure simultaneously have a significant effect on employee performance. The R^2 value of 0.620 indicates that 62.0% of the variation in employee performance can be explained by these two variables. This shows that structural and organizational factors play an important role in determining employee performance within the Development Administration Division. Therefore, improving employee performance requires integrated efforts to strengthen organizational design and bureaucratic structure.

The theoretical contribution of this study lies in its confirmation that employee performance in local government institutions is strongly influenced by organizational and bureaucratic arrangements. This study enriches public administration literature by showing that organizational design and bureaucratic structure should be examined simultaneously because both variables complement each other in shaping employee performance. The findings also support the view that public sector performance is not only determined by individual employee characteristics but also by institutional systems, structural clarity, and administrative governance.

The practical contribution of this study is that it provides recommendations for the Regional Secretariat of South Buru Regency, particularly the Development Administration Division, to improve employee performance through organizational restructuring and bureaucratic strengthening. The division needs to clarify job descriptions, reduce overlapping tasks, improve coordination among units, implement standard operating procedures consistently, strengthen internal supervision, and create a more adaptive work structure. These efforts are expected to improve the quality, timeliness, and accountability of development administration services.

This study has several limitations. First, the research was conducted only in one division within the Regional Secretariat of South Buru Regency, so the findings cannot be generalized to all local government institutions. Second, the study only examined two independent variables, namely organizational design and bureaucratic structure, while other factors such as leadership, motivation, organizational culture, competence, workload, and work environment were not included. Third, the study used a quantitative approach with questionnaire data, so it did not explore in depth the experiences and perceptions of employees regarding structural and bureaucratic problems. Future research is recommended to include additional variables, expand the research location to other government units, and combine quantitative and qualitative approaches to obtain a more comprehensive understanding of employee performance in local government organizations.

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