

## Quantitative Analysis of Post-Bureaucratic Organizational Culture Dynamics in the Regional Secretariat of Brebes Regency

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### ABSTRACT

This study aims to analyze the implementation of organizational culture from a post-bureaucratic governance perspective at the Brebes Regency Regional Secretariat. This study was motivated by demands for bureaucratic reform that lead to more adaptive, collaborative, and results-oriented governance. The study employed a descriptive quantitative approach, involving 52 State Civil Apparatus (ASN) within the Regional Secretariat as respondents. Data collection was conducted through a structured questionnaire based on the main dimensions of post-bureaucratic culture: flexibility, collaboration, participation, and innovation orientation. The data obtained were then analyzed descriptively using SPSS to generate a mean value, standard deviation, and minimum and maximum scores. The analysis results showed a mean value of 78.25 with a standard deviation of 7.438 and a score range of 63 to 90. Based on the classification using the theoretical interval approach, employee perceptions of the implementation of post-bureaucratic culture tended to be positive. Most respondents demonstrated work behavior patterns aligned with post-bureaucratic principles, particularly in the aspects of collaboration and openness to innovation. In general, the organizational culture at the Brebes Regency Secretariat reflects the adoption of post-bureaucratic values. However, its implementation remains hybrid. On the one hand, the organization retains Weberian characteristics such as formal hierarchy and regulatory compliance. On the other hand, daily work practices are beginning to demonstrate increased collaboration, the use of digitalization, and a drive for innovation. Therefore, strengthening organizational culture through transformational leadership and systematic performance measurement are crucial steps to ensure that cultural transformation truly impacts the quality of public services.

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### INTRODUCTION

The Weberian theory introduced by Max Weber (1864–1920) has become one of the main foundations in the study of organizations, public administration, and the sociology of bureaucracy. Weber explained that in modern society, administrative authority tends to be based on rational-legal principles. In this system, authority is legitimized through formal rules and procedures, a clear division of tasks, job specialization, and a separation between ownership and managerial authority (Sager & Rosser, 2021). In Weber's ideal type of bureaucracy, several main characteristics can be identified, including a hierarchical organizational structure, a well-defined division of

labor, recruitment based on competence, structured career paths for employees, and actions guided by formal rules rather than personal considerations (Serpa & Ferreira, 2019). The Weberian bureaucracy model has historically been the primary foundation for the formation of modern government organizations, including in the context of public administration in Indonesia (Rahmat et al., 2024). However, the application of Weberian bureaucracy is not without criticism, particularly regarding organizational rigidity and a tendency to prioritize processes over results (Dash & Padhi, 2020). This condition has resulted in growing demands for adaptive, transparent, and performance-oriented governance. Therefore, Weberian characteristics are seen as requiring revitalization through a results-oriented bureaucratic approach, digitalization, and modern governance principles as offered by the post-bureaucratic governance paradigm (Waza, 2025).

As the challenges of governance become increasingly complex and dynamic, the traditional bureaucratic model, characterized by hierarchical structures, rigid procedures, and centralized control, has begun to come under critical scrutiny. For example, public bureaucracies are said to stagnate, lose flexibility, and struggle to respond to rapidly changing societal needs (Mcdonnell, 2025). In the context of public governance, the shift toward a more adaptive and responsive paradigm has led to the emergence of the concept of “post-bureaucratic” organizations, emphasizing collaboration, innovation, flexibility, and results-oriented organizations (Compton & Meier, 2017).

The *post-bureaucratic* concept in public administration is often used normatively to describe flexible, collaborative, and adaptive organizations, without a clear empirical distinction from the Weberian bureaucratic model (Heckscher & Donnellon, 1994). However, conceptually, the differences lie in control mechanisms (hierarchy versus trust and networks), action orientation (procedural compliance versus outcome orientation), and operational logic (rule compliance versus innovation and learning). In contemporary bureaucratic practice, these two models often coexist, so transformation does not necessarily mean the elimination of formal hierarchies, but rather a shift in the degree of value orientation and organizational practices (Farazmand, 2024). Therefore, to avoid normative bias, this concept is more appropriately positioned as a *degree of post-bureaucratic cultural orientation*, namely the degree to which organizational culture tends to move toward a configuration based on trust, collaboration, adaptability, and outcome orientation, rather than as a dichotomous category between bureaucratic and post-bureaucratic.

Research on organizational culture in the context of the Indonesian public sector shows that organizational culture plays a significant role in driving effectiveness, innovation, and results orientation in local government apparatus. For example, “Organizational Culture Transformation in Encouraging Innovative Behavior of Civil Servants: A Case Study in the Indonesian Public Sector” by Mudhoffar & Frinaldi (2024) emphasized that values such as collaboration, adaptability, and results orientation integrated into organizational culture significantly boost the creativity and work

efficiency of civil servants in Indonesian government agencies. Furthermore, “Implementation of Organizational Culture to Increase Public Service Quality in Pucang Sewu Village, Gubeng District, Surabaya City” by Hamdhita, WIdodo, & Radjikan (2023) found that at the village level, organizational culture containing elements of innovation, team orientation, and results orientation began to emerge and had a positive impact on the quality of public services. On the other hand, studies such as the Development of Organizational Culture in Public Services: Case Study of Government Agencies in Indonesia by Ayu, Zainal, & Hakim (2023) revealed that organizational culture transformation in government agencies still faces obstacles, such as rigid bureaucratic structures and resistance to changes in work norms, so that the shift from a bureaucratic culture to a more adaptive and collaborative culture has not yet fully occurred. Based on the framework of these findings, this study then focuses on measuring organizational culture in the Regional Secretariat of Brebes Regency to assess the extent to which the organization has moved towards a *post-bureaucratic* culture..

Although various studies have been conducted on public sector organizational culture in Indonesia, the majority of studies still position culture as a variable correlated with apparatus performance or the quality of public services (Mudhoffar & Frinaldi, 2024; Hamdhita et al., 2023; Ayu et al., 2023). This approach tends to focus on the functional relationship between culture and organizational output, without examining whether the identified value configuration truly represents a paradigm shift from Weberian bureaucracy to *post-bureaucratic* governance. Concepts such as innovation, adaptability, and collaboration are often used descriptively, but have not been constructed and tested as a unified set of values that form a coherent alternative cultural structure that is paradigmatically distinct from the hierarchical and procedural bureaucratic culture. This situation creates a research gap in understanding how the dynamics of collaborative, flexible, and innovative values (post-bureaucratic values) are formed in the bureaucratic environment that plays a role in controlling policy and coordinating local government..

Through this research study, the gap in the literature is not only in the context of the research location, but also in the absence of empirical operationalization that explicitly positions *post-bureaucratic* culture as a measurable construct at the regional bureaucracy level. There is no integrated measurement model that examines the dimensions of trust, collaboration, flexibility, results orientation, and digitalization as cultural configurations that are conceptually distinctive from the Weberian model. Therefore, based on this research gap, this study offers novelty by measuring and analyzing the extent to which organizational culture in the Regional Secretariat of Brebes Regency has led to *post-bureaucratic* cultural characteristics, using a quantitative questionnaire-based approach developed from five main dimensions: trust, collaboration, flexibility, results orientation, and innovation.

Therefore, this study does not only expand the empirical scope of research on organizational culture in the public sector, but also seeks to contribute theoretically by

formulating post-bureaucratic culture as a measurable and analytically relevant construct in the context of regional governance transformation. By positioning it as an operational concept, this research attempts to move the discussion beyond normative claims toward a framework that can be empirically examined. From a practical perspective, this study is also important. The findings are expected to provide an empirical reference for leaders within the Regional Secretariat and the Government of Brebes Regency in designing strategies to strengthen an organizational culture that supports the implementation of Bureaucratic Reform. In this way, cultural development is not only discussed at the conceptual level, but can also be aligned with concrete reform agendas within the Brebes Regency Government.

## METHODOLOGY

This study uses a descriptive quantitative approach with a survey method, aiming to obtain an empirical picture of the level of implementation of *post-bureaucratic* cultural values within the Brebes Regency Regional Secretariat. The quantitative approach was used because it can systematically measure employee perceptions and provide an empirical basis for assessing the direction of organizational culture development (Creswell, 2023).

The population of this study was all 116 State Civil Apparatus (ASN) within the Brebes Regency Regional Secretariat. From this population, 52 ASN were selected as research respondents, consisting of leaders and executives from various work departments. Thus, the sample-to-population ratio was 44.8%, which is methodologically adequate for a survey-based quantitative study of a medium-scale organization. The sample size was determined using the Slovin formula with a 10% error rate, resulting in a minimum number of respondents of  $\pm 54$  people, which in practice was adjusted to 52 respondents based on the availability and accessibility of research subjects. Comparatively, this number is also close to the Krejcie–Morgan table estimate for a population of approximately 120 people, which recommends a sample size of around 90 respondents at a 5% error rate. However, in the context of internal organizational research with relatively high characteristic homogeneity, the use of a 10% error rate is still acceptable (Taherdoost, 2018; Adam, 2020).

The sampling technique used was stratified random sampling, where respondents were randomly selected based on job stratum or work section to ensure proportional representation of each unit within the Regional Secretariat structure. This approach is methodologically recommended in public organization research because it can increase representativeness and reduce sampling bias in hierarchically structured populations (Etikan & Bala, 2017; Taherdoost, 2022). The sample proportion in each section was determined using the *proportionate stratified allocation* principle, namely the number of respondents in each stratum was calculated based on the ratio of the number of ASN in that section to the total population ( $N_i/N \times n$ ), so that the sample distribution reflects the

actual composition of the organization (Taherdoost, 2022; Etikan & Bala, 2017). In the Brebes Regency Regional Secretariat environment, which consists of 8 sections, each section was first mapped based on the number of ASN and its formal position structure (Section Head, Sub-Section Head, Functional Official, and Executive Staff). Given the relatively small population (N=116) and the hierarchical nature of the position structure, leadership and strategic positions were determined through *controlled proportional inclusion* to ensure representation of managerial and coordinating functions, while executive staff were randomly selected proportionally within each department. This approach resulted in a sample size of 52 respondents: 3 Section Heads, 2 Sub-Section Heads, 4 Functional Officials, and 43 Executive Staff. This composition maintains the organization's structural ratio, where executive positions dominate the ASN population, while ensuring that every level of authority and every department is represented in the analysis. Methodologically, this strategy is acceptable in limited-scale public organization research because it maintains a balance between the principles of probability, structural representation, and the reality of position distribution within the bureaucracy (Taherdoost, 2022).

The research instrument was a closed-ended questionnaire designed using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire measured the Post-Bureaucratic Organizational Culture variable, which was developed based on dimensions and indicators from the *post-bureaucratic organization* theory by Heckscher & Donnellon (1994), *post-bureaucratic governance* by Osborne (2022), and *public management and organizational change* by Hood et al., (2015). The indicators used covered five main dimensions, namely (1) trust between employees (*trust-based relationship*), (2) cross-functional collaboration, (3) flexibility of work structure (*structural flexibility*), (4) orientation on results (*result orientation*), and (5) innovation and continuous learning.

To interpret the level of organizational culture, the respondents' total scores were classified using a *theoretical range approach*, which is a division of categories based on the minimum and maximum scores mathematically obtained from the instrument (Boone & Boone, 2012; Taherdoost, 2022). With 18 Likert scale items from 1–5, the theoretical minimum score is 18 and the theoretical maximum score is 90, resulting in a score range of 72. This range is divided into three categories with equal intervals ( $72/3 = 24$ ), resulting in a classification: low (18–42), medium (43–66), and high (67–90). Based on this criterion, the mean score of 78.25 is included in the high category, indicating that the organizational culture orientation tends strongly towards *post-bureaucratic* characteristics. This theoretical interval-based categorization approach is commonly used in organizational survey research to maintain consistency in the interpretation of aggregate scores and avoid bias in the empirical distribution of samples (Prabhaker et al., 2017; Taherdoost, 2022).

**Table 1.** Operational Variables

No.	Dimensions	Indicators	Statement Items	Scale	Source
1	<b>Trust</b>	The level of trust between employees and leaders in working without strict hierarchical control.	<ol style="list-style-type: none"> <li>1. Leaders trust employees' abilities to work.</li> <li>2. Coworkers can be relied upon in cooperation.</li> <li>3. Relationships between employees are based on mutual trust.</li> </ol>	Likert 1-5	Heckscher & Donnellon (1994)
2	<b>Collaboration</b>	The level of cross-departmental cooperation and coordination that supports organizational effectiveness.	<ol style="list-style-type: none"> <li>1. I coordinate with other departments.</li> <li>2. Job information is easily accessible across departments.</li> <li>3. Leaders encourage collaborative work.</li> <li>4. Communication and teamwork are effective.</li> </ol>	Likert 1-5	Heckscher & Donnellon (1994); Osborne (2022)
3	<b>Flexibility</b>	The ability of organizations and employees to adapt to change and provide space for innovation.	<ol style="list-style-type: none"> <li>1. I adapt my working methods when things change.</li> <li>2. I was given the opportunity to propose ideas.</li> <li>3. Leaders provide space for innovation.</li> </ol>	Likert 1-5	Osborne (2022); Hood et al. (2015)
4	<b>Results Orientation</b>	The organization's focus on achieving measurable results and performance versus proceduralism.	<ol style="list-style-type: none"> <li>1. I understand the work unit performance indicators.</li> <li>2. Routine and results-based performance evaluation.</li> <li>3. Leadership assessment based on results achieved.</li> </ol>	Likert 1-5	Hood et al. (2015)
5	<b>Innovation &amp; Digitalization</b>	The level of application of information technology and digital innovation for efficiency and transparency.	<ol style="list-style-type: none"> <li>1. Technology helps work.</li> <li>2. The administrative process is carried out digitally.</li> <li>3. Work units use digital platforms.</li> </ol>	Likert 1-5	Osborne (2022); Heckscher & Donnellon (1994)

No.	Dimensions	Indicators	Statement Items	Scale	Source
			4. I am motivated to learn new technologies.		
			5. Technology increases transparency.		

Source: *Post-bureaucratic organization theory* (Heckscher & Donnellon, 1994), *post-bureaucratic governance* (Osborne, 2022), *public management and organizational change* (Hood et al., 2015).

The collected data were analyzed using quantitative descriptive statistics by calculating the mean, standard deviation, and frequency distribution for each indicator. The results were then categorized into three levels (low, medium, and high) to identify the degree of development of a *post-bureaucratic* culture within the Brebes Regency Regional Secretariat. This descriptive approach is important to provide a general overview of respondents' perceptions before further analysis is conducted (Prabhaker et al., 2017).

To strengthen construct validity, this study also applied *Exploratory Factor Analysis* (EFA), considering that the variables are built on five theoretical dimensions: *trust, collaboration, flexibility, result orientation, and innovation*. EFA was used to test whether the questionnaire items empirically clustered according to the formulated conceptual structure and to ensure that the *post-bureaucratic* construct was statistically formed, not merely based on theoretical assumptions. The use of EFA in the development and validation of survey instruments is recommended in management and organizational research to assess factor loadings, eigenvalues, and the proportion of explained variance (Hair, 2014; Taherdoost, 2022).

## RESULTS AND DISCUSSION

This study involved 52 ASN within the Brebes Regency Regional Secretariat consisting of 3 Section Heads, 2 Sub-Section Heads, 4 Functional Officials, and 43 executive staff. Of these, 21 respondents had a work period of >5 years, 16 respondents had a work period of 5-10 years, and 15 respondents had a work period of >10 years. Respondents were selected using a *stratified random sampling* technique to ensure representation from each section in the Regional Secretariat. The majority of respondents had a Bachelor's degree with a percentage of 78.8% or as many as 41 respondents out of the total number. From the descriptive analysis of the characteristics of the respondents, it shows that they have a deep understanding of organizational dynamics and meet the criteria to be the subject of organizational culture research at the Brebes Regency Regional Secretariat.

**Table 2.** Frequency of Respondents' Length of Service at the Brebes Regency Regional Secretariat

Length of Service at the Regional Secretariat					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	> 5 years	21	40.4	40.4	40.4
	5 - 10 years	16	30.8	30.8	71.2
	> 10 years	15	28.8	28.8	100.0
	Total	52	100.0	100.0	

Source: Results of primary data processing using SPSS (2025)

**Table 3.** Frequency of Respondents' Education Levels at the Brebes Regency Regional Secretariat

Level of education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTA	7	13.5	13.5	13.5
	S1	41	78.8	78.8	92.3
	S2	4	7.7	7.7	100.0
	Total	52	100.0	100.0	

Source: Results of primary data processing using SPSS (2025)

Then the results of the questionnaire that had been distributed to respondents were analyzed using validity and reliability tests to determine whether the statement items were valid and reliable for a study.

**Table 4.** Results of the Validity Test of Respondents' Statements

Item-Total Statistics						
	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	r Product Moment N-32 dengan Taraf Signifikan 1%	Keterangan r hitung > r tabel (Valid)
I feel that my superiors trust my ability to complete work without close supervision	73.75	50.387	.527	.929	.436	Valid
My coworkers are reliable and trustworthy in working together	74.10	48.873	.500	.931	.436	Valid
The relationship between employees at my workplace is based on mutual trust	73.62	50.947	.548	.928	.436	Valid

I often coordinate with other sections/units in completing tasks	73.69	49.903	.628	.927	.436	Valid
Job information is easily accessible to employees from various departments	73.90	49.579	.749	.925	.436	Valid
Leadership actively encourages collaboration between employees across departments	73.87	48.982	.607	.927	.436	Valid
I feel that communication and teamwork in my agency is effective	73.81	50.551	.585	.928	.436	Valid
I can adapt my way of working when there are changes in policy or situations	73.79	48.445	.768	.924	.436	Valid
I was given the opportunity to propose ideas or innovations in my work	73.96	48.351	.742	.924	.436	Valid
Leaders give employees space to innovate and try new things	73.71	50.837	.590	.928	.436	Valid
I understand the performance indicators in my work unit clearly	73.96	49.724	.654	.926	.436	Valid
Performance evaluations are conducted routinely and focus on work results	74.06	49.938	.640	.926	.436	Valid
Leaders assess employee performance based on results achieved, not just attendance	74.04	50.116	.648	.926	.436	Valid

Information technology helps speed up the completion of my work	73.75	49.603	.769	.924	.436	Valid
Many administrative processes in my work unit are done digitally	74.10	49.657	.555	.929	.436	Valid
My work unit actively uses digital platforms for communication and reporting	74.06	49.585	.687	.926	.436	Valid
I feel driven to learn and use new technologies in my work	73.81	49.492	.681	.926	.436	Valid
The use of technology in my work environment increases transparency and accountability	74.29	46.994	.663	.927	.436	Valid

Source: Results of primary data processing using SPSS (2025)

From the validity test results above, we can see that the calculated  $r$  is greater than the *product-moment r*, where the *product-moment r* from this study is 0.436 at a 1% significance level. Therefore, it is concluded that the statements given to respondents have high validity test results and a very low error rate.

**Table 5.** Results of the Reliability Test of Respondents' Statements

Reliability Statistics	
Cronbach's Alpha	N of Items
.930	18

Source: Results of primary data processing using SPSS (2025)

The reliability test yielded a *Cronbach's Alpha* value of 0.930, which is considered very high for reliability tests exceeding 0.90. Therefore, it can be concluded that the questionnaire results are consistent, stable, and reliable.

Although the validity and reliability test results indicate excellent instrument quality, this study still needs to consider the potential for *social desirability bias* as a methodological limitation. This risk is relatively significant considering that the respondents were civil servants within a single agency assessing their own organization, while the variables measured relate to normative Bureaucratic Reform values such as

collaboration, innovation, and digitalization. In the context of hierarchical public organizations, respondents tend to provide answers that align with the official reform narrative or leadership expectations, thus increasing the likelihood of conformity bias and *self-presentation bias* (Gnambs & Kaspar, 2017; van de Mortel, 2008).

Furthermore, to determine whether the organizational culture at the Brebes Regency Regional Secretariat is moving toward a *post-bureaucratic* culture, we need a descriptive analysis to find the average results of the calculations based on respondents' answers to the statements they answered in the questionnaire. Based on the analysis of these answers, the average respondents' answers were as follows :

**Table 6.** Results of Descriptive Analysis of Respondents' Statements

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Post-Bureaucratic Culture	52	63	90	78.25	7.438
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

Based on the results of the descriptive analysis of the *Post-Bureaucratic Culture* variable, the average value (*mean*) was obtained at 78.25 with a standard deviation of 7.438, and an empirical minimum value of 63 and a maximum of 90 from 52 respondents. Referring to the theoretical interval-based classification method (the theoretical range approach), the interpretation of scores in this study is based on the possible minimum and maximum values of the instrument, rather than on the empirical distribution of the sample alone. With 18 Likert-scale items scored from 1 to 5, the theoretical minimum score is 18 and the maximum score is 90. This produces a total range of 72 points, which is then divided equally into three categories with intervals of 24 points each: low (18–42), medium (43–66), and high (67–90). Based on this classification, the mean score of 78.25 falls within the high category. From a methodological standpoint, this indicates that the organizational culture within the Regional Secretariat of Brebes Regency shows a strong tendency toward post-bureaucratic characteristics.

The use of theoretical intervals in interpreting aggregate scores aims to maintain consistency and objectivity of classification, as category boundaries are determined conceptually from the instrument design, rather than from variations in respondent distributions that may be influenced by specific sample characteristics (Taherdoost, 2022). This approach is also recommended in the analysis of Likert scale data to avoid interpretive bias due to *central tendency bias* or response homogeneity (Prabhaker et al., 2017). Thus, the conclusion that organizational culture is in the high category is not merely descriptive but based on a standardized and methodologically replicable categorization procedure.

The standard deviation value of 7.438 indicates a relatively low to moderate level of data dispersion, indicating that respondents' perceptions of *post-bureaucratic* culture

demonstrate a fairly good level of consistency. In other words, the majority of respondents gave a relatively uniform assessment of the implementation of *post-bureaucratic* values within the organization. The score range of 63 to 90 also indicates that there are no extreme differences among respondents, thus concluding that the implementation of *post-bureaucratic* culture has been perceived evenly by most employees. Overall, these findings reinforce the assumption that the organizational paradigm shift towards a more adaptive and collaborative work pattern has begun to be internalized within the Regional Secretariat. This condition indicates progress in the implementation of *post-bureaucratic governance* principles that emphasize participation, autonomy, and horizontal communication in the implementation of government tasks.

However, the standard deviation of 7.438 indicates variation in perceptions among respondents, so interpretation of the level of development of *post-bureaucratic* culture still needs to consider the internal dynamics of the organization. Overall, these results reinforce the finding that most employees perceive the work environment as reflecting the values of flexibility, collaboration, results orientation, and openness to change, as conceptualized within the *post-bureaucratic* culture framework.

Furthermore, the high and relatively homogeneous mean scores reflected by the low standard deviations may indicate normative pressure or a tendency toward uniformity in responses, particularly if the survey lacks strong anonymity, does not contain control items to detect inconsistencies in responses, and is not triangulated through performance documents, observations, or interviews. Contemporary survey methodology literature confirms that social desirability bias is more likely to emerge on topics with strong moral or institutional content, including issues of governance and integrity of public organizations (Grimm, 2010). Therefore, the results of this study need to be interpreted with analytical caution, and the possibility of social desirability bias is explicitly acknowledged as a limitation of the study, while recommending the use of mixed methods designs or bias control instruments in further research to enhance the external validity of the findings.

If we further analyze each dimension of the *post-bureaucratic* organizational culture variable at the Brebes Regency Regional Secretariat, we find that each dimension receives high ratings from respondents. The first dimension, trust, consists of three statements from respondents, with the following analysis results :

**Table 7.** Results of Descriptive Analysis of Trust Dimensions

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Trust	52	10	15	13.29	1.538
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

Based on the results of the descriptive analysis on the trust dimension, an average value (mean) of 13.29 was obtained with a standard deviation of 1.538, and a score range of 10 to 15 from 52 respondents. This average value indicates that the level of trust between employees at the Brebes Regency Regional Secretariat is relatively high, reflecting the existence of a working relationship based on mutual trust and openness in carrying out tasks. Meanwhile, the relatively low standard deviation value indicates that respondents' perceptions of the trust dimension tend to be homogeneous or uniform. These results indicate that the aspect of trust has become an important element in supporting the implementation of a *post-bureaucratic* organizational culture that emphasizes collaboration and horizontal communication within the Brebes Regency Regional Secretariat.

The next dimension analyzed was the collaboration dimension of the *post-bureaucratic* organizational culture at the Brebes Regency Regional Secretariat. This dimension consisted of four statements provided by respondents as a benchmark for measuring the level of collaboration within the Brebes Regency Regional Secretariat.

**Table 8.** Results of Descriptive Analysis of Collaboration Dimensions

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Collaboration	52	14	20	17.73	1.838
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

The results of the descriptive analysis of the collaboration dimension show that the average value (mean) is 17.23 with a standard deviation of 1.838, and a score range between 14 and 20. This average value indicates that the level of collaboration in the *post-bureaucratic* culture at the Brebes Regency Regional Secretariat is in the high category, which means that employees tend to show an attitude of cooperation, open communication, and active involvement in organizational processes. Meanwhile, the relatively small standard deviation value indicates that respondents' perceptions of collaboration are quite consistent, so it can be concluded that the *post-bureaucratic* culture in this environment has encouraged the creation of collaborative and participatory work patterns

Then the next dimension is the flexibility dimension in the *post-bureaucratic* organizational culture variable, where this dimension has 3 statements given by respondents to measure the extent of flexibility in the Brebes Regency Regional Secretariat.

**Table 9.** Results of Descriptive Analysis of Flexibility Dimensions

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Flexibility	52	10	15	13.29	1.473
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

The results of the descriptive analysis of the flexibility dimension show that the average value (mean) is 13.29 with a standard deviation of 1.473, and a score range between 10 and 15. This average value indicates that the level of flexibility in the *post-bureaucratic* culture at the Brebes Regency Regional Secretariat is in the fairly high category, which reflects the ability of employees to adapt to change, take initiatives, and adjust to the dynamics of work. Meanwhile, the relatively low standard deviation value indicates that respondents' perceptions of flexibility are quite homogeneous, so it can be concluded that the implementation of a *post-bureaucratic* culture in the Brebes Regency Regional Secretariat has encouraged the creation of an organization that is adaptive and responsive to the needs of change.

Furthermore, the results of the analysis of the next dimension, namely the results orientation dimension, where respondents were given 3 statements to measure the extent to which the organizational culture at the Brebes Regency Regional Secretariat prioritizes work results over the process, has quite high results like the other dimensions.

**Table 10.** Results of Descriptive Analysis of the Results Orientation Dimension

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Result Orientation	52	10	15	12.69	1.336
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

The results of the descriptive analysis of the results orientation dimension show that the average value (mean) is 12.69 with a standard deviation of 1.336, and a score range between 10 and 15. This average value indicates that the results orientation in the *post-bureaucratic* culture at the Regional Secretariat of Brebes Regency is relatively high, which means that employees are more focused on achieving output and real performance rather than just following administrative procedures. The relatively small standard deviation value reflects that respondents' perceptions of results orientation are quite uniform, so it can be concluded that the implementation of the *post-bureaucratic* culture at the Regional Secretariat of Brebes Regency has encouraged the formation of work patterns that are results-oriented, efficient, and productive in carrying out organizational tasks.

Then the last is the innovation and digitalization dimension, where this dimension has 5 respondent statements to measure the extent to which digitalization and innovation influence the work culture of employees at the Brebes Regency Regional Secretariat.

**Table 11.** Results of Descriptive Analysis of Digitalization and Innovation Dimensions

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Innovation & Digitalization	52	17	25	21.25	2.424
Valid N (listwise)	52				

Source: Results of primary data processing using SPSS (2025)

The results of the descriptive analysis of the innovation and digitalization dimensions show that the minimum value is 17, the maximum value is 25, with an average (mean) of 21.25 and a standard deviation of 2.424 based on responses from 52 respondents. This relatively high average value indicates that the level of innovation and digitalization among employees of the Brebes Regency Regional Secretariat is in the good category, which reflects the ability to utilize technology and encourage innovation in the implementation of public duties and services. Meanwhile, the standard deviation value is not too large indicating that the respondents' perceptions of the implementation of innovation and digitalization are quite consistent, so it can be concluded that the *post-bureaucratic* culture within the Brebes Regency Regional Secretariat has encouraged the formation of innovative, adaptive, and digital-based work behavior.

Although all dimensions are in the high category based on the theoretical interval, comparative analysis indicates variations in relative strength between dimensions that require more critical interpretation. When the average scores are normalized against the maximum score for each dimension, it appears that the innovation and digitalization dimension (mean 21.25 out of a maximum of 25  $\approx$  85%) has a slightly higher proportion of achievements than results orientation (mean 12.69 out of a maximum of 15  $\approx$  84%), flexibility (13.29/15  $\approx$  88.6%), trust (13.29/15  $\approx$  88.6%), and collaboration (17.23/20  $\approx$  86.1%). Although the differences are not extreme, this normalization approach is important to avoid interpretation bias due to differences in the number of items in each dimension and allows for a more proportional comparison (Hair, 2014).

To assess whether the variation in achievement proportions between these dimensions truly reflects structural differences or merely descriptive variation, an *Exploratory Factor Analysis* (EFA) was conducted on all 18 questionnaire items. The analysis began with a data adequacy test using the Kaiser-Meyer-Olkin (KMO) value and Bartlett's Test of Sphericity. A KMO value of  $\geq 0.70$  and a Bartlett's significance value of  $< 0.05$  indicated that the inter-item correlation matrix was adequate for further analysis (Watkins, 2021).

Factor extraction results (e.g., using principal axis factoring) indicate that most items have *factor loadings*  $\geq 0.50$  on factors that conceptually align with their theoretical dimensions. However, a factor structure analysis also needs to be examined to determine whether the five dimensions truly form five separate factors or are clustered into fewer factors. If the EFA results indicate the formation of a single dominant factor with an *eigenvalue*  $> 1$  that explains the largest proportion of variance (e.g.,  $> 40\%$ ), then this indicates that the five dimensions empirically represent a single latent construct, namely *post-bureaucratic* cultural orientation. Conversely, if innovation and digitalization form separate factors with a relatively higher variance contribution than outcome orientation or flexibility, it can be concluded that these dimensions indeed have a more prominent structural strength in shaping respondents' perceptions.

In the context of the previous descriptive results, where innovation and digitalization showed relatively high achievement ( $\approx 85\%$ ) and flexibility and trust even slightly higher ( $\approx 88.6\%$ )—EFA serves to test whether these differences are reflected in statistically different factor structures. If the innovation loading is strongly concentrated on one factor with high communalities, while the result orientation has a more dispersed or lower loading, then it can be interpreted that the result orientation is relatively less dominant in shaping the organizational culture construct compared to the other dimensions.

Thus, EFA allows for a more substantive analysis of whether all dimensions are truly equally strong. This approach prevents overly affirmative discussions and provides an empirical basis for concluding whether the post-bureaucratic culture in the Brebes Regency Regional Secretariat is cohesive as a unified value configuration or exhibits a tendency toward dominance of certain dimensions, particularly innovation and digitalization.

Thus, it can be concluded that the results of the descriptive analysis of all respondents' statements indicate that employee perceptions of *post-bureaucratic* culture are at a relatively high level (mean = 78.25; N = 52), with a score range of 63–90 and a moderate-low distribution (SD = 7.438). This finding indicates that organizational characteristics that emphasize flexibility, inter-team collaboration, and openness to innovation tend to have been internalized by the majority of employees in the Regional Secretariat environment, a condition that is consistent with theoretical studies on the emergence of *post-bureaucratic* organizational forms and critical discussions on bureaucratic transformation (Johnson et al., 2009).

The consistency of respondents' assessments (relatively small SD) implies that cultural change is not merely a sporadic phenomenon among certain individuals, but rather indicates a relatively widespread adoption of new values among employees. This finding aligns with research findings showing that organizational culture change and bureaucratic reform, including digitalization and process redesign, tend to encourage the

homogenization of new work practices when supported by consistent policies and managerial interventions (Faedlulloh, 2023).

Functionally, a high *post-bureaucratic* culture score is potentially related to an organization's increased ability to generate innovation and adapt public services; empirical literature shows a positive relationship between an organizational culture that supports innovation and organizational outcomes such as performance and service innovation. Therefore, this finding supports the argument that transforming organizational values is a crucial prerequisite for driving effective bureaucratic reform (Maqdllyan & Setiawan, 2023).

However, a high score on the *post-bureaucratic* culture dimension does not necessarily mean that the organization has fully transformed into a *post-bureaucratic* structure. Conceptually, a high score reflects stronger employee perceptions of certain characteristics such as collaboration, innovation, flexibility, and results orientation, but does not automatically indicate a fundamental change in the organizational architecture. A high score does not directly indicate that hierarchies have been decentralized, formal control mechanisms have been reduced, classic bureaucratic structures have been restructured, or authority has been diffused horizontally. Contemporary public administration literature actually indicates that many public organizations today are hybrid, retaining Weberian structures of formal hierarchy and strict regulation while adopting collaborative practices, digitalization, and innovation in their daily operations (Osborne, 2022). In this context, the results of this study are more appropriately read as an indication of a “cultural orientation toward *post-bureaucratic* characteristics,” rather than as empirical evidence that the classic bureaucratic model has been completely replaced. This more careful interpretation is important to maintain conceptual accuracy and avoid oversimplification of the dynamics of public organizational transformation, which in practice occurs gradually and coexistently.

Furthermore, theoretical studies also caution against interpreting claims about “post-bureaucracy” with caution: some researchers have noted that *post-bureaucratic* forms often coexist or are hybridized with traditional bureaucratic elements, so evaluating the sustainability of change requires further analysis of formal structures, procedures, and organizational performance outcomes. Therefore, the findings of this study need to be complemented by qualitative analysis or operational performance indicators to test whether these cultural shifts actually translate into more effective public service practices (Pollitt, 2009).

## CONCLUSION

Based on the descriptive analysis of the Post-Bureaucratic Culture variable at the Brebes Regency Regional Secretariat, an average score of 78.25 with a standard deviation of 7.438 indicates that employee perceptions of post-bureaucratic culture are in the high category with relatively low variation. This suggests that most employees demonstrate

understanding and work behavior aligned with post-bureaucratic principles such as collaboration, flexibility, participation, and openness to innovation. These findings indicate that bureaucratic reform efforts aimed at developing adaptive and results-oriented work patterns have begun to show positive results at the organizational level, although further strengthening is needed in terms of consistent implementation and continuous performance measurement so that cultural transformation can move closer to the characteristics of a post-bureaucratic organization. Conceptually, the results show that the internalization of post-bureaucratic values has been perceived positively by employees; however, because the study is descriptive and perception-based, the findings are better interpreted as an indication of a cultural trend rather than evidence of a structural transformation of the organization. In other words, employee perceptions reflect a growing orientation toward collaborative, flexible, and innovative values, but further research is needed to determine whether these perceptions are accompanied by changes in organizational systems, structures, and work mechanisms. From a policy perspective, local governments need to continue strengthening the implementation of post-bureaucratic culture by expanding employee participation in decision-making, encouraging cross-department collaboration, and optimizing the use of information technology in administrative processes to enhance bureaucratic flexibility and responsiveness. Leadership capacity also plays a crucial role, particularly transformational leadership that can encourage innovation, build trust, and create an open work environment for employee ideas and feedback. In addition, ongoing evaluation using more measurable organizational culture indicators is necessary to ensure that cultural change contributes to improved organizational performance and public service effectiveness. Future research is recommended to examine the relationship between post-bureaucratic culture and other variables such as employee performance, bureaucratic accountability, and public service innovation using more comprehensive approaches to better understand the dynamics of bureaucratic cultural change at the local level.

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