

VILLAGE GOVERNMENT APPARATUS BEHAVIOR IN VILLAGE FUND MANAGEMENT IN ENREKANG REGENCY

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ABSTRACT

Bureaucratic behavior shows the overall behavior includes the whole organization or individuals within the organization based on motives in the operational processes and organizational policies. The purpose of this study is to find out the input, process, and output of village government organizational behavior in managing village funds and allocating village funds in Enrekang Regency. This research method uses a qualitative approach. The design used for this research is a case study. This research is located in the Enrekang City Government bureaucrats who play a role in the implementation of village funds. In this study, data collection using these three techniques is complementary, namely interviews, observation, and documentation. Data analysis consists of data reduction, data presentation, and verification conclusion drawing. The results showed that the Input, Process, and Outcomes of the Organization influenced the process of bureaucratic behavior in the Village Fund Management. However, the facts show that the Village Fund Governance in Enrekang Regency is not yet as good as the community expected. Village Funds Governance Performance has not been good because the organizational-level bureaucracy in which concerns individual behavior and group behavior is not entirely good. In this research, the dominant ones that stand out are the Organizational level Input, Process, and Outcomes of the Organization.

Keywords: Organizational Behavior, Village Government Apparatus, Village Funds.

INTRODUCTION

Bureaucratic behavior is essentially the result of bureaucratic interaction as a collection of individuals with their environment. Individual characteristics include perception, personal decision making, learning and motivation (Robbin, 2003). Individual characteristics include abilities, needs, beliefs, experience, and expectations. The study of bureaucratic behavior helps policy makers to better understand what motivates bureaucrats to facilitate or otherwise hinder organizational operations and policies (Schmidt, 2000).

Davis & Newstrom (1985) explained that there are four models of bureaucratic organizational behavior, namely the autocratic model, the custodial model, the supportive model and the collegial model. Current analysis of bureaucratic behavior in addition to emphasizing formal office behavior also discusses the concept of discretionary behavior such as organization citizenship behavior (Podsakoff et al., 2009; Sharma et al., 2011; Dávila & Finkelstein, 2013) bureaucratic behavior relating to formal positions is more emphasized behavior that is formally determined in the employee's individual job description. On the other hand, organizational citizenship behavior (OCB) refers to behavior that goes beyond the requirements of normative roles or goes beyond formal individual descriptions in organizations (Bergeron, 2007).

A model of organizational behavior that integrates formal task performance and organizational citizenship behavior (OCB) proposed by Robbins and Judge (2013). The Robbins and Judge organizational behavior contingency model includes three parameters: behavioral input, process, behavioral outcomes. Empirical explanations regarding bureaucratic behavior in public services in developing countries are relatively diverse. For example, a study from Chandrasekar (2011) concluded that physical aspects of the work environment are important in improving service morale and productivity. Arshad et al (2013) concluded that the important explanatory factors for the quality of public services were Fairness in the management process, Rasul et al (2013) found that important explanatory factors for the performance of public services were bureaucrat autonomy, incentives and monitoring; Hendropriyono et al (2013) found an important explanation for the quality of public services is planning, supervision and control. Then Insani's research (2020) shows the relationship between professionalism and ethics in public service.

Bitner et al (2010) found that organizational technology is important in improving the quality of public services; Wanja et al. (2012) found that the provision of quality services is largely determined by organizational technological factors, organizational communication, and financial resources. Cacciattolo (2013) found that the performance of public services is largely determined by organizational learning, while organizational learning is determined by political behavior in organizations. The most recent study (Vigoda-Gadot & Talmud, 2010) found that the relationship between organizational politics and organizational performance is mediated by social support in organizations.

One area that has not been thoroughly investigated by using bureaucratic behavior models is village fund management and village fund allocation. Village fund allocation Village fund allocation has a very important and strategic role in the framework of national development and regional development because it contains elements of equitable development. The allocation of village funds and allocation of village funds is considered better able to touch directly the interests of the people who live in rural areas.

This study explores the implementation of village funds and allocation of village funds using the organizational behavior model from Robbins and Judge (2013). It is not yet known what are the behavioral input variables that can explain the behavioral process, and what are the behavioral process variables that can explain the outcomes of bureaucratic behavior in Enrekang District that intersect with village fund management and village fund allocation.

In order to fill the literature gap, the writer tries to do a study of bureaucratic behavior in managing village funds and allocating village funds. This study by the author adapted the theoretical direction of Robbins and Judge's behavior model (2013). Adaptation to bureaucratic behavioral variables is possible because the related variables in the contingency model merely show the main rational interests in organizational behavior research. In line with the trend of public management reform, the provision of quality servants has become a mainstream issue in the study of public administration and public organizations (Kettl, 2005; Kelman, 2007). The study that the authors propose is important because until now there has been no study of bureaucratic behavior in public services in these settings using theoretical guidance from the Robbins and Judge (2006) organizational behavior model. The purpose of this study is to find out

the input, process and output of village government organizational behavior in managing village funds and allocating village funds in Enrekang Regency.

METHODOLOGY

This research concerns bureaucratic behavior in public services. This research uses a qualitative approach. The design used for this research is case study study. Case is an appropriate qualitative research strategy to explore deeply an event, activity, or process (Creswell, 2003). This research is located in the Enrekang City Government bureaucrats who play a role in the implementation of village funds. This research focuses on three variables of bureaucratic behavior at the level of individuals, groups, and organizations namely: input, process and outcomes. In this study, data collection uses these three techniques complementary, namely interviews, observations and documentation, so that valid data can be obtained.

Research informants were determined purposively and bureaucrats who were directly involved in the implementation of village funds and who held positions of authority to make human resource policies. Data analysis techniques refer to the interactive analysis model of Miles and Huberman (1992), the authors analyze the data by doing three main activities, namely data reduction, data presentation, and drawing conclusion or verification.

RESULTS AND DISCUSSION

Input Variables Organizational Behavior in Village Fund Governance Services

1. Organizational Structure

For the design of village fund management organizations in Enrekang Regency has a simple structure characterized by low degrees of departmentalization, wide range of control, decentralized authority in one single person and little formalization. The strength of a simple structure lies in its simplicity. This structure is fast, flexible, inexpensive to operate and accountability is clear. One of its main weaknesses is that this structure is increasingly inadequate as organizations grow because centralization is so high it tends to create an excessive load of information at the top. Another disadvantage of a simple organizational structure is the risk of everything depending on only one person.

Meanwhile, the chain of command is the basic foundation in organizational design that has far greater benefits if it is able to be optimized. The chain of command is an unbroken line of authority that runs from the top organizations to the lowest Village Officials and explains who reports to whom. The chain of command in this study points to the pattern of interaction between all stakeholders in village fund management in Enrekang Regency. The ability to manage village funds properly requires a tiered, communicative and controlled relationship pattern.

The chain of command as the basic foundation in organizational design stretches an unbroken line of authority from the top organization to the lowest Village Apparatus and explains who reports to whom has positive implications for the effectiveness of village fund management in Enrekang District. The consistency of the program proclaimed by the village head in the Village Medium Term Development Plan can be easily implemented at the program level.

Supporting sectors to the effectiveness of village management implementation using the principle of the chain of command should be supported by the existence of authority and unity of command. Authority as an inherent right of the village head in a managerial position who gives orders and expects these orders to be obeyed is one of the conditions for optimizing the function of village officials in managing village funds. The authority that is distributed to the village officials can fulfill the apparatus' responsibility to realize the goals of the organization.

In other sectors the unity of command as an idea that the subordinate has only one superior (superior) to whom he is directly responsible is able to be a means to maintain the priority ideas and objectives of the Village Mid-Term Development Plan can run consistently. The phenomenon of strong command unity in the management of village funds in Enrekang District is clearly illustrated as one of the steps taken by the village government.

The range of control as an important element in understanding the organizational structure is also reflected in the mechanism of village fund management in Enrekang Regency. The range of control as a pattern to measure how many subordinates can be directed by a manager more efficiently and effectively becomes very important because it will determine how many apparatus the organization must have.

In organizations where the number of workers is small such as village government organizations, it automatically causes the range of control to also be narrow or small. The consequence of the narrow range of control in managing village funds causes the role of the village head to maintain full control.

Information captured successfully illustrates that the principle of centralization in managing village funds has a very strong influence. The management of village funds involving several elements resulted in a very dynamic pattern in determining programs and activities to be funded by village funds. Decision making centered on a single point in the organization becomes a means for village heads to make quick and accurate decisions so that all activities can be adjusted according to the program stipulated in the Village Medium Term Development Plan.

It was revealed in the observation that the unity of command in a centralized pattern also became a method used in managing village funds specifically to maintain a continuum between the convenience of the apparatus working and the accuracy of the village fund management schedule in the right conditions. Management control as one of the aspects in a centralized pattern is also believed to be able to realize an optimal relationship between the input resources used and the outputs produced, so that the effectiveness and efficiency of the program can be implemented well.

Formalization refers to the circumstances in which work within the organization is standardized. In high formalization, the apparatus will always handle the same input in exactly the same way, producing consistent and the same output. There is an explicit job description, lots of organizational rules, and clearly defined procedures that cover work processes within the organization. While low formalization implies relatively unprogrammed work, and the apparatus has a large amount of freedom to carry out policies in their work. Management of village funds by the apparatus is only guided by the rules and direction of the leadership.

Based on the explanation by the informant, it shows that village fund management in Enrekang District tends to have a very high level of formality. The high standardization of tasks and positions in the management of village funds raises doubts from the village apparatus to want to work and make decisions individually, all work arrangements must always be confirmed by the laws and regulations. The higher the degree of formalization, the more organized the behavior of subordinates in an organization. Village officials tend to act as the implementing element and always ask for direction from the leadership when technical obstacles are found in the field. High formalization can regulate the standardization of apparatus' behavior at work and is able to reduce variability in translating the planned program of activities so that the duration of village fund management can be controlled according to stages.

The accumulation of all information captured implies that the organizational structure can have a significant effect on its members. Village fund management strategies that have a mechanistic model are structures that are characterized by high specialization, extensive departmentalization, high formalization, limited information networks and centralization are a combination of structures whose performance patterns are very predictors.

2. Organizational Culture

Culture is one of the basic assumptions for studying and solving a problem that exists in an organization. An organization including government bureaucracy is established as a container to achieve one or several goals. The organization must manage various and series of activities directed towards the achievement of organizational goals. Implementing a series of activities in an organization is carried out by humans who act as actors or participants in the organization concerned, so naturally the performance of the organization concerned depends a lot on human behavior contained within the organization. Organizational culture is the values that guide human resources to deal with external problems and efforts to adjust integration into the company so that each member of the organization must understand the values that exist and how they behave or behave.

Enrekang Regency residents in general have a paternalistic culture, which has a relatively high level of compliance with all policies set by the government as long as the policies are rational and well socialized. Likewise the statutory provisions in the field of Village Fund Management, so that the government does not get many obstacles from the community

The paternalistic condition in the internal bureaucracy in several villages in Enrekang Regency is not much different from the condition of the community in question, where the Village Officials are very obedient and hear the wishes of the leaders of the two agencies. These conditions can create a rigid atmosphere in the face of new problems that can be handled quickly by existing structural officials, but always waiting for the leadership's instructions.

Throughout this research, most people only question the certainty of the time the service is completed and the accuracy, without too much questioning how much the costs have been incurred. Organizational culture shows how workers perceive the characteristics of organizational culture, not whether they like it so that organizational culture is said to be a very descriptive term. Organizational culture also refers to a system of meaning sharing done by members that distinguishes the organization from other organizations.

Village officials are in need of innovation in order to facilitate the work so that it can be more easy and concise. The need for innovation to be implemented as soon as possible turns out to conflict with the level of authority that exists in the village fund management structure. The village apparatus as the foremost element in managing village funds is only limited to adapting to these great innovations by taking the initiative to innovate in their respective ways of working. The innovations and risk taking undertaken by village officials at the lower management level are limited to innovations in the way they work and take risks with a smaller scale of impact. In addition, the village head always encourages his officials to actively take the initiative to innovate in order to achieve the targets and vision and mission of the village government. In practice, namely by giving the freedom to innovate by the village head with a note that all action plans are discussed first so that the village head will ultimately make a decision whether the innovation is feasible or not to be carried out.

The village head's leadership in managing village funds provides space for his officials to be able to innovate within the limits set by the village head. The precautionary principle becomes the main foundation of the village head to measure the innovations raised by village officials whether the innovations are implemented, postponed, renewed or even canceled. These conditions indicate that innovation and risk-taking in managing village funds is very much possible even though there is very little room for creativity.

Village fund management has stages starting from the planning process, the budgeting process, the implementation process, the administration process and the accountability process. All of these stages should have operational standards for the implementation of activities in detail so that all stages can be carried out with strict control. Operational standards for implementing activities also act as written guidelines, procedures or stages that are standardized and must be passed to complete a particular work process. Written guidelines are regulations made according to organizational needs such as prohibitions or appeals, hours of entry and return from work, absences, leave and other general regulations.

In addition, unwritten regulations are also needed, which are rules that are usually only communicated verbally by the leadership to the authorities and for smaller matters. Company regulations have a function to set limits on what can and may not be done in managing village funds so as to make it clear about the scope and authority of work for each individual in carrying out activities.

Orientation of results in managing village funds is the main thing. The factors that influence this situation are the consequences of the application of the laws and regulations, the emphasis of the sub-district and district-level supervisory team is also to encourage the implementation of activities in accordance with a predetermined stage schedule. Event performance targets ultimately always place accuracy in the completion of program activities as a benchmark not in the process of program completion. These conditions cause the collectivity of the performance of the apparatus by orienting the results to be in a fairly high continuum.

Characteristics of organizational culture that are oriented to people is always a major concern in organizing this is evidenced by the existence of small steps such as the provision of abilities and knowledge for members of the organization as well as some things that the company has done to

increase the comfort and work motivation of the members of the organization. Increasing the capacity of the village apparatus in order to optimize the management of village funds is also carried out continuously. It is believed that the competency of the apparatus that is reliable can have a positive impact on the performance of village fund management.

To achieve a positive performance of village fund management, it is needed the availability and ability of human resources of village officials that are reliable. Strengthening the competence of village officials becomes a strategic choice that is considered appropriate by sending village officials to conduct technical training on increasing competency on a regular basis. This phenomenon illustrates that the characteristics of a people-oriented organizational culture in managing village funds are at a high continuum.

Characteristics of a team-oriented organizational culture are the level of work activity organized stronger into teams than individuals. The dynamics of village fund management has a very strict stage scheduling mechanism in one cycle starting from planning, budgeting, implementation, administration and accountability but on the other hand the number of village apparatus personnel involved in village fund management is inadequate. The imbalance between the workload of village fund management compared to the availability of personnel has implications for the difficulty of establishing work mechanisms designed in team form.

Village fund management which is divided into several stages starting from the planning stage to the accountability reporting stage is required to be implemented in a timely manner. This condition has implications for the work patterns of each village apparatus who are more focused on achieving the performance targets of each program for which they are responsible. The policy for teamwork in managing village funds is difficult to implement. The main characteristics of organizational culture in the management of village-oriented village funds are low.

The level of people who become aggressive and competitive in an organizational culture is known as aggressiveness. Every individual who works in the organization has a daily performance report. The report outlines the daily progress of the individual which will be used as an evaluation of the employee's monthly performance. The results of this report will be used by organizations as determinants of incentive policies (salary increases / bonuses) as well as other policies (training or development programs, transfers, rotations, promotions and positions) for each individual.

Variables in Organizational Behavior Process in Village Fund Governance Services

1. Human Resource Management

The information revealed at the research location illustrates that the pattern of recruitment of village officials had experienced a period of unfavorable conditions that began to be addressed through a process of screening and screening of village quality devices. Information about the procedures for appointing village officials began to be widely disclosed. Age and education level requirements were increasingly tightened so that the recruitment pattern of village officials began to shift from prior to prioritizing figures, character and personality to be more oriented towards quality and productivity.

In addition to education levels and age groups, village heads also use indicators of cooperation as a requirement in compiling the composition of their apparatus. The vision and mission of the

village head as a medium-term development guide in the village requires a solid team to make it happen.

Every period of government in the village has a goal to be achieved and has been translated into a Medium-Term Village Development Plan. Achieving these goals can be achieved by utilizing existing resources. If a village government wants to be in productive quantum, the first thing to improve is human resources. Because the most valuable asset of the village government is its apparatus. In this situation, background checks and due diligence investigations on village officials can be an effective way to find potential problems that might affect the performance of officials later.

Through a background check, all applicants are screened and selected. With a trusted apparatus, village government governance will be saved from the effects of a boomerang (backfire) due to employing bad employees who will only bring harm in the future because of the bad reputation that it generates.

Based on this information, the village head in carrying out the screening and screening of village apparatuses continues to carry out an examination of the background of his officials even though this was carried out unstructured. The background exploration of village officials is carried out in a closed manner, namely exploring the personal interaction experience of the village head with applicants and conducting discussions with community leaders who are considered to be competent. the village government can work together with the village head's vision and mission stated in the Village Medium Term Development Plan.

2. Change in Organizations

Based on the information gathered, it can be explained that the power of change that comes from the community in managing village funds can no longer be avoided. Wider community participation and increasing demands for accountability require village government officials to have performance that is able to respond to all challenges that arise in the community. Changing patterns of service to the community, communication and performance of the apparatus are the top priority for village heads to be adjusted to environmental demands so that efforts to optimize village funds can be realized.

Many changes have been carried out at the village level, and demands for transparency and accountability from the community increasingly require the village government to develop a planned change agenda. Changing the composition of the availability of human resources is an absolute thing to do. The profile of village apparatuses which so far have been competency indicators based on character, ability to mobilize the masses, kinship, figures and always aged are being abandoned and replaced by village officials with competency indicators that are better able to adapt to technological advances.

The low motivation of the apparatus to make changes occurs because individually there has been a sense of comfort in working specifically from the economic sector, security for a stable position and concerns about ambiguity when changes occur. On the other hand the organizational sector also contributes so that organizational change in the management of village funds runs very slowly, structural weaknesses are still the main cause. Organizations that have created

mechanisms such as formalized selection and regulation processes tend to always maintain organizational stability. Even if there is a change, the change will only occur on a number of subsystems and even changes in this subsystem will be limited to larger systems.

Outcomes Variables Organizational Behavior in Village Fund Governance

1. Organizational Productivity

Information about the productivity of planning at the village level illustrates that the direction and objectives of development through the management of village funds have been arranged in a comprehensive manner starting from the Medium-term Development Plan (RPJMD), Government work plan (RKP), Development Planning Conference (Musrenbang) results and Village Expenditure Budget (APBdes) documents. The prerequisite for completing planning documents is absolute, it is not possible for a village to hold village fund management when the planning documents are incomplete. The availability of complete planning documents is a form of performance of village officials in building participation, understanding and agreement amid the many desires of the people who demand to be accommodated so that all stages of planning can be completed.

Village planning is a sub-system of planning at the district level. There is a sector in the village that must be programmed at the district or provincial level. Inefficiencies often occur when village planning has been discussed at the district level. The mechanism that was passed was very complicated and lengthy, the village proposal to be programmed at the district level was very long confirmed. This inefficiency caused the enthusiasm of village officials to follow and oversee development proposals at the district level to be low. The assumption of uncertainty about village proposals to be accommodated in planning documents at the district level is a big challenge in the midst of efforts to accelerate development at the village level.

Procedurally the implementation of disbursement of village funds is carried out to meet the burden of the expenditure budget in the village which is grouped into Village Apparatus expenditure, goods and services expenditure as well as capital expenditure. Village apparatus spending in the form of a monthly salary for village administrators should be carried out every month but in practice it often experiences delays in the payment process so that payment patterns are often paid once every three months. Shopping for goods and services is also the condition, often the planning schedule that has been arranged to make purchases of goods and services is not appropriate time. Late disbursement factor is still a major obstacle.

Based on the information of the informant, it can be explained that the stages of the implementation of the Village Fund Governance consisting of fund disbursement and expenditure activities have been carried out through a predetermined mechanism. The process of disbursing village funds can be carried out quite effectively and transparently. The involvement of the banking sector and the use of the Village Financial Management System application in the disbursement process provide an opportunity for all stakeholders to be able to openly observe the process of village fund travel from state accounts to regional accounts and finally to village accounts.

Problems are also found in the stages of implementation of village funds ranging from the disbursement process to the shopping process is the frequent occurrence of delays in village

funds entering the village account. The effective time used to carry out village apparatus shopping activities, goods service purchases and capital expenditures is most quickly carried out in July. This condition greatly affected the late absorption of the village budget and the low physical realization of activities. This delay is also exacerbated by weather conditions that have entered the rainy season so that the effectiveness of activities can have an unfavorable effect on the quality of physical work.

Delay in the transfer of village funds from the state general account to the regional account then to the village account has always been the main problem every year. Various efforts have been made to minimize delays in the transfer of village funds such as accelerating planning, acceleration of accountability reports and various other efforts, but the problem has not been resolved. A more comprehensive approach is needed to spur the performance of individuals, groups and organizations so that the implementation of village fund activities starting from the disbursement stage up to the expenditure stage of the village apparatus, goods and services and capital expenditure can be more optimal.

2. Organizational ability to survive

The ability of an organization to survive (survival) is largely determined by the ability of organizations to change, adapt to changes in the business environment that they face or adapt to potential changes that will occur in the future. Organizational ability to develop is determined by the ability of organizations to create change. These changes are caused by several factors, both negative factors that make the organization back, and positive factors that support the organization to go forward.

Various organizational change efforts are carried out in a planned manner, such as a change effort by purchasing new equipment, or redesigning a design, or rearranging a school curriculum, or a department in a faculty. This is because the focus of the PO study (Organizational Development) lies in improving the ability of organizations to be able to know and solve various problems faced by the organization itself.

Organizational Development is a program that seeks to improve organizational effectiveness by integrating a shared desire for growth and development with organizational goals. Organizational development (PO) as a discipline of planning changes that emphasizes the application of science and behavioral practices to help organizations achieve greater effectiveness.

Behavior of Organizational Levels in a number of villages in Enrekang District is reviewed both in terms of Input, Process, and Outcomes. From the results of the study, both through interviews, documentation studies and direct observations in the field showed that the Input and Outcomes Level of the Organization in several villages in Enrekang District looks the most prominent in contributing to the management of village funds and Organizational Effectiveness. This happens because at the organizational level shows consistency with the organizational behavior model from Robbins and Judge (2006). Based on the research findings, it can be described as follows:

Table 1. Recapitulation of Input, Process and Outcomes of Organizational Level Behavior in Village Fund Governance Services in Enrekang Regency

Organizational Level	Indicator	Stand out	Not stand out
Input	Structure	V	
	Organizational culture		V
Proses	HR Management		V
	Change Practices		V
Outcomes	Productivity	V	
	Survival	V	

Source: Processed from Primary Data, 2019.

This happens because at the organizational level shows consistency with the organizational behavior model from Robbins and Judge (2006). Based on the research findings, the authors propose the following research propositions: Minor Proposition I: If Inputs, Processes, and Outputs of Organizational Behavior in Village Fund Governance are good, then Village Fund Management in Enrekang District will be Good.

In this study, the Bureaucratic Behavior model in Village Fund Governance in Enrekang Regency which is described is a summary of the actual reality (empirical model), which is then modified into a recommendation form, which tries to describe an ideal form of Bureaucratic Behavior especially in terms of the Individual Level Behavior Group, and Organization.

The results showed that the bureaucratic behavior model seen in the Village Fund Governance in Enrekang Regency was at the level of the organization itself. Based on the research findings as described above, the authors propose a research finding proposition that is a Major Proposition: If the Input, Process, and Output Behavior for Individuals, Groups / Groups, and Organizations in Village Fund Governance is good, then Village Fund Management in the District It will be good.

Differences in individual characteristics cause differences in their behavior. Every individual has different characteristics. They have different values, beliefs, motivations, and abilities. These differences cause differences in their behavior. However, the main bond that unites their behavior is the purpose of the organization. This is important because behavior leads to organizational goals (Thoha, 2002). Bureaucratic behavior shows the overall motive-based behavior in the operational processes and policies of the bureaucracy or organization (Colquitt et al., 2011). Bureaucratic behavior emphasizes behavior in operational processes and organizational policies, and has motives or reasons underlying behavior.

CONCLUSION

Organizational Input, Processes, and Outcomes influence the process of bureaucratic behavior in Village Fund Governance. However, the facts show that the Village Fund Governance in Enrekang Regency is not yet as good as the community expected. For organizational level behavior there are still deficiencies in the Village Fund Governance related to transparency and

good implementation of Village funds and organizational level behavior shown by the employees themselves when serving the community such as attitudes shown by employees' ability in completing work, organizational structure stalling and organizing employee work patterns. Likewise, the Village Fund Governance has not been able to optimally accommodate the various interests and needs of the community. It can be recognized that the performance of Village Fund Governance has not been good because the organizational-level bureaucratic behavior that involves individual behavior and group behavior is not entirely good. In this research, the dominant ones that stand out are the Organizational Input, Process, and Outcomes.

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