



Bureaucratic Culture, Ethical Leadership And Communication in LLDIKTI Region VII, Indonesia

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Abstract

This study investigates the impact of bureaucratic culture, ethical leadership, and communication climate on the performance of LLDIKTI Region VII civil servants, a key institution under the Indonesian Ministry of Education and Culture responsible for managing private universities in a specific region. A total of 80 civil servants participated as respondents. Data were collected using questionnaires and analyzed through Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings reveal that bureaucratic culture and ethical leadership significantly and positively influence the performance of LLDIKTI Region VII civil servants. Furthermore, communication climate moderates the relationships between both bureaucratic culture and ethical leadership, and civil servant performance. The results highlight the importance of fostering positive bureaucratic culture, promoting ethical leadership, and nurturing a healthy communication climate to enhance performance in private university management. These findings have implications not only for the Indonesian context but also for similar organizations globally, emphasizing the need to explore the generalizability of these results and investigate additional moderating factors that may influence organizational culture, leadership, and performance.

Keywords: ethical leadership, bureaucratic culture, communication climate, employee performance

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INTRODUCTION

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning (Moehariono, 2012). Performance is also a benchmark for the success of an organization which can make the organization perform well in the eyes of the community. Many factors affect the performance of an organization, and one of the influential factors is the leader in the organization. In every private and government organization, the human resource factor is one of the main keys to achieving an organizational goal. The support provided by a leader must have a positive impact on their workers. The role of a leader in the organization includes setting goals, making and determining decisions, and bearing all risks to the organization. A leader who can collaborate and build good relationships with subordinates is needed so that communication is well established and the distribution of policies and authority can run smoothly. Ethical leadership is normatively appropriate behavior through personal actions and interpersonal relationships and supports such behavior in employees through two-way communication, reinforcement, and decision-making (Brown et al., 2005). DjelaDjela and Sambul (2017) stated that ethical leadership positively and strongly affects employee performance. A leader must be able to manage, direct, influence, command, and motivate subordinates to achieve predetermined organizational goals. Other studies show the opposite result: Herlina's research (2021) shows that the ethical leadership variable harms employee performance.

Another factor that can measure an organization's performance is bureaucratic culture. Bureaucratic culture drives high performance from employees, exceeds personal interests, and increases commitment and the consistency of employee behavior, meaning that the better the organizational culture, the better employee performance is. Conversely, if the organizational culture worsens, employee performance will decrease. Bureaucratic culture is a system or set of values with symbols, value orientations, beliefs, knowledge, and life experiences internalized into the mind. This set of values is actualized in the attitudes, behaviors, and actions carried out by each member of an organization called bureaucracy (Dwiyanto et al., 2002).

According to (Umaternate, R. et al., 2015), bureaucratic culture has a relationship and a positive and significant effect on work effectiveness. Thus, bureaucratic culture is one of the determinants of employee effectiveness. However, the opposite was stated by (Widyarini, 2009). The results showed that bureaucratic culture negatively influences job satisfaction and employee creativity. This aligns with the research results (Soelman, 2012), which stated that organizational culture interaction harms managerial performance.

Of the two factors measuring the success of the performance above, namely the ethical leadership and bureaucratic culture factors, these two things cannot be separated from the importance of communication. Communication is built based on trust, honesty, and openness, which goes both ways: leaders and subordinates (employees) or vice versa. With a good communication climate, there will

be good unity within the internal organization, whether seen from the relationship factor between employees and leaders or a harmonious bureaucratic culture, to form a solid fabric and ultimately improve organizational performance. Communication climate is the perception of organizational elements and the influence of these elements on the organization. Communication climate can be one of the most important influences on organizational productivity (Pace & Faules, 2010:155). Ambraw (2009) states that the relationship between communication and organizational performance can be described by conducting effective communication to improve organizational performance. The communication climate in this study functions as a moderating variable. This is based on previous research, namely Septiani (2006), which places the communication climate also as a moderating variable. This means that the communication climate can strengthen or weaken the relationship between the independent and dependent variables. In this study, communication climate becomes a moderator variable that can strengthen the independent variables, namely ethical leadership and bureaucratic culture, on the dependent variable, namely employee performance.

The Region VII Higher Education Service Institution (Lembaga Layanan Pendidikan Tinggi Region VII) or better known as LLDIKTI Region VII, is a higher education service institution that has a duty and role in improving the quality of higher education in the East Java region, especially for private higher education providers in East Java. Currently, civil servants are always required to innovate. They must have competencies that can compete and be dynamic due to the covid-19 pandemic, which requires all service sectors to adapt to rapid changes. Both are regulations and policies; virtual communication affects the bureaucratic culture of organizations, including LLDIKTI Region VII government organizations. The covid-19 pandemic has resulted in an impact on communication between top-bottom and bottom-up, which is limited and also impacts the performance of LLDIKTI Region VII services. In addition, there are changes in the organizational structure following the Circular Letter of the Minister of Administrative Reform Number 390 of 2019 concerning Strategic and Concrete Steps to Simplify the Bureaucracy, causing changes in bureaucratic culture which have an impact on the communication climate unlike before. The success of communication in the organization is an adhesive tool for the relationship between fellow organizational members. Improving organizational performance should be supported by a conducive communication climate that allows good interaction between subordinates and superiors and among subordinates, thus enabling all organization members to carry out their duties and functions following those outlined by the organization (Irawan & Venus, 2016). The implementation of public services must follow the expectations of an increasingly advanced society and with increasingly fierce global competition. Umaternate, R. et al. (2015).

Based on indications of this phenomenon, the authors are interested in researching "The Effect of Bureaucratic Culture and Ethical Leadership on the Performance of LLDIKTI Region VII Civil Servants with Communication Climate as a Moderating Variable." This study aims to 1) analyze the effect of bureaucratic culture on the performance of LLDIKTI Region VII civil servants; 2) analyze the effect of

ethical leadership on the performance of LLDIKTI Region VII civil servants; 3) analyze the effect of bureaucratic culture on the performance of LLDIKTI Region VII civil servants moderated by the communication climate;

4) analyze the effect of ethical leadership on the performance of LLDIKTI Region VII civil servants moderated by the communication climate

LITERATURE REVIEW

Bureaucratic Culture

Bureaucratic culture is a system or set of values with symbols, value orientations, beliefs, knowledge, and life experiences internalized into the mind. This set of values is actualized in the attitudes, behaviors, and actions carried out by each member of an organization called bureaucracy (Dwiyanto et al., 2002). Robbins (2013: 512-513) mentions seven main dimensions of organizational culture, namely: Innovation and risk-taking, which are the extent to which employees are encouraged to be innovative and able to take risks to realize the vision of the organization; Attention to detail; which is the extent to which employees are expected to pay attention to precision, analysis, and attention to detail; Results orientation; which is the extent to which management focuses on results; People orientation; which is the extent to which management decisions take into account the impact of results on people in the organization; Team orientation; the extent to which work activities are organized around teams; Aggressiveness; the extent to which people are aggressive and competitive; Stability; the extent to which organizational activities emphasize maintaining the status quo.

Ethical Leadership

Ethical leadership is a moral principle and action which becomes the basis for a person's actions so that what they do is seen by society as a commendable act and increases one's dignity and honor. Ethical leadership is associated with honesty, trustworthiness, responsibility, loyalty, and restraint. Ethical leadership is normatively appropriate behavior through personal actions and interpersonal relationships and supporting each behavior in employees through two-way communication, reinforcement, and decision-making, Brown et al. (2005, p. 120). Ethical leadership is also defined as promoting such behavior to followers through two-way communication, reinforcement, and decision-making. The ten indicators of ethical leadership (Brown, 2005) are as follows: listening to employees, disciplining employees, living an ethical life, considering the interests of employees, making fair and balanced decisions, being trustworthy, discussing business ethics or business values with employees, setting the right ethical example to employees, explaining/defining the meaning of success not in the results achieved but in the process, asking the good/right thing to do before making decisions.

Performance

Performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning, according to Moehersono (2012:95). Under the

opinion; there are several indicators of performance measurement according to Gomes (2003:134) in Hadju (2012) which are as follows: quantity work: the amount of work done in a specified period, quality of work: the quality of work which can be achieved based on the terms of suitability and readiness, job knowledge: the breadth of knowledge about the job and its skills, cooperation: willingness to cooperate with others (fellow organization members).

Communication climate

Communication climate is the perception of the elements of the organization and the influence of these elements on the organization. Communication climate can be one of the most important influences on organizational productivity. (Pace & Faules, 2010:155). Based on the research conducted by Pace and Faules, six factors affect the communication climate in the organization, namely: Trust. Every employee must develop and maintain trusting relationships, trust in themselves, and high credibility manifested through statements and actions—participative decision-making. Every employee must communicate and consult with each other regarding all issues in the organizational environment concerning organizational policies which are relevant to their duties. Honesty. An atmosphere of honesty and straightforwardness in organizational relationships in which employees can express their opinions openly—openness in downward communication. Employees should have easy access to information directly related to their tasks and functions, which can affect their ability to coordinate with their departments and data related to the organization itself. They are listening to bottom-up communication. Employees at all levels should listen to each other continuously with an open mind about suggestions or reports of problems from employees below them. Information from below must be seriously considered and followed up—attention to employees with high-performance goals. Every employee at all levels should be committed to achieving high-performance goals, high productivity, and quality at a low cost.

Relationship Between Bureaucratic Culture and Employee Performance

According to (Umaternate, R. et al., 2015), bureaucratic culture has a relationship and a positive and significant effect on employee work effectiveness. Bureaucratic culture is one of the determinants of the level of employee effectiveness. Based on the results of their research, Kotter and Heskett (in Sembiring, 2012) concluded that the relationship between the influence of bureaucratic culture and performance lies in the size of a strong and adaptive bureaucratic culture. The study's results through the calculation of regression analysis prove that organizational culture has a positive and significant effect on employee performance. Organizational culture is the values embraced by people in the organization (Trang, 2013). This is supported by the results of Maryani's (2011) research in her journal, which shows that Organizational Culture has a significant positive effect on employee performance. From the results of the previous research, the following hypothesis can be drawn:

H1: Bureaucratic Culture Has a Positive Effect on Employee Performance

Relationship Between Ethical Leadership and Employee Performance

According to (Amos S. Engelbrecht, et al., 2017), ethical

leaders can encourage management practices, and trust in leaders is developed through ethics-based systems and functions. By strengthening these factors, employee work engagement and a sense of consistency will increase because of the trust they have in leaders who can behave fairly in considering interests and making decisions in every changing work environment. Ethical leadership can influence employee performance (Adawiyah et al., 2021). From the results of the previous research, the following hypothesis can be drawn:

H2: Ethical Leadership Has a Significant Positive Effect on Employee Performance

Relationship Between Communication Climate and Employee Performance

According to (Situmeang, 2020), organizational communication will form a communication climate. There are positive and negative organizational communication climates. A positive organizational communication climate can encourage employee productivity, making it easier to achieve organizational goals. On the contrary, a negative organizational communication climate can hinder the high productivity of employees, resulting in the organization walking towards the horns of its destruction. The results of Hardiyanto's research (2020) show that simultaneously the communication climate affects employee performance. This is in line with the results of the analysis from Rahmawati and Sijoko (2017) that the organizational communication climate has a positive and significant effect so that performance increases with every increase in the organizational communication climate.

H3: Communication Climate Moderates the Relationship/Influence Between Bureaucratic Culture and Employee Performance

The Moderating Role of Communication Climate on the Relationship Between Bureaucratic Culture and Employee Performance

Bureaucratic culture is a system or set of values with symbols, value orientations, beliefs, knowledge, and life experiences internalized into the mind. This set of values is actualized in the attitudes, behaviors, and actions carried out by each member of an organization called bureaucracy (Dwiyanto et al., 2002). With a good communication climate and to produce a good relationship between individuals in the organization, the overall human resources in the organization will be harmonious and implement a positive and directed bureaucratic culture. The results of the research analysis (Yuwarti, 2018) state that the organizational communication climate and organizational culture simultaneously have a positive and significant effect on employee performance. This also aligns with the research results (Handayani, 2021), which show a significant influence between the organizational communication climate and organizational culture.

H4: Communication Climate Moderates the Relationship/Influence Between Ethical Leadership and Employee Performance

Based on the hypotheses above, a conceptual research framework can be developed as in Figure 1, as follows:

Three variables were mentioned in this study, namely the Independent Variable (X1 & X2), Moderating Variable (Z), and Dependent Variable (Y). With independent variables,

namely Ethical Leadership and Bureaucratic Culture, the moderating variable is Communication Climate, and the dependent variable is Employee Performance.

H1: Bureaucratic Culture Has a Positive Effect on Employee Performance

H2: Ethical Leadership Has a Significant Positive Effect on Employee Performance

H3: Communication Climate Moderates the Relationship/Influence Between Bureaucratic Culture and Employee Performance

H4: Communication Climate Moderates the Relationship/Influence Between Ethical Leadership and Employee Performance

The following figure shows the relationship between the hypotheses

[Figure 1 about here.]

METHOD

This research uses a quantitative approach with variables that will be explained in numbers. There are three variables: Independent Variable (free), Moderating Variable, and Dependent Variable (bound). With independent variables, namely Ethical Leadership and Bureaucratic Culture, the moderating variable is Communication Climate, and the dependent variable is Employee Performance. The population in this study were all 80 civil servants of LLDIKTI Region VII. The sample in the study was considered to be all members of the population because the number was below 100. The sampling method uses the census method because all members of the population in the study are sampled. The data collection technique used in this study was to distribute questionnaires. This research uses a quantitative approach by testing the selection of the best model using the Validity test to measure whether a questionnaire is valid or not, then analyzed using variance-based Structural Equation Modeling (SEM), namely Partial Least Square (PLS) with ethical leadership variables with 10 (ten) indicators, bureaucratic culture variables with 7 (seven) indicators, performance variables with 4 (four) indicators, and communication climate variables with 6 (six) indicators.

RESULTS AND DISCUSSION

1. Partial Least Square Analysis with Moderating Variables

a. Measurement Model Analysis (Outer Model)

1) Composite Reliability

The statistics used in composite reliability or construct reliability are the composite reliability value above 0.6, indicating that the construct has high reliability or reliability as a measuring instrument. A limit value of 0.6 and above means acceptable, and above 0.8 and 0.9 means very satisfactory.

[Table 1 about here.]

The conclusion of composite reliability testing is as follows:

The bureaucratic Culture variable is reliable because the composite reliability value of Bureaucratic Culture is $0.978 > 0.6$; the Communication Climate variable is reliable because the composite reliability value of Communication Climate is 0.966

> 0.6; the Ethical Leadership variable is reliable because the composite reliability value of Ethical leadership is $0.981 > 0.6$; Employee Performance variable is reliable because the composite reliability value of Employee Performance is $0.964 > 0.6$.

2) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) describes the variance that items can explain compared to the variance caused by measurement error. The standard is that if the AVE value is above 0.5, it can be said that the construct has good convergent validity. This means that the latent variable can explain more than its indicators' variance on average.

[Table 2 about here.]

The conclusions of the Average Variance Extracted (AVE) test are as follows:

The bureaucratic Culture variable is reliable because the AVE value of Bureaucratic Culture is $0.863 > 0.5$; the Communication Climate variable is reliable because the AVE value of Communication Climate is $0.828 > 0.5$; the Ethical Leadership variable is reliable because the AVE value of Ethical leadership is $0.840 > 0.5$; Employee Performance variable is reliable because the AVE value of Employee Performance is $0.869 > 0.5$.

3) Discriminant Validity

Discriminant Validity is the extent to which a construct is truly distinct from others (the construct is unique). The best recent measurement criterion is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is < 0.90 , a construct has good discriminant validity (Juliandi, 2018).

[Table 3 about here.]

The Bureaucratic Culture variable on Communication Climate has an HTMT value of $0.591 < 0.90$, meaning that the discriminant validity is good or completely different from other constructs (the construct is unique); The Bureaucratic Culture variable on Ethical Leadership has an HTMT value of $0.641 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique). Bureaucratic Culture variable on Employee Performance HTMT value $0.692 < 0.90$, meaning that the discriminant validity is good or completely different from other constructs (the construct is unique). Bureaucratic Culture variable on Moderating Bureaucratic Culture * Communication Climate HTMT value $0.396 < 0.90$, meaning that the discriminant validity is good or completely different from other constructs (the construct is unique); Bureaucratic Culture Variable on Moderating Ethical Leadership * Communication Climate HTMT value of $0.459 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Communication Climate Variable on Employee Performance HTMT value of $0.786 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Communication Climate variable on Communication Climate HTMT value $0.775 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Communication Climate variable on Moderating Bureaucratic

Culture * Communication Climate HTMT value $0.500 < 0.90$, meaning that the discriminant validity is good or completely different from other constructs (the construct is unique); Variable Communication Climate on Moderating Ethical Leadership * Communication Climate HTMT value $0.586 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Variable Ethical Leadership on Employee Performance HTMT value $0.799 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Ethical Leadership variable on Moderating Bureaucratic Culture * Communication Climate HTMT value $0.453 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Ethical Leadership variable on Moderating Ethical Leadership * Communication Climate HTMT value $0.541 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Variable Employee Performance on Moderating Bureaucratic Culture * Communication Climate HTMT value $0.557 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Variable Employee Performance on Moderating Ethical Leadership * Communication Climate HTMT value $0.441 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); Moderating variable Bureaucratic culture * Communication Climate on Moderating Ethical Leadership * Communication Climate HTMT value $0.716 < 0.90$, meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).

[Figure 2 about here.]

b. Structural Model Analysis (Inner Model)

1) R-Square

R-Square measures the proportion of variation in the variable's value influenced (endogenous) and can be explained by the variables that affect it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). The R-Square criteria are as follows: If the value of R^2 (adjusted) = 0.75, the model is substantial (strong); if the value of R^2 (adjusted) = 0.50, the model is moderate (moderate); if the value of R^2 (adjusted) = 0.25, the model is weak (bad).

[Table 4 about here.]

The conclusion from testing the r-square value on employee performance is that the Adjusted R-Square for the path model using moderator variables is 0.737. This means that the ability of bureaucratic culture, ethical leadership, and communication climate variables (interaction of bureaucratic culture and ethical leadership with communication climate) to explain employee performance is 73.7%. Thus, the model is classified as substantial (strong).

2) F-Square

F-Square is a measure used to assess the relative impact of an influencing variable (exogenous) on an influenced variable (endogenous). Changes in the R^2 value when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables substantially impact

endogenous constructs (Juliandi, 2018). The F-Square criteria are as follows:

If the F2 (adjusted) value = 0.02, the small effect of exogenous variables on endogenous variables; if the F2 (adjusted) value = 0.15, the medium/heavy effect of exogenous variables on endogenous variables; if the F2 (adjusted) value = 0.35, the large effect of exogenous variables on endogenous variables.

[Table 5 about here.]

The conclusion of the F-Square test in the table above is as follows:

The employee performance variable on bureaucratic culture is $F2 = 0.146$. Then there is a strong effect of exogenous variables on endogenous; the Employee performance variable on communication climate has a value of $F2 = 0.150$. Then there is a strong effect of exogenous variables on endogenous; the Employee performance variable on ethical leadership has a value of $F2 = 0.224$. Then there is a strong effect of exogenous variables on endogenous; Employee performance variable on moderating bureaucratic culture * communication climate has a value of $F2 = 0.224$. Then there is a strong effect of exogenous variables on endogenous; Employee performance variable on moderating ethical leadership * communication climate has a value of $F2 = 0.173$. Then there is a strong effect of exogenous variables on endogenous.

3) Direct Effect

The purpose of the analysis of direct effect is useful for testing the hypothesis of the direct effect of an influencing variable (exogenous) on the influenced variable (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

If the P-Values < 0.05 , then significant

If the P-Values > 0.05 , then no significant

[Table 6 about here.]

[Figure 3 about here.]

The conclusion from the direct effect value in the table above is as follows:

Bureaucratic Culture on Employee Performance: Path coefficient = $3.416 > T\text{-Table} = 1.960$, meaning that the effect of variable X (bureaucratic culture) on variable Y (employee performance) is significant; Ethical Leadership on Employee Performance: Path coefficient = $2.547 > T\text{-Table} = 1.960$, meaning that the effect of variable X (ethical leadership) on variable Y (employee performance) is significant; Bureaucratic Culture moderated by Communication Climate on Employee Performance: Path coefficient = $4.294 > T\text{-Table} = 1.960$, meaning that moderator variable Z (communication climate) moderates the effect of variable X (bureaucratic culture) on variable Y (employee performance) is significant; Ethical Leadership moderated by Communication Climate on Employee Performance: Path coefficient = $2.031 > T\text{-Table} = 1.960$, meaning that moderator variable Z (communication climate) moderates the effect of variable X (ethical leadership) on variable Y (employee performance) is significant;

The t-test conducted is the t-test result from the bootstrap calculation. The t-test results in the figure above will then be compared with the t-table value.

2. Evaluation of Relationship Between Variables

a) The Effect of Bureaucratic Culture on Employee Performance

From the statistical test results, Bureaucratic Culture (X1) significantly affects employee performance (Y). This is seen with the results of t-count ($3.416 > t\text{-table} (1.960)$ with a value of P-Values ($0.001 < 0.05$), then H1 is accepted, indicating that there is a positive and significant influence between bureaucratic culture on the performance of Region VII LLDIKTI employees.

The results of this test support the theory put forward by Umaterate, R. et al. (2015), which states that: bureaucratic culture has a relationship and has a positive and significant effect on employee work effectiveness. Bureaucratic culture is one of the determinants of the level of employee effectiveness. Kotter and Heskett (in Sembiring, 2012) also suggest that the relationship between the influence of bureaucratic culture and performance lies in the size of a strong and adaptive bureaucratic culture. This opinion is in line with the results of research by Maryani (2011), Kotter and Heskett (in Sembiring, 2012), and Trang (2013) in their research, which state that bureaucratic culture has a positive and significant effect on employee performance. So that if this variable is increased, employee performance will increase, and if this variable is removed, employee performance will decrease.

b) The Effect of Ethical Leadership on Employee Performance

From the statistical test results, Ethical Leadership (X1) significantly affects employee performance (Y). This is seen with the results of t-count ($2.547 > t\text{-table} (1.960)$ with a value of P-Values ($0.011 < 0.05$); then H2 is accepted, indicating that there is a positive and significant influence between ethical leadership on employee performance of Region VII LLDIKTI.

The results of this test support the theory put forward by (Adawiyah et al., 2021), which states that ethical leadership can influence employee performance. By strengthening these factors, employee work engagement and a sense of consistency of an employee will increase due to the trust they have in leaders who can behave fairly in considering interests and making decisions in every changing work environment.

c) Moderating Effect of Communication Climate on the Relationship Between Bureaucratic Culture and Employee Performance

Tests conducted simultaneously show that the moderator variable Z (communication climate) has a significant negative influence between variable X2 (bureaucratic culture) on variable Y (employee performance). This is seen with the results of t-count ($4.294 > t\text{-table} (1.960)$ with a value of P-Values ($0.000 < 0.05$), so H3 shows that there is a significant moderating effect of communication climate variables between bureaucratic culture and employee performance of LLDIKTI Region VII.

The results of this test indicate that bureaucratic culture moderated by a communication climate affects employee performance. Therefore, in achieving better employee performance, employees have implemented an organizational culture that has been formed for a long time and implemented by the organization.

d) Moderating Effect of Communication Climate on the Relationship Between Ethical Leadership and Employee Performance

Tests conducted simultaneously show that the moderator variable Z (communication climate) has a significant

influence between variable X1 (ethical leadership) on variable Y (employee performance). This is seen with the results of t-count (2.031) > t table (1.960) with a value of P-Values (0.043) < 0.05, then H4 is accepted, indicating that there is a significant influence on the moderator variable communication climate between ethical leadership on Region VII LLDIKTI employee performance.

The results of this test support the theory put forward by (Yuwarti, 2018), which states that the organizational communication climate and organizational culture simultaneously have a positive and significant effect on employee performance. This also aligns with the research results (Handayani, 2021), which show a significant influence between the organizational communication climate and organizational culture. A good communication climate produces a good relationship between individuals in the organization.

CONCLUSION

Based on the data obtained in research on the Effect of Ethical Leadership and Bureaucratic Culture on the Performance of Civil Servants of Region VII LLDIKTI with Communication Climate as a Moderating Variable. Respondents in this study amounted to 80 employees, and then it has been analyzed so that it can be concluded as follows: Bureaucratic culture has a significant positive effect on the Performance of Civil Servants of Region VII LLDIKTI, Ethical Leadership has a significant positive effect on the Performance of Civil Servants of Region VII LLDIKTI, Communication Climate moderates the relationship/influence on the relationship between Bureaucratic Culture and Region VII LLDIKTI Civil Servant Performance, Communication Climate moderates the relationship/influence on the relationship between Ethical Leadership and Region VII LLDIKTI Civil Servant Performance.

Based on the conclusions above, in this case, the authors can provide suggestions as follows: The bureaucratic culture factor is quite good, but the author suggests that employees maintain an organizational culture that has been formed comfortably, is conducive, prioritizes discipline, and kinship, and can motivate employees. In terms of improving performance, all employees should obey and comply with the bureaucratic culture that has been implemented by evaluating the organization's internal management to improve employee performance, which has an impact on improving organizational performance. The organization's leadership has sufficiently implemented the ethical leadership factor. Still, the author suggests that leaders be more open and build trust in employees by monitoring and sharing with employees. In the communication climate factor, there is a change in the organizational structure, which causes communication between superiors and subordinates to change; the delegation of authority should be organized and structured following the workload duties of each employee with the aim that employees, as implementers, can work properly and purposefully.

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TABEL 1. Composite Reliability Results

	<i>Composite Reliability</i>
Bureaucracy Culture	0.978
Communication Climate	0.966
Ethical Leadership	0.981
Employee Performance	0.964

TABEL 2. Average Variance Extracted Results

	<i>Average Variance Extracted (AVE)</i>
Bureaucracy Culture	0.863
Communication Climate	0.828
Ethical Leadership	0.840
Employee Performance	0.869

TABEL 3. Discriminant Validity

	Bureaucracy Culture	Communication Climate	Ethical Leadership	Employee Performance	Moderating BB*IK	Moderating KE*IK
Bureaucracy Culture						
Communication Climate	0.591					
Ethical Leadership	0.641	0.786				
Employee Performance	0.692	0.775	0.799			
Moderating BB*IK	0.396	0.500	0.453	0.557		
Moderating KE*IK	0.459	0.586	0.541	0.441	0.716	

TABEL 4. R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0.754	0.737

TABEL 5. F-Square

	Bureaucracy Culture	Communication Climate	Ethical Leadership	Employee Performance	Moderating BB*IK	Moderating BB*IK
Bureaucracy Culture				0.146		
Communication Climate				0.150		
Ethical Leadership				0.224		
Employee Performance						
Moderating BB*IK				0.224		
Moderating KE*IK				0.173		

TABEL 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	T Table	P Values
Bureaucracy Culture → Employee Performance	0.251	0.252	0.074	3.416	1.960	0.001
Communication Climate → Employee Performance	0.317	0.339	0.129	2.450	1.960	0.015
Ethical Leadership → Employee Performance	0.393	0.366	0.154	2.547	1.960	0.011
Moderating BB*IK → Employee Performance	-0.250	-0.248	0.058	4.294	1.960	0.000
Moderating KE*IK → Employee Performance	0.239	0.236	0.118	2.031	1.960	0.043

Figure 1. Conceptual Framework

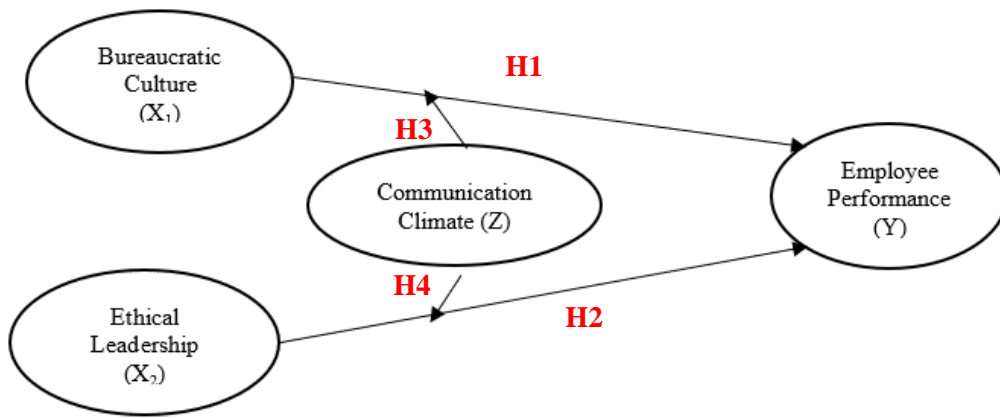


Figure 2. Standardized Loading Factor Outer Model

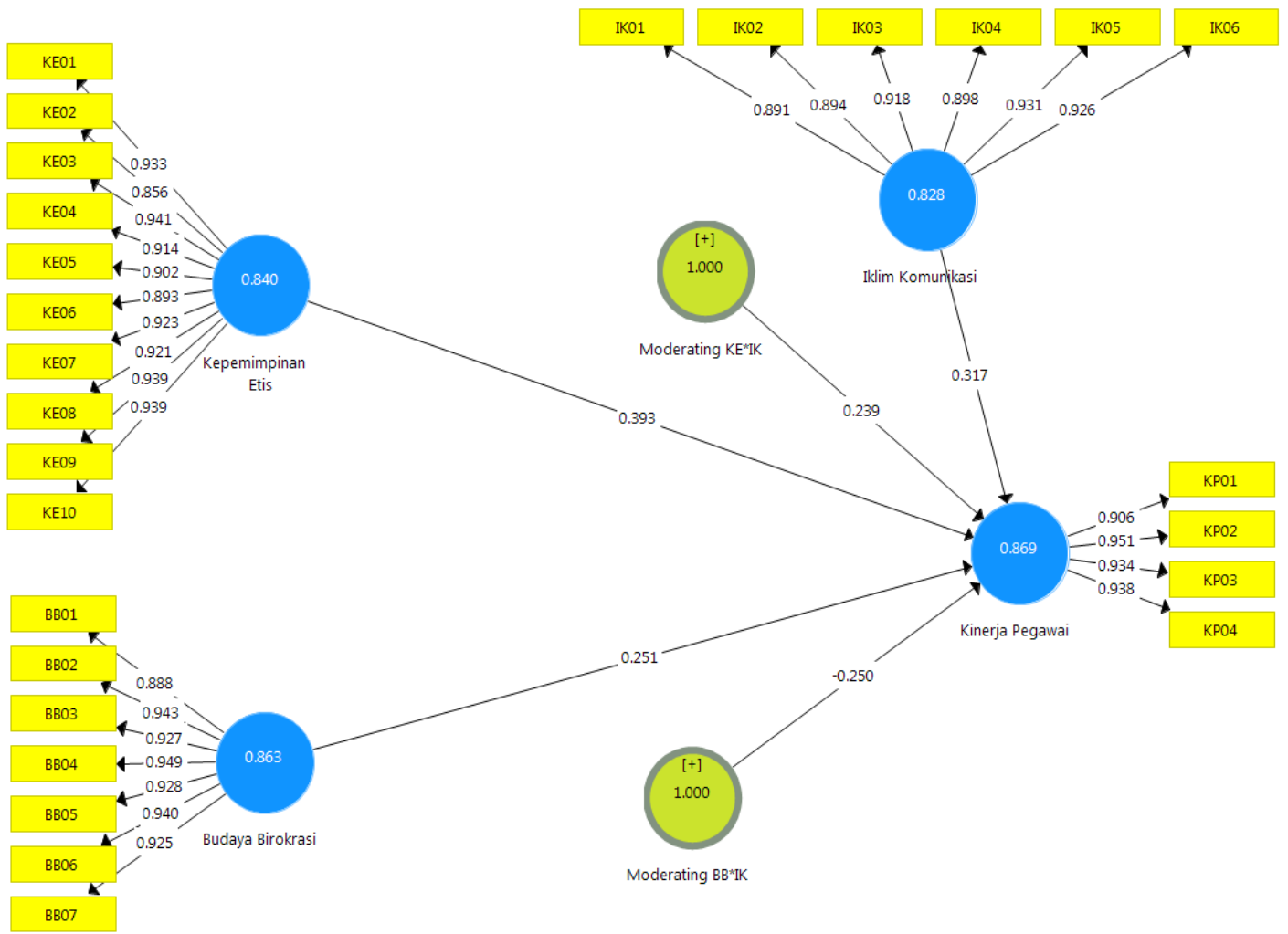


Figure 3. T-Value Inner Model

