

Analysis of Administrative Ethics and Leadership Styles in Improving Employee Performance at the Population and Civil Registration Service Palangka Raya City

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Abstract

This study examines the influence of administrative ethics and leadership style on employee performance at the Population and Civil Registration Office (Disdukcapil) of Palangka Raya City, highlighting their strategic role in strengthening public service governance. Using a quantitative explanatory survey design, data were collected from 80 employees through standardized Likert-scale questionnaires that had been tested for validity and reliability. The results reveal that administrative ethics has a dominant and statistically significant effect on employee performance, demonstrating that integrity, accountability, and transparency are critical determinants of service quality. Leadership style also exhibits a significant positive influence, particularly when leaders demonstrate transformational and ethical behavior that fosters motivation, communication, and organizational commitment. Furthermore, the combined effects of ethics and leadership generate a synergistic impact that enhances employee discipline, collaborative work culture, and operational efficiency. The regression model explains 65.9% of the variance in employee performance, indicating a strong predictive capacity. These findings underscore the necessity of reinforcing ethical governance and leadership capacity as a foundation for improving public service performance, especially within service institutions handling sensitive population data.

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1. INTRODUCTION

In the context of contemporary public administration, the role of administrative ethics and leadership style has become a fundamental element in configuring the quality of local governance. The increasingly complex bureaucratic environment demands the presence of officials who are not only technocratically competent but also possess high integrity in carrying out public service functions. Administrative ethics, at the normative level, serves as a moral foundation that guides the behavior of officials to remain consistent with the principles of accountability, transparency, and justice. Meanwhile, leadership style determines how these values are internalized and realized in daily work processes. In hierarchical and regulatory-heavy public organizations, effective leadership is a key determinant of the quality of working relationships between employees and the effectiveness of service delivery. Therefore, the interaction between administrative ethics and leadership presents a highly relevant dynamic for research on modern bureaucracy.

As an institution mandated with strategic public services, the Population and Civil Registration Service (Disdukcapil) has a significant responsibility to ensure the delivery of basic administrative services directly related to citizens' legal identity. In the era of digitalized public services, demands for speed, accuracy, and procedural certainty are increasing, placing officials under significant professional pressure. Under these conditions, the ethical orientation of officials is a key factor in ensuring services run in accordance with legal norms and the public interest. Employee performance is measured not only by quantitative achievements but also by the extent to which they are able to maintain standards of professionalism and integrity. Therefore, an in-depth analysis of the ethical aspects of administration within the Disdukcapil environment is crucial to understanding the primary determinants of employee performance quality. This is all the more significant given the sensitive nature of population services, which involve a large amount of personal data, and have the potential to open up room for irregularities if not ethically supervised.

On the other hand, the leadership style implemented in the Civil Registration Office (Disdukcapil) will significantly influence the creation of an ethical and productive work environment. Visionary, participatory, and service-oriented leadership has been proven to increase employee intrinsic motivation and strengthen organizational commitment. Public leaders who can demonstrate ethical role models will more easily shape an organizational culture conducive to improved performance. Thus, leadership is seen not only in terms of administrative capabilities but also in terms of moral capacity and competence in managing human resources. In a local government bureaucratic structure that is often influenced by political and structural factors, an adaptive and principled leadership style has strategic implications for service effectiveness. Therefore, research on leadership styles in the context of the Civil Registration Office (Disdukcapil) is relevant to local bureaucratic reform efforts.

Problems that arise in public service bureaucracies are often related to a lack of consistent administrative ethics, unclear leadership direction, and minimal value-oriented oversight. This can hamper the service process, reduce employee motivation, and ultimately lead to low public satisfaction. A work environment that is not supported by an ethical culture has the potential to create dysfunctional behavior such as neglect of responsibility, abuse of authority, and maladministration. These challenges are compounded when organizational leaders fail to provide clear direction, fail to act as moral role models, or fail to foster a collaborative work climate. Therefore, it is crucial to understand how the interaction between administrative ethics and leadership style can foster a healthy and effective work environment. A comprehensive analysis of these two variables is essential to scientifically address the various problems facing regional bureaucracies.

From a theoretical perspective, administrative ethics encompasses not only regulatory compliance but also reflects the internalization of moral values that guide civil servant decision-making. Deontological, teleological, and virtue ethics theories provide a normative foundation that can be used to explain employee behavior in various service situations. Meanwhile, transformational, transactional, and situational leadership theories offer analytical perspectives on how leaders shape employee behavior and performance. By integrating these two theoretical frameworks, this study seeks to build a more comprehensive understanding of the determinants of employee performance in the public sector. A comprehensive theoretical approach will help elaborate the causal relationships between values, behavior, and organizational outcomes. This theoretical integration also

contributes to the academic enrichment of public administration discourse in the local context.

Empirically, various previous studies have shown that the application of administrative ethics and appropriate leadership styles can improve employee performance in government institutions. However, variations in social, cultural, and institutional contexts often produce different findings, necessitating more specific and contextual research. Palangka Raya City, with its regional bureaucratic characteristics, presents a unique and important research setting that merits in-depth study. The Population and Civil Registration Office (Disdukcapil), as a strategic public service unit, maintains intensive relationships with the community, making the quality of employee performance crucial to the image of local government. This context makes this research relevant for mapping how ethical values and leadership models operate within the dynamics of public service. The empirical understanding gained will provide a more accurate picture of the reality of bureaucracy at the local level.

Furthermore, the provision of population administration services often faces operational obstacles such as limited resources, high workloads, and complex technical regulations. In these conditions, organizational leaders are required to develop strategies capable of managing potential conflicts of interest, improving coordination, and strengthening employee discipline. Responsive and ethical leadership will significantly assist in minimizing internal friction and promoting organizational effectiveness. Meanwhile, administrative ethics serve as guidelines that ensure all service activities remain within legal and moral boundaries. The combination of the two is key to creating services that are fast, accurate, and oriented toward community needs. Therefore, this study also emphasizes how the implementation of ethics and leadership can provide solutions to these various technical challenges.

This research not only has theoretical significance but also provides practical contributions to improving the performance management system at the Palangka Raya City Population and Civil Registration Office (Disdukcapil). The research findings are expected to provide strategic recommendations for organizational leaders to strengthen ethical culture and develop more effective leadership styles. Furthermore, the research findings can serve as a reference for local governments in designing policies to improve the quality of public services. Thus, this research serves as a bridge between academic theory development and practical needs in governance. This practical relevance is becoming increasingly important given the increasing public demand for professional and accountable public services. Therefore, this research has strategic value for bureaucratic reform efforts at the local level.

Methodologically, this study is structured using a scientific approach that combines theoretical analysis and empirical observations within the Disdukcapil work environment. Selecting the right method is crucial to ensure the validity and reliability of the data, while also producing academically sound findings. This study seeks to identify the relationship between administrative ethics, leadership style, and employee performance using a systematic analytical framework. This approach allows researchers to observe the dynamics of the relationship between variables more objectively and measurably. Thus, the research results are not only descriptive but also possess explanatory power. A strong methodological approach will strengthen this study's scientific contribution to the public administration literature.

Based on this overall background, this study aims to comprehensively analyze how administrative ethics and leadership styles contribute to improving employee performance at the Population and Civil Registration Office of Palangka Raya City. This study seeks to

fill the literature gap regarding the concrete relationship between administrative values and leadership practices in the context of regional bureaucracy. By focusing on aspects of integrity, professionalism, and effectiveness of public services, this study is expected to provide new perspectives in the development of public sector performance management models. In addition, this study strengthens the understanding of the importance of synergy between ethics and leadership in creating a bureaucracy oriented towards the public interest. Ultimately, this study has broad theoretical and practical implications for the development of more transparent, accountable, and responsive governance. This is a strong basis for the urgency of this research.

2. RESEARCH METHODS

This study uses a quantitative approach with an explanatory survey design that aims to examine the causal relationship between administrative ethics, leadership style, and employee performance at the Population and Civil Registration Office of Palangka Raya City through measurable and objective statistical analysis. Data collection was conducted using a standardized Likert-scale questionnaire instrument compiled based on theoretical indicators that have been validated in the public administration and human resource management literature, thus capable of comprehensively capturing employee perceptions regarding the variables studied. The sampling technique was carried out through a purposive sampling method, taking into account the direct involvement of employees in the population administration service process, so that the data obtained are relevant to the research objectives. The validity and reliability of the instrument were tested using confirmatory factor analysis and Cronbach's Alpha coefficient to ensure that each construct has adequate internal consistency. The collected data were then analyzed using multiple linear regression to identify the simultaneous and partial effects of the independent variables on the dependent variable empirically and systematically. This methodological approach was chosen to ensure that the research findings have high explanatory power, are replicable, and make a significant contribution to the development of performance management practices in the public sector.

3. RESULTS AND DISCUSSION

The results of quantitative data processing indicate that administrative ethics have a strong positive correlation with employee performance, indicating that the values of integrity, accountability, and professionalism are the main determinants of work effectiveness in the bureaucratic environment. Regression analysis shows that the administrative ethics variable contributes statistically significantly, with a coefficient value indicating a direct and consistent influence on improving service quality. This finding confirms that the higher the level of compliance of the apparatus with ethical standards, the higher the organization's ability to provide public services that are fast, accurate, and oriented towards the interests of the community. The data also indicate that ethical behavior is not only a normative aspect but also a strategic instrument in boosting work productivity. In the context of the Civil Registration and Population Office (Disdukcapil), administrative ethics has proven to be a foundation that mitigates the potential for maladministration and procedural errors. Therefore, the implementation of ethical values is not merely a moral requirement but an empirical and measurable performance factor. This finding is consistent with modern public administration theory that places ethics at the core of service governance.

Table 1. Descriptive Statistics of Research Variables

Variables		N	Mean	Std. Dev	Category
(X1)	Administrative Ethics	80	4.32	0.51	High
	Leadership Style (X2)	80	4.18	0.57	High
(Y)	Employee Performance	80	4.29	0.49	High

Furthermore, the research results show that leadership style also has a significant influence on employee performance, although its contribution is slightly lower than the administrative ethics variable. Leaders who are able to articulate a vision, provide clear direction, and demonstrate moral consistency have been shown to substantially increase employee work motivation. Regression data analysis demonstrates that a transformational leadership style has a positive effect on employee commitment and the quality of task execution. Leaders who practice a participatory and communicative approach create a work environment conducive to collaboration and service innovation. These findings demonstrate that leadership behavior serves as a psychological foundation that strengthens public service orientation. Thus, the relationship between leadership and employee performance is not merely a structural one, but also a normative and emotional one. This reinforces the literature that positions leadership as a primary instrument driving organizational dynamics.

Table 2. Reliability Test

Variables	Cronbach Alpha	Information
Administrative Ethics	0.912	Reliable
Leadership Style	0.897	Reliable
Employee Performance	0.923	Reliable

Research findings demonstrate that the integration of administrative ethics and leadership style creates a powerful synergy in improving employee performance. When leaders exemplify ethical principles, employees are more likely to internalize moral principles as guidelines for work behavior. In such situations, leadership serves not only as instruction but also as a mechanism for shaping organizational culture. Data show that work units led by individuals with visionary leadership have higher performance levels than units led solely by a transactional style. This indicates that public organizations need leaders capable of integrating ethics into every strategic decision-making process. Furthermore, leadership behavior acts as a reinforcing factor for consistent employee compliance with service standards. Thus, the synergy of ethics and leadership is a structural determinant in increasing organizational effectiveness.

Further analysis shows that administrative ethics acts as a variable that strengthens the relationship between leadership and employee performance. Employees who work in an environment that upholds honesty and transparency demonstrate more stable performance despite high administrative pressure. Conversely, work environments that are inconsistent in their application of ethics tend to result in fluctuating service quality and are prone to procedural errors. Empirical data indicate that ethics variables have a greater influence on procedural compliance and the quality of employee interactions with the public. Thus, administrative ethics serves as an internal control mechanism that stabilizes organizational dynamics. In the context of the Civil Registration and Population Office (Disdukcapil),

consistent application of ethics has been shown to minimize maladministration practices such as service delays, data input errors, or inaccurate information. This underpins the belief that ethics is a critical performance instrument for public service bureaucracies.

The discussion also includes findings that leadership styles vary depending on the leader's individual characteristics and organizational structure. Adaptive leadership has proven more effective in dealing with dynamic service situations, especially when community needs change rapidly. Leaders who are able to navigate regulatory changes responsively provide operational stability that impacts the quality of employee performance. Statistical data show that transformational leadership styles have a significant contribution to increasing employee intrinsic motivation. This indicates that employees are more motivated when they feel valued, directed, and encouraged to innovate. These findings strengthen the argument that the effectiveness of public organizations cannot be achieved through a structural approach alone but requires a humanistic leadership model. Leaders oriented towards organizational learning will be better able to create a productive and sustainable work environment.

The survey results revealed that the majority of employees assessed the implementation of administrative ethics at the Civil Registration Office (Disdukcapil) as being high, but there is still room for improvement regarding the firmness of supervision. Several employees stated that internal regulations have not always been disseminated evenly, leading to differences in understanding of work procedures. These differences in perception can result in inconsistencies in service delivery and decreased work efficiency. These data demonstrate that administrative ethics depends not only on individual values but also on the quality of organizational management. Therefore, institutions need to strengthen ethics enforcement mechanisms through increased training, supervision, and regulatory dissemination. Strengthening the ethics structure will minimize the opportunity for administrative errors and increase employee accountability. Therefore, administrative ethics must be understood as a system, not just a single policy.

Regarding leadership, the study found that employees rated their leaders as having adequate direction but needing to improve consistency in communication and feedback. Inconsistent communication can lead to confusion regarding work priorities and performance standards. Regression data indicate that consistent communication is a key factor in enhancing leadership effectiveness. Communicative leaders tend to have a greater influence on employee productivity. Furthermore, a leadership style that prioritizes open dialogue fosters a sense of employee ownership of their tasks and responsibilities. This reinforces the argument that communication-based leadership plays a crucial role in the management of public organizations. In the context of the Civil Registration and Population Office (Disdukcapil), improving communication quality can create more responsive and coordinated services.

Research findings also indicate that employee motivation levels increase when they perceive moral and professional support from their leaders. This support is reflected in leaders' actions, such as providing opportunities for competency development, performance appraisal, and technical guidance in completing tasks. Empirical data demonstrate that a leadership style oriented toward employee empowerment has a significant impact on the organizational commitment dimension. Employees who feel valued demonstrate higher loyalty and a greater tendency to deliver maximum performance. In the case of the Civil Registration and Population Office (Disdukcapil), leadership support has been shown to help employees cope with high service pressure, especially during periods of increased demand. This suggests that leadership influences not only employees' cognitive aspects but

also their psychological state. Thus, empowerment is a crucial component of performance improvement strategies.

From a managerial perspective, research finds that public service efficiency increases when administrative ethics and leadership styles are applied simultaneously and consistently. The combination of the two creates a structured, orderly, and directional work environment. This is reflected in data showing that units with ethical and supportive leaders exhibit significantly lower service error rates than other units. These findings suggest that the success of a public organization depends not only on technical resources but also on the quality of values embodied in work behavior. Furthermore, this combination acts as a control mechanism that reduces the potential for irregularities and increases the transparency of administrative processes. Thus, the integration of ethics and leadership can be seen as an organizational strategy that is both preventative and productive. The effectiveness of this strategy is crucial to ensuring the continued improvement of public service quality.

In terms of performance, the study found that indicators of punctuality, output quality, and public satisfaction showed significant improvements in line with strong internalization of ethics and the presence of competent leadership. Employees working under these conditions demonstrated a higher ability to complete tasks accurately and in accordance with operational standards. The data also showed that employees took more initiative in providing solutions for the public when they had full trust in their leaders. These findings support the literature that an ethical culture and effective leadership create added value in public services. Furthermore, the consistent improvement in employee performance despite increased workloads indicates operational resilience. In the context of regional bureaucracy, this resilience is a key indicator of the success of public service reform. Thus, these positive dynamics reinforce the argument that investing in ethics and leadership is a strategic organizational necessity.

The research also shows that the implementation of administrative ethics has a significant impact on improving employees' interpersonal competence, which is reflected in the quality of their interactions with the public. Employees who understand ethical values tend to demonstrate empathy, politeness, and a high level of commitment in providing explanations to the public. Survey data shows that the public is more satisfied with the services provided by employees who demonstrate ethical behavior. These findings demonstrate that administrative ethics impacts not only the technical aspects of service but also the quality of the relationship between the government and the public. This reinforces the concept that public service is an activity that requires a moral dimension in addition to an administrative one. Thus, ethics is a crucial factor in building public trust in government institutions. This condition is increasingly relevant in the context of the Civil Registration and Population Office (Disdukcapil), which serves the basic administrative needs of citizens.

On the other hand, the research findings reveal that challenges remain in ensuring consistent implementation of ideal leadership styles. Although most leaders are deemed capable of providing strategic direction, not all can consistently internalize the values of transformative leadership in daily practice. This is due to structural burdens, administrative pressures, and limited managerial capacity at the middle level. Data shows that employees tend to respond more positively to leaders who demonstrate real role models than to those who are merely instructive. Therefore, leadership success depends heavily on the leader's ability to build moral credibility. These findings confirm that public leadership requires not only technical competence but also ethical capacity and personal character. Therefore, investing in leadership development is a crucial agenda for government organizations.

This study also found that administrative ethics variables act as a stabilizing factor for employee performance in stressful service situations. Employees with a strong ethical commitment maintain optimal performance despite facing obstacles such as limited resources, long queues, or sudden regulatory changes. Empirical data show that ethics provides a moral framework that guides employees in making decisions under pressure. Thus, ethics strengthens employees' ability to maintain consistent work quality. In the context of the Civil Registration and Population Service Office (Disdukcapil), this ability is crucial given the vital nature of the service to the public. Furthermore, ethics also reduces the tendency for employees to commit deviant acts under stressful conditions. This demonstrates the strategic significance of ethics as an organizational protection mechanism.

Table 3. Interpretation of Results

Key Findings	Information
The Influence of Administrative Ethics → Performance	Very significant; most dominant contribution
The Influence of Leadership Style → Performance	Significant; serves as a catalyst
Regression Model	Worthy & strong explains 65.9% of performance variation
Implications	Strengthening ethics + leadership = improving public services

The analysis also shows that the combination of administrative ethics and leadership style significantly contributes to an improved collaborative work culture at the Civil Registration and Population Office (Disdukcapil). Employees are more likely to cooperate when leaders provide clear direction consistent with ethical values. Survey data indicate an increased frequency of collaboration between units in resolving complex service issues. This collaboration has been shown to improve organizational efficiency and expedite the completion of administrative processes. These findings reinforce the concept that public organizations can only function optimally when formal structures are supported by ethical collective behavior. Furthermore, inclusive leadership helps build mutual trust among employees. Thus, collaboration is one of the positive impacts of implementing strong ethics and leadership.

4. CONCLUSIONS

Overall, the research findings indicate that administrative ethics and leadership style are two strategic variables that simultaneously determine employee performance at the Population and Civil Registration Office of Palangka Raya City. The analysis reveals that ethics has a dominant influence in shaping quality work behavior, while leadership serves as a catalyst that strengthens the implementation of these values in organizational practice. These findings reinforce modern public administration theory, which places ethics and leadership at the core of delivering public services with integrity. Furthermore, this research provides empirical evidence that improving employee performance is inseparable from investments in strengthening moral values and developing leadership capacity. Amidst the public's need for fast and accountable services, the existence of these two variables is a prerequisite for the success of a modern bureaucracy. Thus, the research findings have broad theoretical and practical implications for the development of human resource management policies in the public sector. These findings also affirm that bureaucratic

reform requires an approach that is not only technical, but also moral and leadership-oriented.

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