

DAFTAR PUSTAKA

- Abdul Mahsyar. (2011). Masalah Pelayanan Publik di Indonesia dalam Perspektif Administrasi Publik. *Jurnal otoritas* Vol. I, No. 2, Oktober 2011: 81-90
- Achmad, Daniri. 2006. Konsep dan penerapan Good Corporate Governance dalam konteks Indonesia. Ray Indonesia. Jakarta.
- A.Zafer,Pinar Acar (2014). Organizational Culture Types and Their Effects on Organizational Performance in Turkish Hospitals. *Emerging Markets Journal*.
- Abdul-Kahar Adam, Nasser Salim Al Saadi, Ebi Shahrin Bin Suleiman. (2020). The Importance Of Work Culture On Job Satisfaction and Good Governance In The Transportation Industry. *Asia Proceedings of Social Sciences* 6(1).
- Abdul-Kahar Adam, Nasser Salim Al Saadi, Ebi Shahrin Bin Suleiman. (2020). The Importance Of Work Culture On Job Satisfaction and Good Governance In The Transportation Industry. *Asia Proceedings of Social Sciences* 6(1).
- Affandy Winarko Mudjib, Wisnu Panggah Setiyono. (2022). The Role of Good Corporate Governance (GCG) in Improving Workforce Performance and Corporate Culture. *Indonesian Journal of Law and Economics Review* Vol 16 (2022): August DOI: <https://doi.org/10.21070/ijler.v16i0.812>.
- Affandy Winarko Mudjib, Wisnu Panggah Setiyono. (2022). The Role of Good Corporate Governance (GCG) in Improving Workforce Performance and Corporate Culture. *Indonesian Journal of Law and Economics Review* Vol 16 2022.
- Ahmad, I., Donia, M. B., Khan, A., & Waris, M. (2018). Do as I say and do as I do? The mediating role of psychological contract fulfillment in the relationship between ethical leadership and employee extra-role performance. *Personnel review*.
- Ahmed Mohammad Abdou. (2021). Good governance and COVID-19: The digital bureaucracy to response the pandemic (Singapore as a model). *Journal Public Affairs*.
- Ahmed Shafiqul Huque. (2011). Accountability and governance: strengthening extra-bureaucratic mechanisms in Bangladesh. *International Journal of Productivity. and Performance Management*.

- Albertus Wahyurudhanto. (2020). Critical Reorientation of Bureaucratic Reform and Good Governance in Public Sector Administration in Indonesia. Webology.
- Amon Chizemaa, Ganna Pogrebna (2019). The impact of government integrity and culture on corporate leadership practices: Evidence from the field and the laboratory. *The Leadership Quarterly* 30 (2019) 101303.
- Amon Chizemaa, Ganna Pogrebna. (2019). The impact of government integrity and culture on corporate leadership practices: Evidence from the field and the laboratory. *The Leadership Quarterly*.
- Anam Bhatti, Shafique Ur Rehman, Jumana Basheer Abu Rumman. (2020). Organizational Capabilities Mediates Between Organizational Culture, Entrepreneurial Orientation and organizational Performance of SMEs in Pakistan. *Entrepreneurial Business and Economic Review* 2020, Vol. 8, No. 4. Doi 10.15678/EBER.2020.080405.
- Anam Bhatti, Shafique Ur Rehman, Jumana Basheer Abu Rumman. (2020). Organizational capabilities mediates between organizational culture, entrepreneurial orientation, and organizational performance of SMEs in Pakistan. *Entrepreneurial Business and Economic Review*.
- Anam Bhatti, Shafique Ur Rehman, Jumana. (2020). Review Organizational capabilities mediates between organizational culture, entrepreneurial orientation, and organizational performance of SMEs in Pakistan *Entrepreneurial Business and Economic* .
- Ananti Mathias O., Akor Sunday E., & Okpalibekwe Uche N. (2019). Human Capital Development: A Panacea for Good Governance in Nigeria. *International Journal of Academic Management Science Research (IJAMSR)* ISSN: 2643-900X Vol. 3 Issue 9, September – 2019, Pages: 14-20.
- Ananti Mathias O., Akor Sunday E., & Okpalibekwe Uche N. (2019). Human Capital Development: A Panacea for Good Governance in Nigeria. *International Journal of Academic Management Science Research (IJAMSR)*.
- Anderson, A. J. B. 1994. *Interpreting Data: A First Course in Statistics*. Chapman & Hall. London.
- Andrew L. Morelock (2020). In *Bureaucrats We Trust? Good Governance and Trust in Civil Servants*. Public Administration.

- Anne S. Tsui, Zhi-Xue Zhang, Hui Wang, Katherine R. Xin, Joshua B. Wu (2006). Unpacking the relationship between CEO leadership behavior and organizational culture. *The Leadership Quarterly* 17 (2006) 113– 137.
- Anne S. Tsui, Zhi-Xue Zhang, Hui Wang, Katherine R. Xin, Joshua B. Wu. (2006). Unpacking the relationship between CEO leadership behavior and organizational culture. *The Leadership Quarterly*.
- Anqi Luo, Priyanko Guchait, Lindsey Lee, Juan M. Madera (2018). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management*.
- Anqi Luo, Priyanko Guchait, Lindsey Lee, Juan M. Madera (2018). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management*.
- Arief, M. Shabr, Hasan, Muslim. (2020). Are E-Government and Bureaucratic Reform Promoting Good Governance towards a Better Performance of Public Organization?. *General Management*.
- Arthur, J. (1994). "Effects of human resource systems on manufacturing performance and turnover," *Academy of Management Journal* 37, 67-687.
- Arthur, J. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*.
- Armstrong, Michael. (2016). *Armstrong's Handbook of Management and Leadership for HR*, 4th ed. Philadelphia: Kogan Page Limited.
- Asencio, H. D. (2021). Ethical Leadership and Commitment to Behave Ethically in Government Agencies. *International Journal of Public Administration*.
- Azhar Kasim. (2013). Bureaucratic Reform and Dynamic Governance for Combating Corruption: The Challenge for Indonesia. *International Journal of Administrative Science & Organization*.
- Bakhtiar Hajar (2015). Bureaucracy and Governance in Indonesia: Study on West Sulawesi Province. *Procedia Economic and Finance*.
- Bernice Kotey and Peter Slade. (2005). Formal HRM Practices in Small Growing Firms. *Journal of Small Business Management*, Volume 43, issue 1 (2005).

- Bernice Kotey and Peter Slade. (2005). Formal HRM Practices in Small Growing Firms. *Journal of Small Business Management*.
- Blau, Peter.M dan Meyer, Marshall. W, 2000, *Birokrasi Dalam Masyarakat Modern*. Prestasi Pustaka Raya.
- Boonyada Nasomboon. (2014). The Relationship among Leadership Commitment, Organizational Performance, and Employee Engagement *International Business Research*.
- Capelli, Peter. 2009. *Talent on Demand, Metode Mendapatkan Baru SDM Bertalenta Tepat Jumlah, Tepat Kualifikasi dan Tepat Waktu*. Jakarta. PPM.
- Caterina Cavicchi, Emidia Vagnoni (2017). Does intellectual capital promote the shift of healthcare organizations towards sustainable development? *Journal of Cleaner Production* Volume 153, 1 June 2017, Pages 275-286
- Chammas, C. B., & da Costa Hernandez, J. M.(2019). Comparing transformational and instrumental leadership: The influence of different leadership styles on individual employee and financial performance in Brazilian startups. *Innovation & Management Review*.
- Chen, Y., Ning, R., Yang, T., Feng, S., & Yang, C. (2018). Is transformational leadership always good for employee task performance? Examining curvilinear and moderated relationships. *Frontiers of Business Research in China*.
- Cheng, Chuan. (2011). Exploration of a construct model linking leadership types, organization culture, employees performance and leadership performance. *Procedia - Social and Behavioral Sciences*.
- Cheng-Kang Yuana, Chuan-Yin Lee. (2011). Exploration of a construct model linking leadership types, organization culture, employees performance and leadership performance. *Social and Behavioral Sciences* 25 (2011) 123 – 136.
- Cordella, A., & Tempini, N. (2015). E-government and organizational change: Reappraising the role of ICT and bureaucracy in public service delivery. *Government Information Quarterly*, 32(3), 279–286
- Cheng-Kang Yuana, Chuan-Yin Lee. (2011). Exploration of a construct model linking leadership types, organization culture, employees performance and leadership performance. *Social and Behavioral Sciences*.

- Cornelius, Nurita, Dwi, Wulan (2017). The Influence of Organizational Commitment, Birokrasi Independence, Internal Control, and Ethical Leadership in Good Governance and Organizational Performance. *Advances in Economics, Business and Management Research (AEBMR)*.
- Daniel António (2010). The Challenges for Africa: A Culture of Peace, Good Governance and People Centered Development. *Asia-Pacific Review*, 8:1, 63-74. <http://dx.doi.org/10.1080/13439000124840>.
- Denhardt, J.V., dan Denhardt, R.B., 2003. *The New Public Service*, M.E. Sharpe, New York.
- Daniel António (2010). The Challenges for Africa: A Culture of Peace, Good Governance and People Centered Development. *Asia-Pacific Review*.
- David Osborne dan Ted Gaebler (1992). *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*, Reading, MA: Addison Wesley.
- Dyah Tribuwana Tungga Dewi, Hikmat Zakky Almubaroq, Susilo Adi Purwanto. (2022). Implementation of Good Governance in the Defense Sector to Improve the Quality of Human Capital of Indonesia Government. *International Journal of Arts and Social Science*. Volume 5 Issue 7, July 2022.
- Dyah Tribuwana Tungga Dewi, Hikmat Zakky Almubaroq, Susilo Adi Purwanto. (2022). Implementation of Good Governance in the Defense Sector To Improve the Quality of Human Capital of Indonesia Government. *International Journal of Arts and Social Science*.
- Dyah Tribuwana Tungga Dewi, Hikmat Zakky Almubaroq, Susilo Adi Purwanto, (2022). Implementation of Good Governance in the Defense Sector To Improve the Quality of Human Capital of Indonesia. *International Journal of Arts and Social Science* ISSN: 2581-7922 Volume 5 Issue 7, July 2022.
- Dyah Tribuwana Tungga Dewi, Hikmat Zakky Almubaroq, Susilo Adi Purwanto. (2022). Implementation of Good Governance in the Defense Sector To Improve the Quality of Human Capital of Indonesia Government. *International Journal of Arts and Social Science*.
- Enahoro (2016). The Role of Bureaucracy in Good Governance in Nigeria. *International Journal of Advanced Legal Studies and Governance*.
- Erick G. Guerrero, Ahraemi Kim (2013). Evaluation and Program Planning Organizational structure, leadership and readiness for change and

the implementation of organizational cultural competence in addiction health services.

- Erick G. Guerrero, Ahraemi Kim (2013). Organizational structure, leadership and readiness for change and the implementation of organizational cultural competence in addiction health services. *Evaluation and Program Planning* 40 (2013) 74–81.
- Fatmah, Asna, Arifin, Juriko (2021). The Influence Of Good Governance Andtransformational Leadership Styles On The Performance Of Local Governments. *Turkish Journal of Computer and Mathematics Education*.
- Fiouni, F. (2007). Human Resource Management and Knowledge Management: A Road Map Toward Improving Organizational Performance. *Journal of American Academy of Business, Cambridge*, 11(2), 124.
- Ferine, K. F., Aditia, R., & Rahmadana, M. F, (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*.
- Ferligoj, 1997. *Natural Resource Abundance Human Capital*, University of California.
- Fadaei, M., Taleghani, M., & Noghlebari, E. S. (2013). The Effect of Intellectual Capital on Organization's Financial Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(6), 275–287.
- Fahmi, Irham. 2013. "Pengantar Manajemen Keuangan". Bandung : AlfabetaFitri, Nazaki, Oksep. (2021). Bureaucratic Reform Strategy Employee Performance in the Secretariat of DPRD Kepulauan Riau Province. *Jurnal Ilmu Sosial dan Humaniora*.
- Firmansyah Indra dan Rahmawati Prima Destiani, 2020. Pengaruh Kepemimpinan dan Value for Money terhadap Good Government Governance Pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kota Bandung. *COMPETITIVE* Volume 15, Nomor 1, Juli 2020
- Flávio, Dianne, Gui Lohmann. (2015). Leadership and governance in regional tourism. *Journal of Destination Marketing & Management*.
- Galuh Rakasiwi. (2020). Bureaucratic Reform in the Field of Human Resources Apparatus as the Main Capital in Realizing Good Governance. *Proceedings of the 5th International Conference on Indonesian Social and Political Enquiries, ICISPE 2020*, 9-10 October 2020, Semarang, Indonesia.

- Galuh Rakasiwi. (2020). Proceedings of the 5th International Conference on Indonesian Social and Political Enquiries, ICISPE Bureaucratic Reform in the Field of Human Resources Apparatus as the Main Capital in Realizing Good Governance.
- Hasibuan, Malayu S.P. 2008. Manajemen Sumber Daya Manusia. Edisi Revisi. Jakarta : PT. Bumi Aksara
- Hadi Sumarto Rumsari, 2015. Model Kepemimpinan Dalam Reformasi Birokrasi Pemerintah. Jurnal Efisiensi – Februari 2015 – Vol. XIII No. 1 – ISSN 1412-1131 – Hal. 1-15
- Heiner Rindermann, Oasis Kodila-Tedika. Gregory Christainsen. (2015). Intelligence Cognitive capital, good Governance, and the wealth of nations.
- Hexana Sri Lastanti, Yvonne Augustine. (2022). The Strength Of Good Corporate Governance in Moderating The Effects Of Green Intellectual Capital On Green Competitive Advantage And Firm Performance. Jurnal Akuntansi Trisakti Vol. 9 Nomor. 1 Februari 2022: 85-98. Doi : <http://dx.doi.org/10.25105/jat.v9i1.13353>.
- Hexana Sri Lastanti, Yvonne Augustine. (2022). The Strength of Good Corporate Governance in Moderating The Effects of Green Intellectual Capital on Green Competitive Advantage and Firm Performance. Jurnal Akuntansi Trisakti.
- Huselid, M.A. (1995). "The impact of human resource management practices on turnover, productivity and corporate financial performance", Academy of Management Journal. 38(3), 635-672.
- Huselid, M.A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. Academy of Management Journal.
- Md. Uzzal Hossain, Ishita Roy (2016). Human Capital Management: The New Competitive Ap International Journal of Economics, Commerce and Management. Vol. IV, Issue 5. p 1020-1034
- I Putu Nata Pratama , Ni Luh Sari. (2021). The Effect of the Effectiveness of Accounting Information Systems, Implementation of Good Governance, and Organizational Culture on Financial Performance. American Journal of Humanities and Social Sciences Research (AJHSSR).
- Irene M. Herremans, Robert G. Isaac, Theresa J. B. Kline & Jamal A. Nazari (2011), Intellectual Capital and Uncertainty of Knowledge: Control by Design of the Management System. Journal of Business Ethics volume 98, pages 627–640.

- Islamy, Muhd. Irfan. 1998. Agenda Kebijakan Reformasi Administrasi Negara. Pidato Pengukuhan Guru Besar Universitas Brawijaya. Malang.
- Ismiyanto; Suwitri, Sri; Warella, Y.; Sundarso - J (2015), Organizational culture, motivation, job satisfaction and performance of employees toward the implementation of internal bureaucracy reform in the ministry for the empowerment of state apparatus and bureaucracy reform (the ministry of PANRB), Mgmt. & Sustainability,
- Igić, D., Vuković, M., Urošević, S., Mladenović-Ranisavljević, I., & Voza, D. (2021). The relationship between ethical leadership, organizational commitment and Zero Accident Vision implementation in the defense industry. *International journal of occupational safety and ergonomics*.
- Ismiyanto, Sri Suwitri, Y. Warella, Sundarso. (2015). Organizational Culture, Motivation, Job Satisfaction and Performance of Employees toward the Implementation of Internal Bureaucracy Reform in the Ministry for the Empowerment of State Apparatus and Bureaucracy Reform (The Ministry of PANRB). *Journal of Management and Sustainability*; Vol. 5, No. 1; 2015.
- Iwan Awaludina, Harry Suharmanb, Fury Khristianty Fitriyah. (2018). The Influence of Intellectual Capital and the Application of Good Governance Principles by State Property Managers on the Implementation of Fixed Asset Management. *Journal of Applied Accounting and Taxation*.
- Iwan Awaludina, Harry Suharmanb, Fury Khristianty Fitriyah. The Influence of Intellectual Capital and the Application of Good Governance Principles by State Property Managers on the Implementation of Fixed Asset Management. *Journal of Applied Accounting and Taxation*. Vol. 3, No. 2, October 2018, 174-186.
- J. C. Ott. (2011). Government and Happiness in 130 Nations: Good Governance Fosters Higher Level and More Equality of Happiness. *Soc Indic Res* (2011) 102:3–22 DOI 10.1007/s11205-010-9719-z.
- Jameel, A. S., & Ahmad, A. R. (2019). Leadership and performance of academic staff in developing countries *Proceedings of the 33rd International Business Information Management Association Conference, IBIMA*.
- Jeon, K. S., & Choi, B. K. (2020). A multidimensional analysis of spiritual leadership, affective commitment and employees' creativity in South Korea. *Leadership & Organization Development Journal*.

- John , Collins (2021). Political Interference And Bureaucratic Performance In Nigeria: A Human Resource Trajectory of The Muffling of Bureau-cratic Capacity. *Global Journal of Arts, Humanities and Social Sciences*.
- John E. Bardill. (2000). *Towards A Culture Of Good Governance: The Presidential Review Commission and Public Service Reform In South Africa*. Public Administration and Development.
- John Polga-Hecimovich (2021) *The Bureaucratic Perils of Presidentialism: Political Impediments to Good Governance in Latin America*.
- Juan Menga, Bruce K. Berger (2018). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust.. *Public Relations Review* 45 (2019) 64–75
<https://doi.org/10.1016/j.pubrev.2018.11.002>.
- Juan Menga, Bruce K. Berger. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*.
- Junaidah Hashim, Yusof Ismail, Arif Hassan. (2016) *Formality of HRM Practices Matters to Employees Satisfaction and Commitment*. *Journal of Human Resources Management and Labor Studies* June 2016, Vol. 4, No. 1, pp. 47-64.
- Junaidah Hashim, Yusof Ismail, Arif Hassan. (2016). *Formality of HRM Practices Matters to Employees Satisfaction and Commitment*. *Journal of Human Resources Management and Labor Studies*.
- Katarzyna Szczepańska-Woszczyzna (2015). Leadership and organizational culture as the normative influence of top management on employ-ee's behaviour in the innovation process. *Procedia Economics and Finance* 34 (2015) 396 – 402.
- Kaloh J., 2002, *Mencari Bentuk Otonomi Daerah, Suatu Solusi dalam Menjawab Kebutuhan Lokal dan Tantangan Global*, Penerbit, Rineke Cipta, Jakarta.
- Kettl, D. F. (2015). *The transformation of governance: Public administration for the twenty-first century*. JHU Press.
- Keban, Y.T. (2014). *Enam Dimensi Strategi Administrasi Publik: Konsep, Teori, dan Isu*. Yogyakarta: Gava Media.

- Kelliher, Felicity; Reinl, Leana., 2009, A resource-based view of micro-firm management practice, *Journal of Small Business and Enterprise Development* 16 (3):521 – 532.
- Kostopoulos, S., & Prastacos. 2007. The Resource-Based View Of The Firm And Innovation: Identification of Critical Linkages. *Article of Management*, 1–13
- Katarzyna Szczepańska-Woszczyna (2015). Leadership and organizational culture as the normative influence of top management on employee's behaviour in the innovation process. *Procedia Economics and Finance*.
- Kempe Ronald Hope. (2009). Capacity development for good governance in developing societies: lessons from the field. *Development in Practice*.
- Kotler, Philip dan Gary Armstrong. 2016. *Dasar-Dasar Pemasaran*. Jilid 1. Edisi Ke 9. Jakarta: Erlangga.
- Kempe Ronald Hope. (2009). Capacity development for good governance in developing societies: lessons from the field. *Development in Practice*, Volume 19, Number 1, February 2009.
- Kiki Farida Ferine, Reza Aditia, Muhammad Fitri Rahmadana, Indri (2021) An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*. www.cell.com/heliyon.
- Kiki Farida Ferine, Reza Aditia, Muhammad Fitri Rahmadana, Indri. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Heliyon*.
- Kiki, Reza, Muhammad, Fitri. (2021). An Empirical Study of Leadership, Organizational Culture, Conflict and Work Ethic in Determining Work Performance in Indonesia's Education Authority. *Heliyon*.
- Kim, Christian, Jan-Hinrik, Magdalena (2022). Bureaucratic Professionalization is a Contagious Process Inside Government: Evidence from a Priming Experiment with 3,000 Chilean Civil Servants. *Public Administration Review*.
- Kim, H., Im, J., & Shin, Y. H. (2021). The impact of transformational leadership and commitment to change on restaurant employees' quality of work life during a crisis. *Journal of Hospitality and Tourism Management*.
- Koch and Mc Grath, 1996, *Human Resource Function Competencies*, Departemen Business organization, Erasmus University.

- Lapointe, E., & Vandenberghe, C. (2018). Examination of the relationships between servant leadership, organizational commitment, and voice and antisocial behaviors. *Journal of Business Ethics*.
- Lubis, H. (2017). Penyediaan Pelayanan Publik Dalam Persoalan Sampah Di Kota Pekanbaru Tahun 2014-2016. *Jurnal Online Mahasiswa (JOM) Bidang Ilmu Sosial dan Ilmu Politik*, 4(2), 1–15
- Lotfi, Z., Atashzadeh-Shoorideh, F., Mohtashami, J., & Nasiri, M. (2018). Relationship between ethical leadership and organisational commitment of nurses with perception of patient safety culture. *Journal of nursing management*.
- Lucas, 1998. *The Place of Mises, Human Action In The Development of Modern Economic*. The Quarterly Journal of Austrian Economics.
- M. Hamad Hassan. (2019). Policymakers' perspective about e-Government success using AHP approach. *Transforming Government: People, Process and Policy* Vol. 13 No. 1, pp. 93-118.
- Mathis, R. L., and J. H. Jackson. 2016. *Human Resource Management*. Edisi 10 Jilid 3. Salemba Empat. Jakarta
- Mardiasmo, 2002. *Otonomi dan Manajemen Keuangan Daerah*. Penerbit Andi Yogyakarta
- M. Hamad Hassan. (2019). *Transforming Government: People, Process and Policy* Policy makers perspective about e-Government success using AHP approach.
- MacMahon J., and E. Murphy (1999). Managerial effectiveness in small enterprises: Implications for HRD, *Journal of European Industrial Training*. 23(1), 25–35.
- Masyhudi (2005) Kinerja Birokrasi pemerintah Dalam Pelayanan Kepada Publik. *Aplikasia, Jurnal Aplikasi Ilmu-ilmu Agama*, Vol. VI, No. 1 Juni 2005:47-66
- MacMahon J., and E. Murphy (1999)., Managerial effectiveness in small enterprises: Implications for HRD. *Journal of European Industrial Training*.
- Mankiw, 1987. *How Do Varying Investment In The Human Capital Disfreentially Effect*. The Quarterly Journal of Austrian Economics.
- Mark A. Smylie (2015). From Bureaucratic Control to Building Human Capital: The Importance of Teacher Learning in Education Reform. *Arts Education Policy Review*.

- Meilisa Aryanti, Isfenti Sadalia, Fadli. (2021). The Effect of Good Governance on Performance Employees through Intellectual Capital in the Sumatera Utara Regional Police. *International Journal of Research and Review* Vol.8; Issue: 2; February 2021.
- Meilisa Aryanti, Isfenti Sadalia, Fadli.(2021). The Effect of Good Governance on Performance Employees through Intellectual Capital in the Sumatera Utara Regional Police. *International Journal of Research and Review*.
- Meng, J., & Berger, BK. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Institute for public relation*.
- Mohd Hamran, Zulkiflee, Khulida (2014). Prediction Of Transformational Leadership On Employees' Good Governance In Malaysian Local Government Authorities: A Pilot Study. *International Journal Of Management Research and Review*.
- Muhadam, Etin. (2017). Bureaucratic Reform and the Challenge of Good Governance Implementation in Indonesia. *Journal of Asian Review of Public Affairs and Policy*.
- Muhammad , Mahfudnurnaja, Baharuddin S. (2019). Contributions of Human Resources Development, Leadership Style, Organizational Commitment, and Work Motivation on Good Governance and Police Officer Performance (Study of Police Officer in South Sulawesi Regional Police). *European Journal of Business and Management Research*.
- Moeljono, Djokosantoso. (2003). *Budaya Korporat dan Keunggulan Korporasi*. Jakarta:PT. Elex Media Komputindo
- Nanik, Abdul , Nurdasila,Syafruddin. (2019). Do Good Governance and Service Quality Mediate the Effect of Bureaucratic Reform on Performance of the Archival Institutions in Indonesia?. *Quality Management*.
- Natalie C. Skeepersa, Charles Mbohwa. (2015). A study on the leadership behaviour, safety leadership and safety performance in the construction industry in South Africa. *Procedia Manufacturing*.
- Natalie C. Skeepersa, Charles Mbohwa (2015). A study on the leadership behaviour, safety leadership and safety performance in the construction industry in South Africa. *Procedia Manufacturing* 4 (2015) 10 – 16.
- Nazir. 2005. *Metode Penelitian*. Bogor : Ghalia Indonesia.

- Nicholas (2016). Good Governance and Leadership: Pathway to Sustainable National Development in Nigeria. *Journal of Public Administration and Governance*.
- O.P Dwivedi (2002). The Challenge of Cultural Diversity for Good Governance. *Indian Journal of Public Administration* Vol. XLVIII No. 1 Januari-March 2002.
- Osborne, David dan Ted Gaebler. 1992. *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*, diterjemahkan oleh Abdul Rosyid.1996. *Mewirausahakan Birokrasi: Mentransformasikan Semangat Wirausaha ke dalam Sektor Publik*. Jakarta: Pustaka Binaman Pressido.
- Ohemeng, F. L., Amoako-Asiedu, E., & Darko, T. O. (2018). The relationship between leadership style and employee performance: An exploratory study of the Ghanaian public service. *International Journal of Public Leadership*.
- Oyvind Eggen (2012) *Performing Good Governance: The Aesthetics of Bureaucratic Practice in Malawi*.
- Ostrom, E. (2015). *Governing the commons*. Cambridge university press
- Paolucci, N., Dimas, I. D., Zappalà, S., Lourenço, P. R., & Rebelo, T. (2018). Transformational leadership and team effectiveness: The mediating role of affective team commitment. *Revista de Psicología del Trabajo y de las Organizaciones*.
- Pella, D. A. & Inayati, A. (2011). *Manajemen Talenta: Mengembangkan SDM Untuk Mencapai Pertumbuhan dan Kinerja Prima*. Jakarta: PT Gramedia Pustaka Utama
- Peter Davis. (2000). *The Governance of co-operatives under competitive conditions : issues, processes, and culture*. Corporate Governance
- Putu Han Widiatmika, (2018). Gede Sri Darma Good Corporate Governance, Job Motivation, Organization Culture Which Impact Company Financial Performance. *Jurnal Manajemen dan Bisnis*. Volume 15, No. 3, Juli 2018.
- Putnam, R. D., Leonardi, R., & Nanetti, R. Y. (1993). *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton University Press
- Prasojo, E., & Kurniawan, T. (2008). Reformasi Birokrasi dan Good Governance: Kasus Best Practices dari Sejumlah Daerah di Indonesia. Dipresentasikan dalam The 5th International Symposium of Journal Antropologi Indonesia.

- Prasetyono, 2008. Analisis Kinerja Rumah Sakit Daerah Berdasarkan Budaya Organisasi, Komitmen Organisasi, dan Akuntabilitas Publik (Survey Pada Rumah Sakit Daerah di Jawa Timur). Symposium Nasional Akuntansi X: Unhas Makassar.
- Preeti Khatri, 2010. Talent Management in HR, Journal of Management and Strategy Vol. 1, No. 1
- Putu Han Widiatmika, Gede Sri Darma (2018). Good Corporate Governance, Job Motivation, Organization Culture Which Impact Company Financial Performance. Jurnal Manajemen dan Bisnis.
- Putu Han Widiatmika, Gede Sri Darma. (2018). Good Corporate Governance, Job Motivation, Organization Culture Which Impact Company Financial Performance. Jurnal Manajemen dan Bisnis. Volume 15, No. 3, Juli 2018.
- Rahma, Abdul, Lucyani. (2020). The Effect Of Leadership Style, Organizational Commitment, And Understanding Of Good Governance On Government Birokrasi Performance In Bpkp Central Sulawesi Representative. Tadulako Social Science and Humaniora Journal.
- Robins, S.P., 2001, Organizations Behaviour, Upper Saddle River, Prentice-Hall, Inc
- Rana, Syarifah, Irsan (2022). Influence Of Komitmen Kepemimpinan To Good Corporate Governance And Budget Management. Social Sciences, Humanities and Education Journal.
- Richard V. Adkisson and Randy McFerrin. (2014). Culture and Good Governance: A Brief Empirical Exercise. Journal of Economic Issues Vol. XLVIII No. 2 June 2014. DOI 10.2753/JEI0021-3624480218.
- Richard V. Adkisson and Randy McFerrin. (2014). Issues Culture and Good Governance: A Brief Empirical Exercise. Journal of Economic.
- Richard V. Adkisson, Randy McFerrin. (2014). Culture and Good Governance: A Brief Empirical Exercise. Journal Of Economic Issues.
- Rindu, R., Lukman, S., Hardisman, H., Hafizurrachman, M., & Bachtiar, A. (2020). The relationship between transformational leadership, organizational commitment, work stress, and turnover intentions of nurse at private hospital in Indonesia. Open Access Macedonian Journal of Medical Sciences.
- Rita, M., Payangan, O. R., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership

and work motivation on employee performance. *International Journal of Law and Management*.

- Rivai, Vietsal, 2005. *Performance Appraisal: Sistem yang Tepat untuk Menilai Kinerja Karyawan dan Meningkatkan Daya Saing Perusahaan*. PT. RajaGrafindo Persada, Jakarta.
- Ryszard Borowiecki, Tomasz Kusio, Barbara Siuta-Tokarska (2019). The role of a manager in managing intellectual capital in the context of innovative projects in an enterprise, *Organization and Management*, (1(184), 59-71
- Robbins, S.P. 2003. *Perilaku Organisasi: jilid 2*. Jakarta: PT Indeks Kelompok Gramedia
- Romer, 1987. *The Role of The Human Capital*, *The Quarterly Journal of Austrian Economics*.
- Rowden, R.W. (2002). "High performance and human resource characteristics of successful small manufacturing and processing companies", *Leadership and Organisational Development Journal*, 23(2) 79-83.
- Rudra P. Pradhan¹ and G. S. Sanyal. (2011). Good governance and human development: Evidence form Indian States. *Journal of Social and Development Science* Vol. 1, No. 1, pp. 1-8, Feb 2011.
- Said Abdurrahman, Samdin,, Dedy, Endro (2022). Analysis of Good Governance and Leadership on Performance Mediated by the Commitment of Individuals from the Parliament of the Republic of Indonesia. *Italienisch*.
- Schein, E.H. 1992. *Organizational Culture and Leadership*, 2nd ed. CA: Jossey Bass: San Francisco.
- Scott L. Newbert,2006. Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. *Strategic Manajemen Journal*. Volume 28, Issue 2 Pages: 101-209, February 2006
- Susanto, AB., 1997. *Budaya Perusahaan : Seri Manajemen Dan Persaingan Bisnis*. Cetakan Pertama, Elex Media Komputindo, Jakarta.
- Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*.

- Sari, F., Sudiarditha, I. K. R., & Susita, D,(2021). Organizational Culture and Leadership Style on Employee Performance: Its Effect through Job Satisfaction. *The International Journal of Social Sciences World (TIJOSSW)*.
- Sedarmayanti. 2012. *Good Governance Pemerintahan Yang Baik. Bagian Kedua Edisi Revisi*. Bandung: CV. Mandar Maju
- Siagan, S.P. 2010. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Singarimbun, Masri dan Sofian Effendi, 2008. *Metode Penelitian Survei*, Jakarta: LP3ES.
- Sugiyono. 2018. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, penerbit Alfabeta,Bandung
- Saridakis G, Munoz-Torres R, Johnstone S (2013). Do HR Practices Enhance Organizational Commitment in SMEs with Low Employee Satisfaction?. *British Journal of Management*, 24(3), 445-458.
- Sarwono, S.W. 2002. "Teori-teori Psikologi Sosial." PT Raja Grafindo Persada.
- Schavana Phillips, Vinh V. Thai, Zaheed Halim (2019). Airline Value Chain Capabilities and CSR Performance: The Connection Between CSR Leadership and CSR Culture with CSR Performance, Customer Satisfaction and Financial Performance. *The Asian Journal of Shipping and Logistics* 35(1) (2019) 030-040.
- Sihombing, S., Astuti, E. S., Al Musadieq, M., Hamied, D., & Rahardjo, K. (2018) The effect of servant leadership on rewards, organizational culture and its implication for employee's performance. *International Journal of Law and Management*.
- Sinta Zahrotul Ulya, Helen Puspitasari. (2022). The Financial Performance In The Indonesian Banking Industry Review From Good Corporate Governance And Intellectual Capital. *AJAR Vol. 5 No.01*, 90-116.
- Sintayehu Shibru (2017). Middle Level Managers' Quality of Leadership and Good Governance, and Organizational Performance of Wolaita Sodo University. *Journal of Education and Practice*.
- Sophie De Winne,Luc Sels .(2006) The Impact Of Upper And Lower Echelon Human Capital And Hr Practices On Innovation In Start-Ups. Working Paper Steunpunt OOI : June 2006.
- Stephen, Basil C (2012). Re-Engineering African Political Leadership Through Good Governance for Sustainable Development and Growth in Africa. *Canadian Social Science*.

- Stollberger, J., Las Heras, M., Rofcanin, Y., & Bosch, M. J. (2019). Serving followers and family? A trickle-down model of how servant leadership shapes employee work performance. *Journal of Vocational Behavior*.
- Suparmoko. 1995. *Metode Penelitian Praktis*, Edisi 3, Yogyakarta: BPFE - Gajah Mada
- Suryono, A. (2001). Budaya Birokrasi Pelayanan Publik. *Jurnal Ilmiah Administrasi Negara*, 1(2), 49–58
- S. M. Zin, R. C. Mat, K. A. Manaf, N. Muhammad, F. A. Mansor¹ and M. Z. Hashim. (2018). Identifying Importance-Performance Matrix Analysis (Ipma) Ofintellectual Capital And Islamic Work Ethics In Malaysian SMES. *Journal of Fundamental and Applied Sciences*. 10(1S), 793-805
- Susilo, Dwi Ermayanti , Soetjipto, Noer, Triwulan, Anasthasia (2019). The effect of employee commitment, culture, and leadership style on good governance performance of Jombang District government (Indonesia). *Revista*.
- Tanbir Hossain. (2022). Evaluating The Role Of Governance In Boosting Human Capital To Shrink Income Inequality In Developing Countries. *JDE (Journal of Developing Economies)* Vol. 7 No. 1 (2022): 107-126.
- Taryono, Dewi, Nur Rohim, Annissa (2021). Good Governance and Leader-ship; Sustainable National Development with Good Governance and Leadership in Indonesia. *Jurnal Uinjkt* .
- Theodore J. Davis. (2016). Good governance as a foundation for sustainable human development in sub-Saharan Africa. *Third World Quarterly*. <http://dx.doi.org/10.1080/01436597.2016.1191340>.
- Thompson Jr, Strickland and Gamble, 2007, *Crafting and Executing Strategy, Concept & Cases*, Mc Graw-Hill International Edition, New York.
- Titisari, Purnamie. 2014. The role of Organizational Citizenship Behavior (OCB) in improving employee performance. *Media Discourse Partners*.
- Theodore J. Davis. (2016). Good governance as a foundation for sustainable human development in sub-Saharan Africa. *Third World Quarterly*. <http://dx.doi.org/10.1080/01436597.2016.1191340>.

- Tran, Q. H. (2020). Organisational culture, leadership behaviour and job satisfaction in the Vietnam context. *International Journal of Organizational Analysis*.
- Vicki Kaman, Anne M. McCarthy, Robert D. Gulbro, Mary L. Tucker. (2001). Bureaucratic and High Commitment Human Resource Practices in Small Service Firms. *Human Resource Planning*. Vol. 24, Issue 1.
- Waridin dan Masrukhin, 2006, Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi, dan Kepemimpinan Terhadap Kinerja Pegawai, *Ekobis*, Vol.7, No.2 : Jakarta.
- Wati, E., Lismawati., dan N. Aprilia. 2010. Pengaruh Independensi, Gaya Kepemimpinan, Komitmen Organisasi dan Pemahaman Good Governance Terhadap Kinerja Auditor Pemerintah: Penelitian Pada Auditor Pemerintah di BPKP Perwakilan Bengkulu. Makalah disampaikan dalam Simposium Nasional Akuntansi XIII. Purwokerto: 13-15 Oktober 2018.
- Wang, Y., & Lo, H. ((2003)). Customer-focused performance and the dynamic model for Competence Building and Leveraging: A resource-based view. *Journal of Management Development*, 22(6), 483–526
- World Bank. (1997). *World Development Report 1997: The State in a Changing World*. World Bank Publications.
- Wernerfelt. 1984. A resource-based view of the firm. *Strategic Management Journal*
- Wu, C. M., & Chen, T. J. (2018). Collective psychological capital: Linking shared leadership, organizational commitment, and creativity. *International Journal of Hospitality Management*.
- Yanqing Lai, George Saridakis, Stewart Johnstone (2016) Human resource practices, employee attitudes and small firm performance. *Inter-national Small Business Journal*, 35 (4). pp. 470-494. ISSN 0266-2426.
- Youndt, M. A., Subramaniam, M., & Snell, S. A. (2004). Intellectual Capital Profiles: An Examination of Investments and Returns. *Journal of Management Studies*, 41(2), 335–361
- Yasser Arfat, Muqqadas Rehman, Kashif Mahmood, Rashid Saleem. (2017). The Role of Leadership In Work Engagement: The Moderating Role of A Bureaucratic and Supportive Culture. *Pakistan Business Review*.

- Yudhaningsih, Resi. 2011. "Peningkatan Efektivitas Kerja Melalui Komitmen, Perubahan dan Budaya Organisasi", *Jurnal Pengembangan Humaniora*, Vol.11 No.1.
- Zaleha, Rashidah (2014). *Attributes Of Ethical Leadership In Leading Good Governance..International Journal of Business and Social*.
- Zhang, J., van Eerde, W., Gevers, J. M., & Zhu, W. (2020). How temporal leadership boosts employee innovative job performance. *European Journal of Innovation Management*.
- Ali Zeb, Nor Hazana Abdullah, Mudaser Javaid, Muhammad Asad Khan. (2018). *Impact of Human Capital Management Practices on Employees' Job Performance. Journal of Physics Conference Series*.



PEMERINTAH PROVINSI SULAWESI SELATAN
DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU

Jl. Bougenville No.5 Telp. (0411) 441077 Fax. (0411) 448936
Website : <http://simap-new.sulselprov.go.id> Email : ptsp@sulselprov.go.id
Makassar 90231

Nomor : **12522/S.01/PTSP/2023**
Lampiran : 1 lembar
Perihal : **Izin penelitian**

Kepada Yth. :
Terlampir

di-
Tempat

Berdasarkan surat Dekan Fak. Ekonomi dan Bisnis UNHAS Makassar Nomor : 10526/UN4.4/PT.01.04/2023 tanggal 30 Januari 2023 perihal tersebut diatas, mahasiswa/peneliti dibawah ini:

N a m a : **JEMI PABISANGAN TAHIRS**
Nomor Pokok : A013181023
Program Studi : Ilmu Ekonomi
Pekerjaan/Lembaga : Mahasiswa (S3)
Alamat : Jl. P. Kemerdekaan Km, 10 Makassar

PROVINSI SULAWESI SELATAN

Bermaksud untuk melakukan penelitian di daerah/kantor saudara dalam rangka menyusun Disertasi, dengan judul :

" PENGARUH LEADERSHIP COMMITMENT, HUMAN CAPITAL DAN WORK CULTURE TERHADAP KINERJA BIROKRASI MELALUI GOOD GOVERNANCE PEMERINTAH DAERAH DI PROVINSI SULAWESI SELATAN "

Yang akan dilaksanakan dari : Tgl. **03 Maret s/d 03 April 2023**

Sehubungan dengan hal tersebut diatas, pada prinsipnya kami **menyetujui** kegiatan dimaksud dengan ketentuan yang tertera di belakang surat izin penelitian.

Demikian Surat Keterangan ini diberikan agar dipergunakan sebagaimana mestinya.

Diterbitkan di Makassar
Pada Tanggal 03 Maret 2023

A.n. GUBERNUR SULAWESI SELATAN
KEPALA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU
SATU PINTU PROVINSI SULAWESI SELATAN



Ir. H. SULKAF S LATIEF, M.M.
Pangkat : PEMBINA UTAMA MADYA
Nip : 19630424 198903 1 010

Tembusan Yth

1. Dekan Fak. Ekonomi dan Bisnis UNHAS Makassar di Makassar;
2. *Pertinggal.*

DAFTAR TUJUAN SURAT :

1. Walikota Makassar
2. Walikota Parepare
3. Bupati Kepulauan Selayar
4. Bupati Soppeng
5. Bupati Tana Toraja



PROVINSI SULAWESI SELATAN

**A.n. GUBERNUR SULAWESI SELATAN
KEPALA DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU
SATU PINTU PROVINSI SULAWESI SELATAN**



Ir. H. SULKAF S LATIEF, M.M.

Pangkat : PEMBINA UTAMA MADYA

Nip : 19630424 198903 1 010

KETENTUAN PEMEGANG IZIN PENELITIAN :

1. Sebelum dan sesudah melaksanakan kegiatan, kepada yang bersangkutan melapor kepada Bupati/Walikota C q. Kepala Bappelitbangda Prov. Sulsel, apabila kegiatan dilaksanakan di Kab/Kota
2. Penelitian tidak menyimpang dari izin yang diberikan
3. Mentaati semua peraturan perundang-undangan yang berlaku dan mengindahkan adat istiadat setempat
4. Menyerahkan 1 (satu) eksamplar hardcopy dan softcopy kepada Gubernur Sulsel. Cq. Kepala Badan Perencanaan Pembangunan Penelitian dan Pengembangan Daerah Prov. Sulsel
5. Surat izin akan dicabut kembali dan dinyatakan tidak berlaku apabila ternyata pemegang surat izin ini tidak mentaati ketentuan tersebut diatas.

REGISTRASI ONLINE IZIN PENELITIAN DI WEBSITE :

<https://izin-penelitian.sulselprov.go.id>

KUESIONER

A. Pendahuluan

Sebelumnya saya menyampaikan terima kasih atas kesediaan Bapak/Ibu/Saudara untuk menjawab pertanyaan berikut ini. Daftar pertanyaan ini dibuat dengan maksud mengumpulkan data dalam rangka penyusunan Disertasi yang berjudul : **PENGARUH KOMITMEN KEPEMIMPINAN, HUMAN CAPITAL DAN BUDAYA KERJA TERHADAP KINERJA BIROKRASI MELALUI GOOD GOVERNANCE PEMERINTAH DAERAH DI PROVINSI SULAWESI SELATAN.**

B. Identitas Responden :

Pilihlah salah satu jawaban yang paling sesuai pendapat saudara dengan memberi tanda centang (√) pada jawaban yang tersedia.

- a. Jenis Kelamin :
 Pria Wanita
- b. Usia :
- c. Masa Kerja :
- d. Pendidikan Terakhir :
 SMA/SMK S1 S2 S3
- e. Jabatan :
 Struktural Fungsional
- f. Kepangkatan/Golongan
 Golongan III c Golongan III d Golongan IV a, Golongan IV b

C. Petunjuk Pengisian :

1. Berikan jawaban terhadap pernyataan-pernyataan saudara di bawah ini dengan memberikan tanda cek list (√) pada kolom yang telah disediakan sesuai dengan jawaban yang paling sesuai dengan apa yang Bapak/Ibu rasakan..

2. Pada masing – masing pernyataan terdapat lima alternatif jawaban yaitu :

- Sangat Setuju beri tanda (√) pada kolom SS
- Setuju beri tanda (√) pada kolom S
- Netral beri tanda (√) pada kolom N
- Tidak Setuju beri tanda (√) pada kolom TS
- Sangat Tidak Setuju beri tanda (√) pada kolom STS

C. Pertanyaan

Variabel Komitmen kepemimpinan (X1)

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X1.1 Komitmen Afektif | | | | | |
| X1.1.1 Saya mempedulikan terhadap nasib instansi tempat saya bekerja | | | | | |
| X1.1.2 Saya selalu menaati aturan dan tata tertib instansi tempat saya bekerja | | | | | |
| X1.1.3 Saya mengutamakan kepentingan instansi tempat saya bekerja | | | | | |
| X1.1.4 Saya selalu melaksanakan pekerjaan dengan senang hati dan inisiatif | | | | | |
| X1.1.5 Saya memahami manfaat bekerja yang diperoleh dalam jangka waktu lama di instansi tempat saya bekerja. | | | | | |
| X1.1.6 Pekerjaan saya memberikan dampak positif bagi saya maupun keluarga saya | | | | | |
| X1.2 Komitmen Kontinuans | | | | | |
| X1.2.1 Saya bersungguh-sungguh dalam melaksanakan pekerjaan | | | | | |
| X1.2.2 Saya tidak menyerah bila mendapat teguran dari atasan, melainkan semakin termotivasi melakukan yang terbaik | | | | | |
| X1.2.3 Saya bersedia untuk membantu instansi tempat saya bekerja dalam pencapaian tujuan. | | | | | |
| X1.2.4 Saya berupaya memberikan segala kemampuan (keahlian) saya untuk memajukan dan menjaga citra instansi tempat saya bekerja | | | | | |
| X1.2.5 Saya telah menginvestasikan waktu dan semua sumber daya yang saya miliki dengan maksimal sampai pekerjaan selesai. | | | | | |
| X1.2.6 Saya selalu berusaha memiliki hubungan sosial yang baik dengan sesama karyawan | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|--|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X1.3 Komitmen Kontinuans | | | | | |
| X1.3.1 Saya menerima tujuan dan nilai-nilai instansi tempat saya bekerja | | | | | |
| X1.3.2 Saya selalu memegang teguh visi, misi instansi tempat saya bekerja | | | | | |
| X1.3.3 Saya memiliki niat untuk tetap bekerja di instansi tempat saya bekerja | | | | | |
| X1.3.4 Saya selalu serius dan berkonsentrasi dalam bekerja | | | | | |
| X1.3.5 Dalam bekerja saya menyesuaikan antara sikap dan perilaku saya dengan strategi instansi | | | | | |
| X1.3.6 Saya akan melaksanakan kepercayaan yang diberikan atasan. | | | | | |

Variabel Human Capital (X2)

| Pernyataan | Pilihan Jawaban | | | | |
|--|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X2.1 Intelektual Capital | | | | | |
| X2.1.1 Instansi tempat saya bekerja memberikan pelatihan dan pendidikan bagi setiap karyawan agar karyawan bisa lebih produktif. | | | | | |
| X2.1.2 Saya memiliki keinginan untuk berlatih dan mempelajari skill baru agar saya lebih produktif dalam bekerja | | | | | |
| X2.1.3 Saya memiliki keahlian dalam mendukung pekerjaan saya | | | | | |
| X2.1.4 Saya memiliki kemampuan yang sangat baik dalam menyelesaikan pekerjaan saya | | | | | |
| X2.1.5 Saya memiliki pengetahuan dalam bekerja sesuai standar instansi tempat saya bekerja | | | | | |
| X2.1.6 Saya memiliki pengetahuan yang baik untuk setiap tugas yang menjadi tanggung jawab saya | | | | | |
| X2.2 Social Capital | | | | | |
| X2.2.1 Saya mempercayai karyawan dalam satu tim maupun pimpinan | | | | | |
| X2.2.2 Saya percaya setiap tugas yang saya kerjakan memberikan dampak yang baik bagi instansi dan saya pribadi | | | | | |
| X2.2.3 Saya menyelesaikan permasalahan dengan cara mendiskusikannya dengan karyawan lain. | | | | | |
| X2.2.4 Saya menghargai setiap privasi karyawan lain | | | | | |
| X2.2.5 Saya mempunyai hubungan yang baik dengan rekan kerja maupun pimpinan | | | | | |
| X2.2.6 Saya mempunyai hubungan yang baik dengan pimpinan maupun mitra | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|--|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X2.3 Spiritual Capital | | | | | |
| X2.3.1 Saya tetap yakin dengan prinsip yang saya yakini benar | | | | | |
| X2.3.2 Saya percaya kemampuan dan dedikasi saya bisa memberikan dampak yang luas bagi sekitar | | | | | |
| X2.3.3 Ketika terjadi masalah kepada saya atau pekerjaan saya, saya tetap sabar dan ikhlas dalam menghadapinya | | | | | |
| X2.3.4 Saya dapat menghadapi masalah dengan tenang | | | | | |
| X2.3.5 Saya selalu mengambil hikmah dibalik setiap kejadian | | | | | |
| X2.3.6 Saya bekerja tidak hanya sekedar mencari penghasilan, tetapi lebih utama untuk mendapatkan keberkahan | | | | | |
| X2.3.7 Saya melakukan segala sesuatu sesuai dengan ketentuan yang sebenarnya tidak mengurangi dan melebih-lebihkan | | | | | |
| X2.3.8 Saya bersikap sesuai norma agama dan norma yang berlaku di instansi tempat saya bekerja | | | | | |

Variabel Budaya Kerja (X3)

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X3.1 Inovasi dan Pengambilan Risiko | | | | | |
| X3.1.1 Dalam bekerja saya didorong untuk menemukan ide baru | | | | | |
| X3.1.2 Instansi tempat saya bekerja mendorong saya untuk lebih kreatif dalam menyelesaikan pekerjaan | | | | | |
| X3.1.3 Saya dituntut untuk selalu berinovasi dalam bekerja | | | | | |
| X3.1.4 Instansi tempat saya bekerja mendorong saya untuk melaksanakan gagasan baru walaupun resikonya cukup besar bagi saya | | | | | |
| X3.1.5 Instansi tempat saya bekerja mendorong saya untuk mampu menyelesaikan tugas baru | | | | | |
| X3.1.6 Instansi tempat saya bekerja memotivasi saya untuk mengerjakan pekerjaan yang bukan menjadi tanggung jawab saya. | | | | | |
| X3.2 Perhatian secara Detail | | | | | |
| X3.2.1 Saya bekerja dengan teliti selama melaksanakan pekerjaan di instansi tempat saya bekerja | | | | | |
| X3.2.2 Saya selalu berusaha menyelesaikan pekerjaan dengan tepat. | | | | | |
| X3.2.3 Saya bersedia memeriksa kembali pekerjaan yang sudah saya selesaikan | | | | | |
| X3.2.4 Instansi tempat saya bekerja menekankan untuk menyelesaikan pekerjaan sesuai rincian tugas yang diberikan | | | | | |
| X3.2.5 Saya tidak pernah melewatkan pekerjaan yang sudah menjadi tanggung jawab saya | | | | | |
| X3.2.6 Dalam bekerja, saya selalu memperhatikan setiap detail pekerjaan saya | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X3.3 Orientasi Hasil | | | | | |
| X3.3.1 Instansi tempat saya bekerja menuntut karyawan bekerja melebihi target yang ditetapkan. | | | | | |
| X3.3.2 Saya selalu berusaha menyelesaikan pekerjaan lebih cepat agar dapat mengerjakan tugas yang baru | | | | | |
| X3.3.3 Saya bekerja dengan baik melebihi ekspektasi atasan terhadap saya | | | | | |
| X3.3.4 Instansi tempat saya bekerja menuntut karyawan pentingnya bekerja melebihi standar yang ditetapkan | | | | | |
| X3.3.5 Setiap karyawan memiliki komitmen yang sama untuk menyelesaikan pekerjaan sesuai standard mutu | | | | | |
| X3.3.6 Setiap karyawan dituntut untuk bekerja sesuai dengan SOP | | | | | |
| X3.4 Orientasi Tim | | | | | |
| X3.4.1 Karyawan didorong untuk saling menghargai pendapat karyawan lain | | | | | |
| X3.4.2 Karyawan didorong untuk saling menghargai kinerja karyawan lain | | | | | |
| X3.4.3 Karyawan dituntut untuk memiliki hubungan sosial yang baik dengan karyawan lain. | | | | | |
| X3.4.4 Instansi tempat saya bekerja menekankan pentingnya kemampuan bekerja dalam tim. | | | | | |
| X3.4.5 Setiap karyawan dituntut untuk mampu bekerja secara tim | | | | | |
| X3.4.6 Saya memiliki kemampuan bekerja sama tim yang baik | | | | | |
| X3.5 Keagresifan | | | | | |
| X3.5.1 Instansi tempat saya bekerja mendorong karyawan untuk bekerja lebih baik dibanding karyawan lain | | | | | |
| X3.5.2 Saya memiliki gairah untuk mengerahkan segala kemampuan saya dalam bekerja | | | | | |
| X3.5.3 Saya menginvestasikan sumber daya yang saya miliki dengan maksimal dalam menyelesaikan pekerjaan | | | | | |
| X3.5.4 Instansi tempat saya bekerja mendorong karyawan untuk bekerja secara cepat dan tuntas | | | | | |
| X3.5.5 Instansi tempat saya bekerja mendorong karyawan untuk bekerja secara cepat dan efisien | | | | | |
| X3.5.6 Instansi tempat saya bekerja mendorong saya untuk bekerja secara optimal | | | | | |
| X3.6 Kemantapan | | | | | |
| X3.6.1 Saya dalam melaksanakan pekerjaan selalu didorong bekerja sesuai prosedur | | | | | |
| X3.6.2 Saya tidak pernah bekerja sesuka hati saya tanpa memperhatikan prosedur dan aturan kerja | | | | | |
| X3.6.3 Saya mengedepankan SOP dalam menjalankan pekerjaan saya | | | | | |
| X3.6.4 Saya didorong untuk aktif meminta arahan apabila mengalami permasalahan dalam melaksanakan pekerjaan | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|--|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| X3.6.5 Saya aktif meminta arahan terhadap pekerjaan saya, agar tugas yang saya kerjakan tetap berkualitas | | | | | |
| X3.6.6 Saya selalu menyempatkan waktu untuk meminta bantuan rekan kerja untuk memastikan pekerjaan saya sudah benar sebelum saya | | | | | |

Variabel Good Governance (Y1)

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| Y1.1 Transparansi | | | | | |
| Y1.1.1 Banyaknya laporan yang harus diselesaikan dapat memacu karyawan menyelesaikan laporan dengan cepat dan tanpa terjadi penumpukan tugas. | | | | | |
| Y1.1.2 Laporan pertanggungjawaban tahunan anggaran selalu tepat waktu | | | | | |
| Y1.1.3 Pengelolaan keuangan dilakukan secara efektif agar semua program atau kegiatan tercapai sesuai target | | | | | |
| Y1.1.4 Saya merasa dalam menyusun laporan, segala proses dan tahapan penyusunan dilakukan secara tertib, aman, dan terbuka | | | | | |
| Y1.1.5 Informasi mengenai kebijakan anggaran mudah diakses oleh publik | | | | | |
| Y1.1.6 Pengelolaan keuangan dilakukan secara ekonomis agar terhindar dari pemborosan dan tidak produktif | | | | | |
| Y1.2 Kemandirian | | | | | |
| Y1.2.1 Saya menilai proses pengambilan keputusan dilakukan secara mandiri atau independen. | | | | | |
| Y1.2.2 Instansi tempat saya bekerja bebas dari benturan kepentingan dan dari segala pengaruh atau tekanan yang bersifat internal maupun eksternal | | | | | |
| Y1.2.3 Kebijakan internal instansi sesuai dengan peraturan perundang-undangan yang berlaku | | | | | |
| Y1.2.4 Saya merasa penilaian kinerja karyawan sudah dilakukan secara obyektif | | | | | |
| Y1.2.5 Saya merasa penilaian kinerja karyawan didasarkan pada kinerja karyawan tersebut | | | | | |
| Y1.2.6 Saya merasa penilaian kinerja karyawan sudah tepat. | | | | | |
| Y1.3 Akuntabilitas | | | | | |
| Y1.3.1 Penentuan standar penilaian kinerja karyawan berorientasi pada prosedur operasional standar yang berlaku | | | | | |
| Y1.3.2 Saya bersama tim dan pimpinan dapat mempertanggungjawabkan hasil dari suatu program atau kegiatan yang telah dilakukan | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|--|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| Y1.3.3 Anggaran disajikan secara terbuka, cepat, dan tepat kepada seluruh masyarakat | | | | | |
| Y1.3.4 Proses dan pertanggungjawaban anggaran diawasi secara terus-menerus | | | | | |
| Y1.3.5 Dalam mengevaluasi anggaran, hanya membandingkan target dengan realisasi/sesungguhnya | | | | | |
| Y1.3.6 Saya bersama dengan tim dan pimpinan turut mengevaluasi hasil suatu program atau kegiatan | | | | | |
| Y1.4 Pertanggungjawaban | | | | | |
| Y1.4.1 Semua kegiatan operasional instansi tempat saya bekerja dapat dipertanggungjawabkan secara berjenjang sesuai dengan peraturan perundang-undangan yang berlaku | | | | | |
| Y1.4.2 Semua karyawan berpegang pada prinsip kehati-hatian dalam melaksanakan tugas dan fungsi masing-masing | | | | | |
| Y1.4.3 Semua karyawan selayaknya patuh terhadap peraturan perundang-undangan yang berlaku | | | | | |
| Y1.4.4 Standar profesional etika telah diterapkan dalam instansi secara konsisten dan instansi tidak segan memberi sanksi kepada yang melanggar | | | | | |
| Y1.4.5 Dalam struktur organisasi di instansi tempat saya bekerja sudah ditentukan dengan jelas batas-batas wewenang dan tanggung jawab dari masing-masing pimpinan | | | | | |
| Y1.4.6 Dalam pelaksanaan prosedur kerja, semua karyawan wajib menyelesaikan tanggung jawabnya sendiri | | | | | |
| Y1.5 Keadilan | | | | | |
| Y1.5.1 Saya menilai pengembangan dan hubungan kerja pada karyawan dilakukan dengan memperhatikan hak dan kewajiban secara adil dan wajar | | | | | |
| Y1.5.2 Pujian dan penghargaan atas prestasi kerja yang diberikan oleh Instansi mendorong karyawan lebih giat bekerja | | | | | |
| Y1.5.3 Instansi memberikan penghargaan kepada karyawan ketika karyawan berhasil melaksanakan pekerjaan dengan baik | | | | | |
| Y1.5.4 Instansi memberikan kesempatan kepada karyawan untuk dapat mengembangkan diri | | | | | |
| Y1.5.5 Instansi memberikan promosi jawaban kepada karyawan yang berprestasi | | | | | |
| Y1.5.6 Instansi memberikan kenaikan gaji bagi karyawan yang memiliki kinerja terbaik | | | | | |

Variabel Kinerja (Y2)

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| Z1.1 Kualitas Kerja | | | | | |
| Z1.1.1 Saya mampu mengerjakan tugas dengan teliti dan tepat sesuai yang diharapkan | | | | | |
| Z1.1.2 Saya selalu memeriksa kembali tugas yang menjadi tanggung jawab saya | | | | | |
| Z1.1.3 Saya mampu mempertanggung jawabkan pekerjaan saya | | | | | |
| Z1.1.4 Saya mampu menyelesaikan tugas dengan sebaik-baiknya | | | | | |
| Z1.1.5 Saya mampu menyelesaikan tugas sesuai dengan standar yang ditetapkan | | | | | |
| Z1.1.6 Saya menyelesaikan tugas dengan berorientasi dengan standard mutu instansi tempat saya bekerja | | | | | |
| Z1.2 Kuantitas Kerja | | | | | |
| Z1.2.1 Saya mampu menyelesaikan pekerjaan sesuai dengan target | | | | | |
| Z1.2.2 Saya mampu menyelesaikan pekerjaan melebihi ekspektasi instansi tempat saya bekerja | | | | | |
| Z1.2.3 Saya menyelesaikan pekerjaan melebihi jumlah pekerjaan karyawan lain | | | | | |
| Z1.2.4 Saya dapat memastikan bahwa saya bisa menyelesaikan pekerjaan yang lebih baik dari rekan saya | | | | | |
| Z1.2.5 Saya mampu menyelesaikan pekerjaan melebihi jumlah standar pekerjaan tim lain | | | | | |
| Z1.2.6 Saya bersama tim selalu berupaya untuk mengerjakan pekerjaan sebaik mungkin agar kinerja tim saya dinilai lebih baik daripada tim lain | | | | | |
| Z1.3 Ketepatan Waktu | | | | | |
| Z1.3.1 Saya tidak pernah menunda pekerjaan | | | | | |
| Z1.3.2 Saya antusias untuk menyelesaikan pekerjaan sehingga dapat selesai pada waktunya tanpa adanya perbaikan | | | | | |
| Z1.3.3 Saya mampu mempercepat menyelesaikan pekerjaan sebelum batas waktu yang ditentukan | | | | | |
| Z1.3.4 Saya selalu tertantang untuk menyelesaikan pekerjaan lebih cepat dari rekan kerja lain | | | | | |
| Z1.3.5 Saya mampu menyelesaikan pekerjaan tepat waktu | | | | | |
| Z1.3.6 Saya selalu berupaya menyelesaikan pekerjaan sebaik mungkin bahkan pekerjaan tersebut selesai sebelum waktu yang ditentukan | | | | | |
| Z1.4 Inisiatif | | | | | |
| Z1.4.1 Saya terkadang menerapkan cara atau solusi baru dalam melaksanakan pekerjaan untuk menghadapi situasi ataupun masalah | | | | | |
| Z1.4.2 Saat kerja tim atau rapat Saya terkadang memberikan gagasan untuk kemajuan instansi tempat saya bekerja | | | | | |
| Z1.4.3 Saya berinisiatif mengerjakan pekerjaan lain meskipun pekerjaan saya pada hari tersebut selesai | | | | | |

| Pernyataan | Pilihan Jawaban | | | | |
|---|-----------------|---|---|----|-----|
| | SS | S | N | TS | STS |
| | 5 | 4 | 3 | 2 | 1 |
| Z1.4.4 Saya tertarik untuk mengambil pekerjaan baru ketika tugas saya pada hari tersebut dapat Saya selesaikan sebelum waktunya | | | | | |
| Z1.4.5 Saya mampu mencari berbagai cara untuk memperbaiki proses dan meningkatkan kualitas kerja | | | | | |
| Z1.4.6 Saya berpikir setiap tugas yang Saya kerjakan secara tidak langsung dapat mengembangkan kemampuan saya | | | | | |
| Z1.5 Kerjasama | | | | | |
| Z1.5.1 Saya mampu melakukan tugas dan peran saya dengan baik dalam tim kerja | | | | | |
| Z1.5.2 Kontribusi Saya cukup baik saat bekerja bersama tim | | | | | |
| Z1.5.3 Saya dapat bekerja sama dengan atasan saya dengan baik | | | | | |
| Z1.5.4 Saya sangat antusias saat bekerja bersama dengan atasan karena cukup banyak pengetahuan yang saya dapatkan | | | | | |
| Z1.5.5 Saya mampu berkerja sama dengan mitra dalam melaksanakan pekerjaan | | | | | |
| Z1.5.6 Saya berusaha bekerja secara profesional ketika bekerja sama dengan mitra | | | | | |

D. Pertanyaan Terbuka

1. Hal apa yang membuat Anda dan keluarga Anda sangat bersyukur setelah bekerja di instansi tersebut?

2. Budaya yang seperti apa di instansi tempat Anda bekerja yang menurut Anda sudah sangat baik menurut Anda?

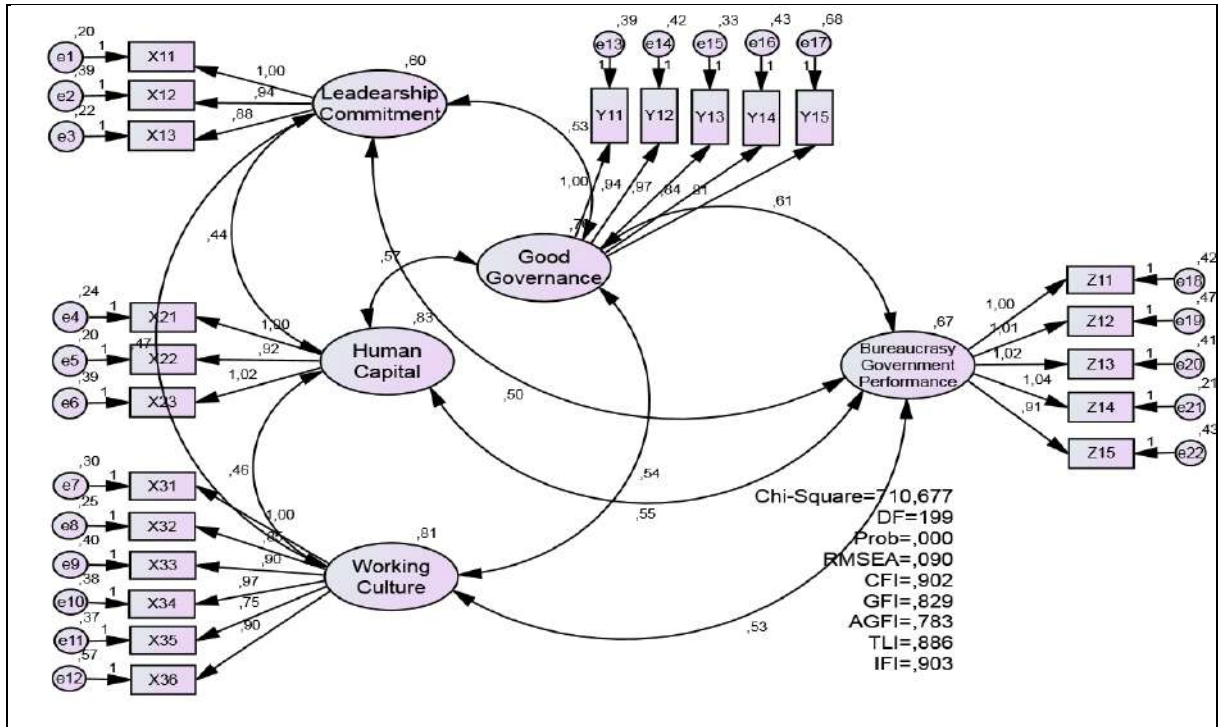
3. Budaya yang seperti apa di instansi tempat Anda bekerja yang menurut Anda sangat perlu diperbaiki?

4. Apa yang Anda perlukan dari instansi tempat Anda bekerja untuk meningkatkan kinerja Anda?

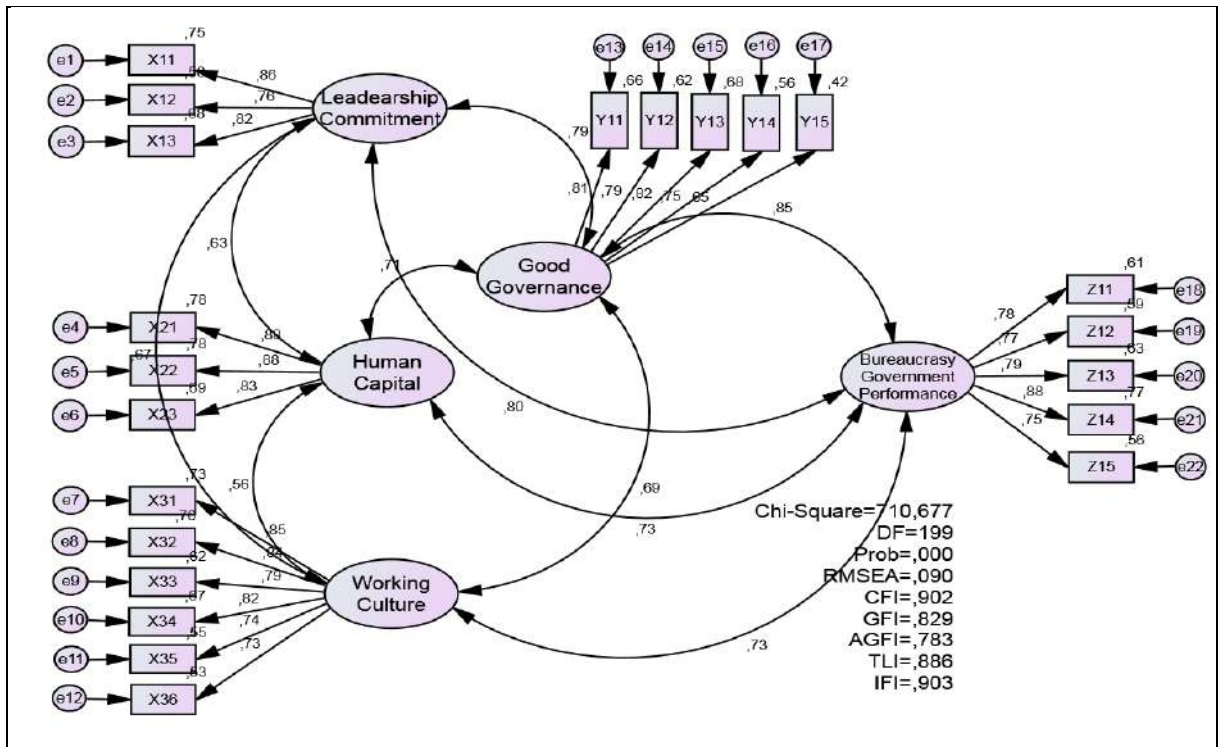
5. Apakah Anda memiliki rencana untuk keluar dari instansi tempat Anda bekerja saat ini dan memutuskan untuk berwirausaha?

1. Model CFA 1

Unstandardized Estimates



Standardized Estimates



Scalar Estimates (Group number 1 - Default model)

Standardized Regression Weights: (Group number 1 - Default model)

| | Estimate |
|---|----------|
| X11 <--- Leadearship_Commitment | ,864 |
| X12 <--- Leadearship_Commitment | ,759 |
| X13 <--- Leadearship_Commitment | ,824 |
| X22 <--- Human_Capital | ,885 |
| X21 <--- Human_Capital | ,882 |
| Y13 <--- Good_Governance | ,824 |
| Y14 <--- Good_Governance | ,746 |
| Y12 <--- Good_Governance | ,785 |
| X23 <--- Human_Capital | ,830 |
| Z13 <--- Bureaucrasy_Government_Performance | ,793 |
| Z14 <--- Bureaucrasy_Government_Performance | ,880 |
| Z15 <--- Bureaucrasy_Government_Performance | ,750 |
| Z12 <--- Bureaucrasy_Government_Performance | ,771 |
| X31 <--- Working_Culture | ,854 |
| X36 <--- Working_Culture | ,730 |
| X35 <--- Working_Culture | ,740 |
| X34 <--- Working_Culture | ,818 |
| X33 <--- Working_Culture | ,788 |
| X32 <--- Working_Culture | ,837 |
| Y15 <--- Good_Governance | ,651 |
| Z11 <--- Bureaucrasy_Government_Performance | ,784 |
| Y11 <--- Good_Governance | ,812 |

Covariances: (Group number 1 - Default model)

| | | Estimate | S.E. | C.R. | P | Label |
|------------------------------------|---|----------|------|-------|-----|--------|
| Leadearship_Commitment | <--> Human_Capital | ,445 | ,054 | 8,189 | *** | par_18 |
| Human_Capital | <--> Working_Culture | ,463 | ,060 | 7,711 | *** | par_19 |
| Leadearship_Commitment | <--> Working_Culture | ,468 | ,055 | 8,460 | *** | par_20 |
| Leadearship_Commitment | <--> Good_Governance | ,528 | ,058 | 9,102 | *** | par_21 |
| Good_Governance | <--> Bureaucrasy_Government_Performance | ,605 | ,068 | 8,963 | *** | par_22 |
| Bureaucrasy_Government_Performance | <--> Working_Culture | ,534 | ,062 | 8,605 | *** | par_23 |
| Good_Governance | <--> Working_Culture | ,544 | ,063 | 8,592 | *** | par_24 |
| Human_Capital | <--> Good_Governance | ,567 | ,065 | 8,740 | *** | par_25 |
| Human_Capital | <--> Bureaucrasy_Government_Performance | ,547 | ,062 | 8,761 | *** | par_26 |
| Leadearship_Commitment | <--> Bureaucrasy_Government_Performance | ,503 | ,057 | 8,906 | *** | par_27 |

Correlations: (Group number 1 - Default model)

| | | | Estimate |
|------------------------------------|------|------------------------------------|----------|
| Leadearship_Commitment | <--> | Human_Capital | ,631 |
| Human_Capital | <--> | Working_Culture | ,565 |
| Leadearship_Commitment | <--> | Working_Culture | ,674 |
| Leadearship_Commitment | <--> | Good_Governance | ,786 |
| Good_Governance | <--> | Bureaucrasy_Government_Performance | ,851 |
| Bureaucrasy_Government_Performance | <--> | Working_Culture | ,727 |
| Good_Governance | <--> | Working_Culture | ,694 |
| Human_Capital | <--> | Good_Governance | ,714 |
| Human_Capital | <--> | Bureaucrasy_Government_Performance | ,733 |
| Leadearship_Commitment | <--> | Bureaucrasy_Government_Performance | ,798 |

Variances: (Group number 1 - Default model)

| | Estimate | S.E. | C.R. | P | Label |
|------------------------------------|----------|------|--------|-----|--------|
| Leadearship_Commitment | ,596 | ,065 | 9,149 | *** | par_28 |
| Human_Capital | ,833 | ,086 | 9,653 | *** | par_29 |
| Good_Governance | ,757 | ,089 | 8,485 | *** | par_30 |
| Bureaucrasy_Government_Performance | ,668 | ,083 | 8,061 | *** | par_31 |
| Working_Culture | ,809 | ,087 | 9,243 | *** | par_32 |
| error6 | ,393 | ,041 | 9,658 | *** | par_33 |
| error5 | ,197 | ,025 | 7,871 | *** | par_34 |
| error4 | ,237 | ,029 | 8,064 | *** | par_35 |
| error3 | ,216 | ,024 | 8,959 | *** | par_36 |
| error2 | ,386 | ,037 | 10,376 | *** | par_37 |
| error1 | ,203 | ,026 | 7,669 | *** | par_38 |
| error20 | ,413 | ,038 | 10,741 | *** | par_39 |
| error10 | ,378 | ,037 | 10,324 | *** | par_40 |
| error11 | ,371 | ,033 | 11,225 | *** | par_41 |
| error12 | ,572 | ,051 | 11,279 | *** | par_42 |
| error9 | ,398 | ,037 | 10,749 | *** | par_43 |
| error8 | ,252 | ,025 | 9,949 | *** | par_44 |
| error7 | ,301 | ,031 | 9,698 | *** | par_45 |
| error17 | ,676 | ,059 | 11,370 | *** | par_46 |
| error16 | ,429 | ,039 | 10,965 | *** | par_47 |
| error15 | ,335 | ,034 | 9,799 | *** | par_48 |
| error14 | ,420 | ,040 | 10,385 | *** | par_49 |
| error19 | ,466 | ,042 | 10,968 | *** | par_50 |
| error21 | ,210 | ,024 | 8,746 | *** | par_51 |
| error22 | ,429 | ,038 | 11,219 | *** | par_52 |
| error18 | ,419 | ,040 | 10,563 | *** | par_53 |
| error13 | ,390 | ,039 | 10,005 | *** | par_54 |

Modification Indices (Group number 1 - Default model)**Covariances: (Group number 1 - Default model)**

| | | | M.I. | Par Change |
|---------|------|------------------------------------|--------|------------|
| error13 | <--> | Working_Culture | 9,892 | -,081 |
| error18 | <--> | Bureaucrasy_Government_Performance | 30,047 | -,098 |
| error18 | <--> | Good_Governance | 53,017 | ,153 |
| error18 | <--> | error13 | 62,927 | ,211 |
| error22 | <--> | Human_Capital | 5,311 | ,061 |
| error22 | <--> | error13 | 4,048 | -,053 |
| error22 | <--> | error18 | 7,245 | -,071 |
| error21 | <--> | Good_Governance | 8,861 | -,048 |
| error21 | <--> | error18 | 5,134 | -,046 |
| error19 | <--> | Bureaucrasy_Government_Performance | 6,526 | ,048 |
| error19 | <--> | error13 | 8,808 | -,083 |
| error14 | <--> | Good_Governance | 4,589 | ,044 |
| error14 | <--> | Leadership_Commitment | 10,982 | -,071 |
| error14 | <--> | error13 | 4,211 | ,055 |
| error14 | <--> | error21 | 17,337 | -,087 |
| error14 | <--> | error19 | 14,451 | ,108 |
| error15 | <--> | error22 | 21,684 | -,116 |
| error16 | <--> | Human_Capital | 4,222 | ,055 |
| error16 | <--> | error22 | 14,877 | ,104 |
| error16 | <--> | error21 | 7,104 | -,055 |
| error17 | <--> | Bureaucrasy_Government_Performance | 36,865 | ,138 |
| error17 | <--> | Good_Governance | 49,005 | -,179 |
| error17 | <--> | Leadership_Commitment | 4,074 | ,053 |
| error17 | <--> | error13 | 4,579 | -,070 |
| error17 | <--> | error21 | 9,335 | ,077 |
| error17 | <--> | error14 | 9,456 | -,102 |
| error17 | <--> | error15 | 4,502 | -,065 |
| error17 | <--> | error16 | 4,378 | -,069 |
| error7 | <--> | error13 | 16,533 | -,097 |
| error8 | <--> | Good_Governance | 4,341 | -,035 |
| error8 | <--> | error18 | 7,769 | -,060 |
| error9 | <--> | error14 | 4,749 | -,058 |
| error9 | <--> | error8 | 15,777 | ,082 |
| error12 | <--> | Working_Culture | 7,826 | -,083 |
| error12 | <--> | error13 | 6,697 | ,079 |
| error12 | <--> | error15 | 15,047 | -,111 |
| error12 | <--> | error16 | 5,087 | ,070 |
| error12 | <--> | error17 | 4,440 | -,080 |
| error12 | <--> | error9 | 7,324 | -,081 |
| error11 | <--> | Bureaucrasy_Government_Performance | 6,172 | ,042 |

| | | | M.I. | Par Change |
|--------|------|------------------------------------|--------|------------|
| eror11 | <--> | eror14 | 8,804 | ,075 |
| eror11 | <--> | eror16 | 10,065 | -,079 |
| eror11 | <--> | eror9 | 6,475 | -,061 |
| eror11 | <--> | eror12 | 9,302 | ,087 |
| eror10 | <--> | Good_Governance | 16,232 | ,083 |
| eror10 | <--> | eror18 | 7,274 | ,070 |
| eror10 | <--> | eror19 | 11,520 | -,092 |
| eror10 | <--> | eror15 | 6,419 | ,061 |
| eror10 | <--> | eror8 | 7,348 | -,056 |
| eror20 | <--> | eror21 | 6,385 | ,051 |
| eror20 | <--> | eror16 | 4,912 | -,059 |
| eror20 | <--> | eror17 | 17,580 | ,138 |
| eror1 | <--> | Bureaucrasy_Government_Performance | 4,452 | ,030 |
| eror1 | <--> | Good_Governance | 5,855 | -,040 |
| eror1 | <--> | eror14 | 10,384 | -,069 |
| eror1 | <--> | eror17 | 4,011 | ,052 |
| eror1 | <--> | eror11 | 5,829 | ,047 |
| eror1 | <--> | eror10 | 4,167 | -,042 |
| eror1 | <--> | eror20 | 5,490 | ,049 |
| eror2 | <--> | eror22 | 4,950 | -,058 |
| eror2 | <--> | eror16 | 4,445 | ,055 |
| eror2 | <--> | eror7 | 7,090 | ,062 |
| eror2 | <--> | eror11 | 7,043 | -,064 |
| eror3 | <--> | Good_Governance | 4,862 | ,036 |
| eror3 | <--> | eror13 | 6,390 | ,052 |
| eror3 | <--> | eror22 | 4,653 | ,044 |
| eror3 | <--> | eror9 | 5,618 | -,048 |
| eror3 | <--> | eror10 | 5,797 | ,048 |
| eror3 | <--> | eror20 | 5,873 | -,050 |
| eror4 | <--> | eror14 | 8,508 | -,067 |
| eror4 | <--> | eror16 | 6,135 | ,057 |
| eror4 | <--> | eror7 | 10,237 | -,065 |
| eror4 | <--> | eror8 | 4,418 | ,038 |
| eror4 | <--> | eror1 | 8,537 | ,052 |
| eror5 | <--> | Bureaucrasy_Government_Performance | 4,646 | ,031 |
| eror5 | <--> | eror13 | 14,747 | -,079 |
| eror5 | <--> | eror18 | 9,789 | -,065 |
| eror5 | <--> | eror19 | 4,575 | ,047 |
| eror5 | <--> | eror7 | 9,935 | ,059 |
| eror5 | <--> | eror9 | 4,673 | -,044 |
| eror5 | <--> | eror2 | 5,365 | ,047 |
| eror6 | <--> | eror13 | 6,183 | ,067 |
| eror6 | <--> | eror18 | 10,538 | ,088 |

| | | | M.I. | Par Change |
|--------|------|---------|-------|------------|
| error6 | <--> | error19 | 4,424 | -,060 |
| error6 | <--> | error10 | 5,740 | ,063 |
| error6 | <--> | error20 | 7,024 | -,072 |
| error6 | <--> | error3 | 4,657 | ,045 |

Variances: (Group number 1 - Default model)

| M.I. | Par Change |
|------|------------|
|------|------------|

Regression Weights: (Group number 1 - Default model)

| | M.I. | Par Change |
|---|--------|------------|
| Y11 <--- Working_Culture | 4,325 | -,093 |
| Y11 <--- Z11 | 18,221 | ,158 |
| Y11 <--- Z12 | 4,611 | -,077 |
| Y11 <--- X31 | 12,943 | -,132 |
| Y11 <--- X32 | 5,659 | -,100 |
| Y11 <--- X35 | 4,412 | -,090 |
| Z11 <--- Good_Governance | 11,259 | ,157 |
| Z11 <--- Y11 | 46,566 | ,247 |
| Z11 <--- Y12 | 7,090 | ,099 |
| Z11 <--- Y13 | 9,128 | ,115 |
| Z11 <--- Y14 | 9,729 | ,123 |
| Z11 <--- X36 | 4,216 | ,072 |
| Z11 <--- X34 | 6,313 | ,091 |
| Z11 <--- X13 | 4,825 | ,104 |
| Z15 <--- Y13 | 5,771 | -,091 |
| Z15 <--- Y14 | 5,816 | ,095 |
| Z14 <--- Y12 | 11,239 | -,096 |
| Z14 <--- Y14 | 6,693 | -,078 |
| Z12 <--- Y11 | 4,526 | -,081 |
| Z12 <--- X34 | 8,574 | -,111 |
| Y12 <--- Z14 | 5,574 | -,097 |
| Y12 <--- Y15 | 5,161 | -,083 |
| Y12 <--- X35 | 4,435 | ,092 |
| Y12 <--- X11 | 8,033 | -,125 |
| Y13 <--- Z15 | 12,250 | -,128 |
| Y13 <--- X36 | 6,998 | -,086 |
| Y14 <--- Z15 | 4,907 | ,088 |
| Y14 <--- X36 | 4,076 | ,071 |
| Y15 <--- Working_Culture | 4,146 | ,113 |
| Y15 <--- Bureaucrasy_Government_Performance | 11,811 | ,209 |
| Y15 <--- Leadership_Commitment | 6,931 | ,173 |
| Y15 <--- Z15 | 11,149 | ,162 |

| | M.I. | Par Change |
|---|--------|------------|
| Y15 <--- Z14 | 17,413 | ,208 |
| Y15 <--- Z12 | 7,251 | ,120 |
| Y15 <--- X31 | 4,685 | ,099 |
| Y15 <--- X33 | 6,204 | ,116 |
| Y15 <--- Z13 | 25,174 | ,228 |
| Y15 <--- X11 | 8,909 | ,160 |
| Y15 <--- X12 | 5,271 | ,115 |
| Y15 <--- X22 | 4,414 | ,106 |
| X31 <--- Y11 | 10,867 | -,107 |
| X31 <--- X21 | 8,493 | -,098 |
| X31 <--- X23 | 5,003 | -,069 |
| X32 <--- Y11 | 4,894 | -,065 |
| X32 <--- Z11 | 6,584 | -,077 |
| X32 <--- Y12 | 4,266 | -,062 |
| X32 <--- X33 | 5,386 | ,071 |
| X36 <--- Bureaucrasy_Government_Performance | 5,120 | ,128 |
| X36 <--- Leadearship_Commitment | 5,412 | ,142 |
| X36 <--- Y11 | 7,925 | ,117 |
| X36 <--- Z11 | 7,170 | ,115 |
| X36 <--- Z15 | 7,590 | ,124 |
| X36 <--- Z14 | 4,644 | ,100 |
| X36 <--- Y14 | 7,505 | ,124 |
| X36 <--- X11 | 6,013 | ,122 |
| X36 <--- X12 | 4,456 | ,099 |
| X36 <--- X23 | 4,527 | ,084 |
| X35 <--- X36 | 4,011 | ,065 |
| X34 <--- Good_Governance | 5,829 | ,110 |
| X34 <--- Y11 | 6,795 | ,092 |
| X34 <--- Z11 | 4,964 | ,081 |
| X34 <--- Y12 | 5,063 | ,081 |
| X34 <--- Y13 | 10,231 | ,118 |
| X34 <--- Y14 | 5,780 | ,092 |
| X34 <--- X23 | 6,775 | ,087 |
| Z13 <--- Y14 | 4,157 | -,080 |
| Z13 <--- Y15 | 6,341 | ,090 |
| X11 <--- Y12 | 4,716 | -,064 |
| X11 <--- X35 | 4,869 | ,075 |
| X12 <--- Z15 | 4,921 | -,085 |
| X12 <--- X35 | 5,668 | -,100 |
| X13 <--- Y11 | 4,177 | ,057 |
| X21 <--- Y12 | 4,168 | -,064 |
| X21 <--- X31 | 4,550 | -,067 |
| X22 <--- Y11 | 5,709 | -,067 |

| | M.I. | Par Change |
|--------------|-------|------------|
| X23 <--- Y11 | 4,717 | ,080 |
| X23 <--- Z11 | 4,712 | ,082 |
| X23 <--- X34 | 4,519 | ,078 |

Model Fit Summary

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 54 | 710,677 | 199 | ,000 | 3,571 |
| Saturated model | 253 | ,000 | 0 | | |
| Independence model | 22 | 5448,357 | 231 | ,000 | 23,586 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | ,057 | ,829 | ,783 | ,652 |
| Saturated model | ,000 | 1,000 | | |
| Independence model | ,496 | ,156 | ,076 | ,142 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | ,870 | ,849 | ,903 | ,886 | ,902 |
| Saturated model | 1,000 | | 1,000 | | 1,000 |
| Independence model | ,000 | ,000 | ,000 | ,000 | ,000 |

Parsimony-Adjusted Measures

| Model | PRATIO | PNFI | PCFI |
|--------------------|--------|------|------|
| Default model | ,861 | ,749 | ,777 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 1,000 | ,000 | ,000 |

NCP

| Model | NCP | LO 90 | HI 90 |
|--------------------|----------|----------|----------|
| Default model | 511,677 | 434,102 | 596,832 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 5217,357 | 4980,318 | 5460,766 |

FMIN

| Model | FMIN | F0 | LO 90 | HI 90 |
|---------------|-------|-------|-------|-------|
| Default model | 2,263 | 1,630 | 1,382 | 1,901 |

| Model | FMIN | F0 | LO 90 | HI 90 |
|--------------------|--------|--------|--------|--------|
| Saturated model | ,000 | ,000 | ,000 | ,000 |
| Independence model | 17,351 | 16,616 | 15,861 | 17,391 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | ,090 | ,083 | ,098 | ,000 |
| Independence model | ,268 | ,262 | ,274 | ,000 |

AIC

| Model | AIC | BCC | BIC | CAIC |
|--------------------|----------|----------|----------|----------|
| Default model | 818,677 | 827,213 | 1021,316 | 1075,316 |
| Saturated model | 506,000 | 545,993 | 1455,401 | 1708,401 |
| Independence model | 5492,357 | 5495,834 | 5574,913 | 5596,913 |

ECVI

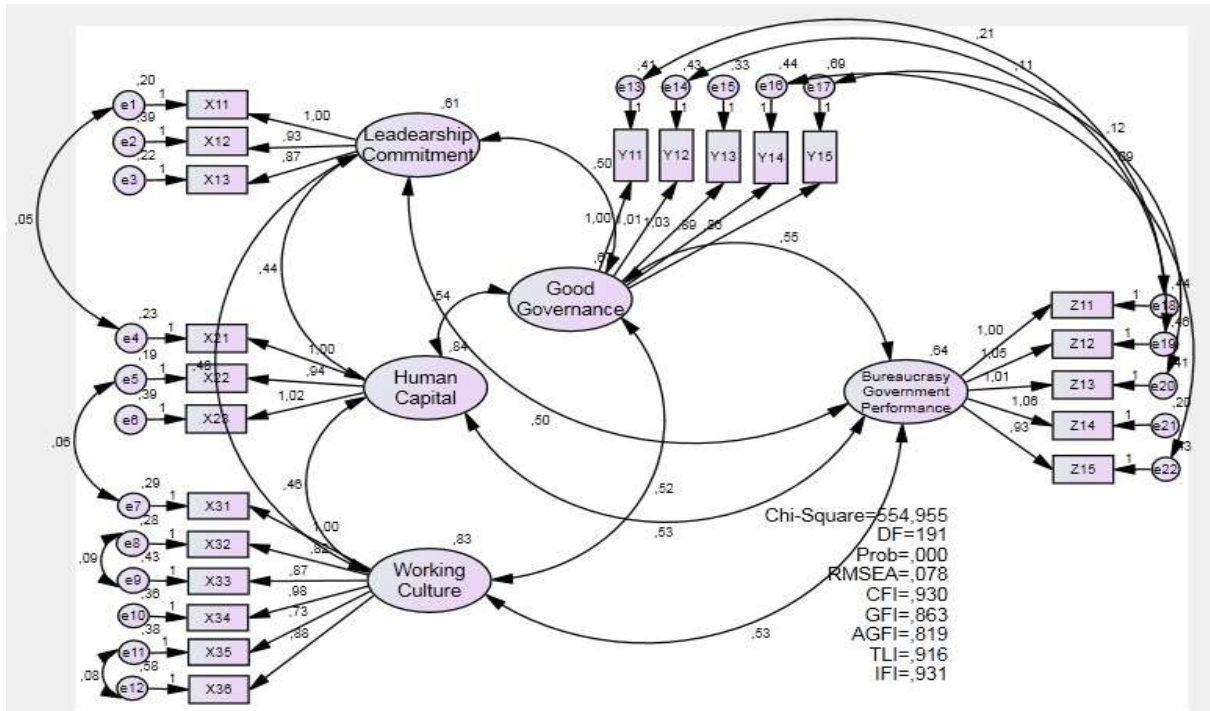
| Model | ECVI | LO 90 | HI 90 | MECVI |
|--------------------|--------|--------|--------|--------|
| Default model | 2,607 | 2,360 | 2,878 | 2,634 |
| Saturated model | 1,611 | 1,611 | 1,611 | 1,739 |
| Independence model | 17,492 | 16,737 | 18,267 | 17,503 |

HOELTER

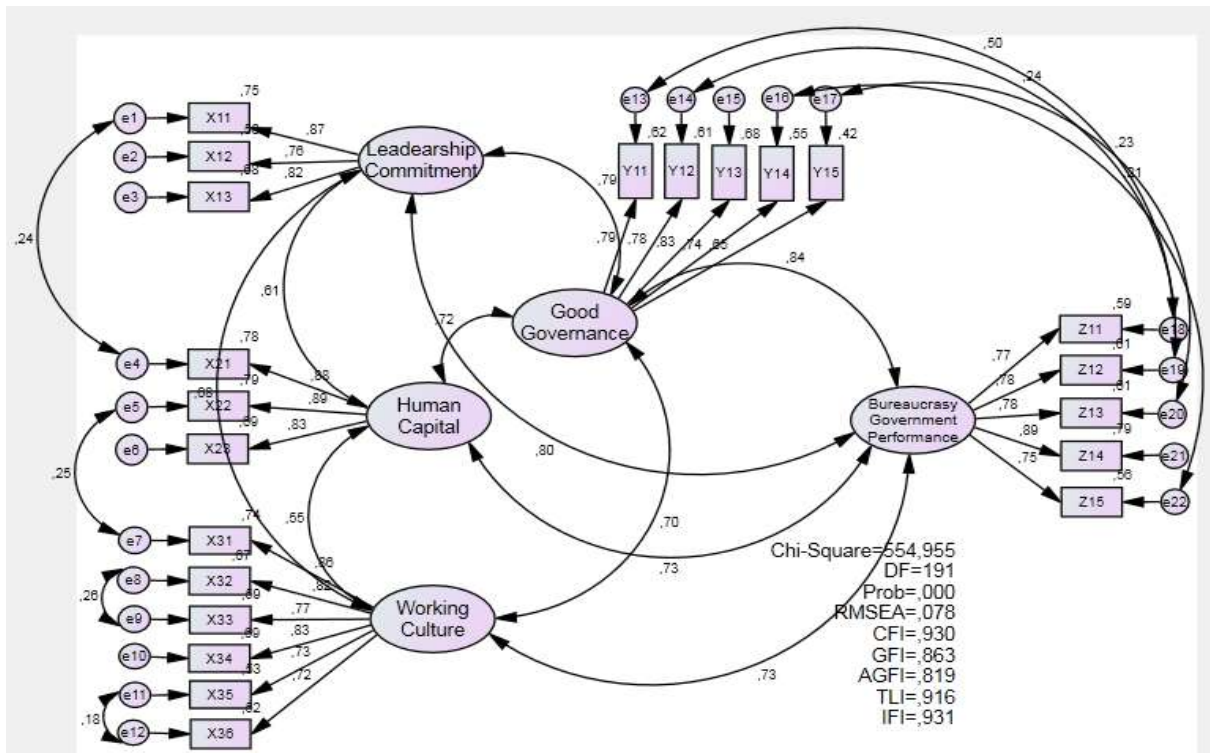
| Model | HOELTER .05 | HOELTER .01 |
|--------------------|----------------|----------------|
| Default model | 103 | 110 |
| Independence model | 16 | 17 |

2. Model CFA 2

Unstandardized Estimates



Standardized Estimates



Scalar Estimates (Group number 1 - Default model)**Standardized Regression Weights: (Group number 1 - Default model)**

| | Estimate |
|---|----------|
| X11 <--- Leadeanship_Commitment | ,866 |
| X12 <--- Leadeanship_Commitment | ,760 |
| X13 <--- Leadeanship_Commitment | ,824 |
| X22 <--- Human_Capital | ,890 |
| X21 <--- Human_Capital | ,885 |
| Y13 <--- Good_Governance | ,827 |
| Y14 <--- Good_Governance | ,741 |
| Y12 <--- Good_Governance | ,784 |
| X23 <--- Human_Capital | ,830 |
| Z13 <--- Bureaucrasy_Government_Performance | ,784 |
| Z14 <--- Bureaucrasy_Government_Performance | ,886 |
| Z15 <--- Bureaucrasy_Government_Performance | ,748 |
| Z12 <--- Bureaucrasy_Government_Performance | ,778 |
| X31 <--- Working_Culture | ,861 |
| X36 <--- Working_Culture | ,723 |
| X35 <--- Working_Culture | ,731 |
| X34 <--- Working_Culture | ,829 |
| X33 <--- Working_Culture | ,769 |
| X32 <--- Working_Culture | ,817 |
| Y15 <--- Good_Governance | ,646 |
| Z11 <--- Bureaucrasy_Government_Performance | ,770 |
| Y11 <--- Good_Governance | ,788 |

Covariances: (Group number 1 - Default model)

| | Estimate | S.E. | C.R. | P | Label |
|---|----------|------|-------|-----|--------|
| Leadeanship_Commitment <--> Human_Capital | ,437 | ,055 | 7,900 | *** | par_18 |
| Human_Capital <--> Working_Culture | ,458 | ,061 | 7,541 | *** | par_19 |
| Leadeanship_Commitment <--> Working_Culture | ,479 | ,056 | 8,517 | *** | par_20 |
| Leadeanship_Commitment <--> Good_Governance | ,500 | ,056 | 8,970 | *** | par_29 |
| Good_Governance <--> Bureaucrasy_Government_Performance | ,551 | ,069 | 7,999 | *** | par_30 |
| Bureaucrasy_Government_Performance <--> Working_Culture | ,532 | ,062 | 8,564 | *** | par_31 |
| Good_Governance <--> Working_Culture | ,523 | ,061 | 8,570 | *** | par_32 |
| Human_Capital <--> Bureaucrasy_Government_Performance | ,534 | ,062 | 8,677 | *** | par_33 |

| | | Estimate | S.E. | C.R. | P | Label |
|------------------------|---|----------|------|-------|------|--------|
| Human_Capital | <--> Good_Governance | ,541 | ,062 | 8,667 | *** | par_34 |
| Leadeanship_Commitment | <--> Bureaucrasy_Government_Performance | ,497 | ,056 | 8,858 | *** | par_35 |
| eror18 | <--> eror13 | ,210 | ,031 | 6,751 | *** | par_21 |
| eror14 | <--> eror19 | ,108 | ,030 | 3,553 | *** | par_22 |
| eror16 | <--> eror22 | ,093 | ,028 | 3,261 | ,001 | par_23 |
| eror20 | <--> eror17 | ,124 | ,035 | 3,551 | *** | par_24 |
| eror5 | <--> eror7 | ,058 | ,019 | 3,019 | ,003 | par_25 |
| eror11 | <--> eror12 | ,084 | ,031 | 2,683 | ,007 | par_26 |
| eror9 | <--> eror8 | ,091 | ,026 | 3,529 | *** | par_27 |
| eror4 | <--> eror1 | ,053 | ,018 | 2,879 | ,004 | par_28 |

Correlations: (Group number 1 - Default model)

| | | Estimate |
|------------------------------------|---|----------|
| Leadeanship_Commitment | <--> Human_Capital | ,612 |
| Human_Capital | <--> Working_Culture | ,549 |
| Leadeanship_Commitment | <--> Working_Culture | ,676 |
| Leadeanship_Commitment | <--> Good_Governance | ,788 |
| Good_Governance | <--> Bureaucrasy_Government_Performance | ,843 |
| Bureaucrasy_Government_Performance | <--> Working_Culture | ,729 |
| Good_Governance | <--> Working_Culture | ,705 |
| Human_Capital | <--> Bureaucrasy_Government_Performance | ,727 |
| Human_Capital | <--> Good_Governance | ,724 |
| Leadeanship_Commitment | <--> Bureaucrasy_Government_Performance | ,797 |
| eror18 | <--> eror13 | ,496 |
| eror14 | <--> eror19 | ,242 |
| eror16 | <--> eror22 | ,213 |
| eror20 | <--> eror17 | ,234 |
| eror5 | <--> eror7 | ,247 |
| eror11 | <--> eror12 | ,179 |
| eror9 | <--> eror8 | ,262 |
| eror4 | <--> eror1 | ,243 |

Variiances: (Group number 1 - Default model)

| | Estimate | S.E. | C.R. | P | Label |
|------------------------------------|----------|------|-------|-----|--------|
| Leadeanship_Commitment | ,606 | ,066 | 9,214 | *** | par_36 |
| Human_Capital | ,840 | ,086 | 9,741 | *** | par_37 |
| Good_Governance | ,665 | ,083 | 8,049 | *** | par_38 |
| Bureaucrasy_Government_Performance | ,643 | ,081 | 7,900 | *** | par_39 |

| | Estimate | S.E. | C.R. | P | Label |
|-----------------|----------|------|--------|-----|--------|
| Working_Culture | ,828 | ,089 | 9,349 | *** | par_40 |
| error6 | ,394 | ,040 | 9,795 | *** | par_41 |
| error5 | ,193 | ,025 | 7,792 | *** | par_42 |
| error4 | ,233 | ,029 | 8,099 | *** | par_43 |
| error3 | ,216 | ,024 | 8,961 | *** | par_44 |
| error2 | ,385 | ,037 | 10,403 | *** | par_45 |
| error1 | ,202 | ,027 | 7,612 | *** | par_46 |
| error20 | ,412 | ,038 | 10,717 | *** | par_47 |
| error10 | ,358 | ,036 | 9,836 | *** | par_48 |
| error11 | ,383 | ,035 | 11,047 | *** | par_49 |
| error12 | ,584 | ,053 | 11,083 | *** | par_50 |
| error9 | ,430 | ,041 | 10,587 | *** | par_51 |
| error8 | ,280 | ,028 | 9,922 | *** | par_52 |
| error7 | ,289 | ,032 | 9,083 | *** | par_53 |
| error17 | ,685 | ,060 | 11,421 | *** | par_54 |
| error16 | ,436 | ,040 | 10,950 | *** | par_55 |
| error15 | ,329 | ,034 | 9,617 | *** | par_56 |
| error14 | ,429 | ,041 | 10,410 | *** | par_57 |
| error19 | ,461 | ,042 | 10,923 | *** | par_58 |
| error21 | ,199 | ,024 | 8,441 | *** | par_59 |
| error22 | ,433 | ,039 | 11,210 | *** | par_60 |
| error18 | ,440 | ,041 | 10,760 | *** | par_61 |
| error13 | ,406 | ,040 | 10,056 | *** | par_62 |

Squared Multiple Correlations: (Group number 1 - Default model)

| | Estimate |
|-----|----------|
| Y11 | ,621 |
| Z11 | ,594 |
| Z15 | ,560 |
| Z14 | ,786 |
| Z12 | ,605 |
| Y12 | ,614 |
| Y13 | ,684 |
| Y14 | ,549 |
| Y15 | ,417 |
| X31 | ,741 |
| X32 | ,668 |
| X33 | ,592 |
| X36 | ,523 |
| X35 | ,534 |
| X34 | ,687 |
| Z13 | ,614 |
| X11 | ,750 |

| | Estimate |
|-----|----------|
| X12 | ,577 |
| X13 | ,679 |
| X21 | ,783 |
| X22 | ,793 |
| X23 | ,689 |

Model Fit Summary

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 62 | 554,955 | 191 | ,000 | 2,906 |
| Saturated model | 253 | ,000 | 0 | | |
| Independence model | 22 | 5448,357 | 231 | ,000 | 23,586 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | ,055 | ,863 | ,819 | ,652 |
| Saturated model | ,000 | 1,000 | | |
| Independence model | ,496 | ,156 | ,076 | ,142 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | ,898 | ,877 | ,931 | ,916 | ,930 |
| Saturated model | 1,000 | | 1,000 | | 1,000 |
| Independence model | ,000 | ,000 | ,000 | ,000 | ,000 |

Parsimony-Adjusted Measures

| Model | PRATIO | PNFI | PCFI |
|--------------------|--------|------|------|
| Default model | ,827 | ,743 | ,769 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 1,000 | ,000 | ,000 |

NCP

| Model | NCP | LO 90 | HI 90 |
|--------------------|----------|----------|----------|
| Default model | 363,955 | 297,220 | 438,326 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 5217,357 | 4980,318 | 5460,766 |

FMIN

| Model | FMIN | F0 | LO 90 | HI 90 |
|--------------------|--------|--------|--------|--------|
| Default model | 1,767 | 1,159 | ,947 | 1,396 |
| Saturated model | ,000 | ,000 | ,000 | ,000 |
| Independence model | 17,351 | 16,616 | 15,861 | 17,391 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | ,078 | ,070 | ,085 | ,000 |
| Independence model | ,268 | ,262 | ,274 | ,000 |

AIC

| Model | AIC | BCC | BIC | CAIC |
|--------------------|----------|----------|----------|----------|
| Default model | 678,955 | 688,756 | 911,615 | 973,615 |
| Saturated model | 506,000 | 545,993 | 1455,401 | 1708,401 |
| Independence model | 5492,357 | 5495,834 | 5574,913 | 5596,913 |

ECVI

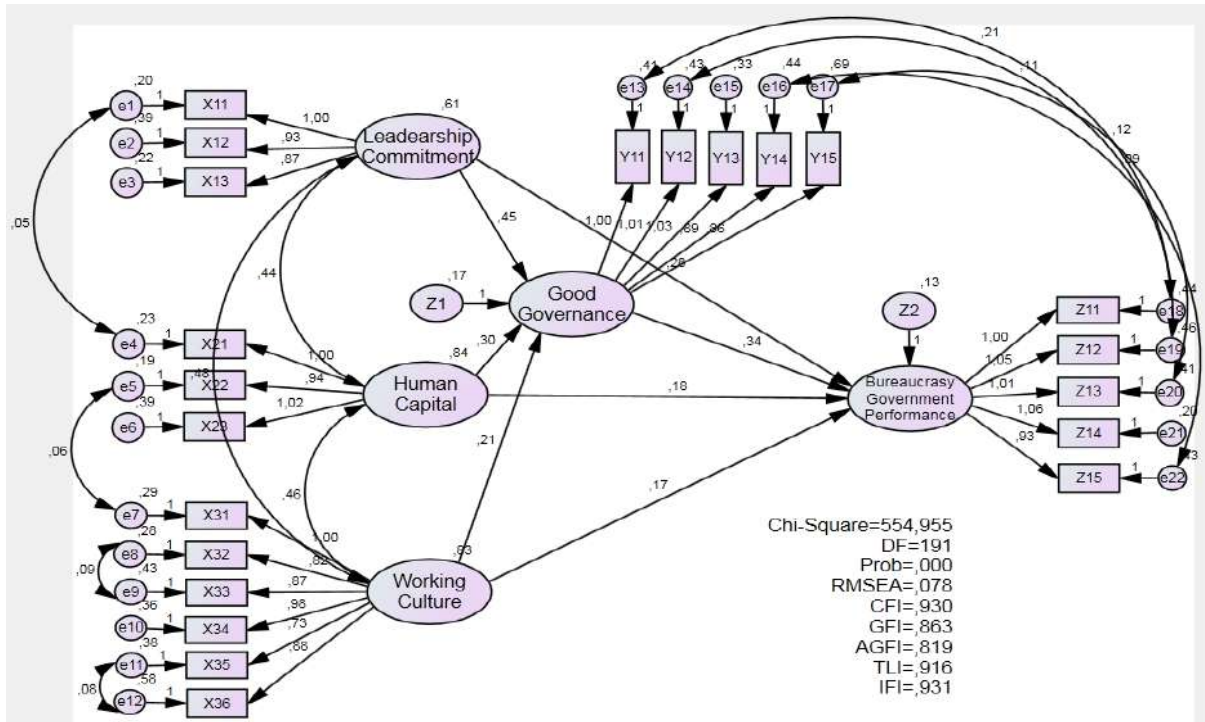
| Model | ECVI | LO 90 | HI 90 | MECVI |
|--------------------|--------|--------|--------|--------|
| Default model | 2,162 | 1,950 | 2,399 | 2,193 |
| Saturated model | 1,611 | 1,611 | 1,611 | 1,739 |
| Independence model | 17,492 | 16,737 | 18,267 | 17,503 |

HOELTER

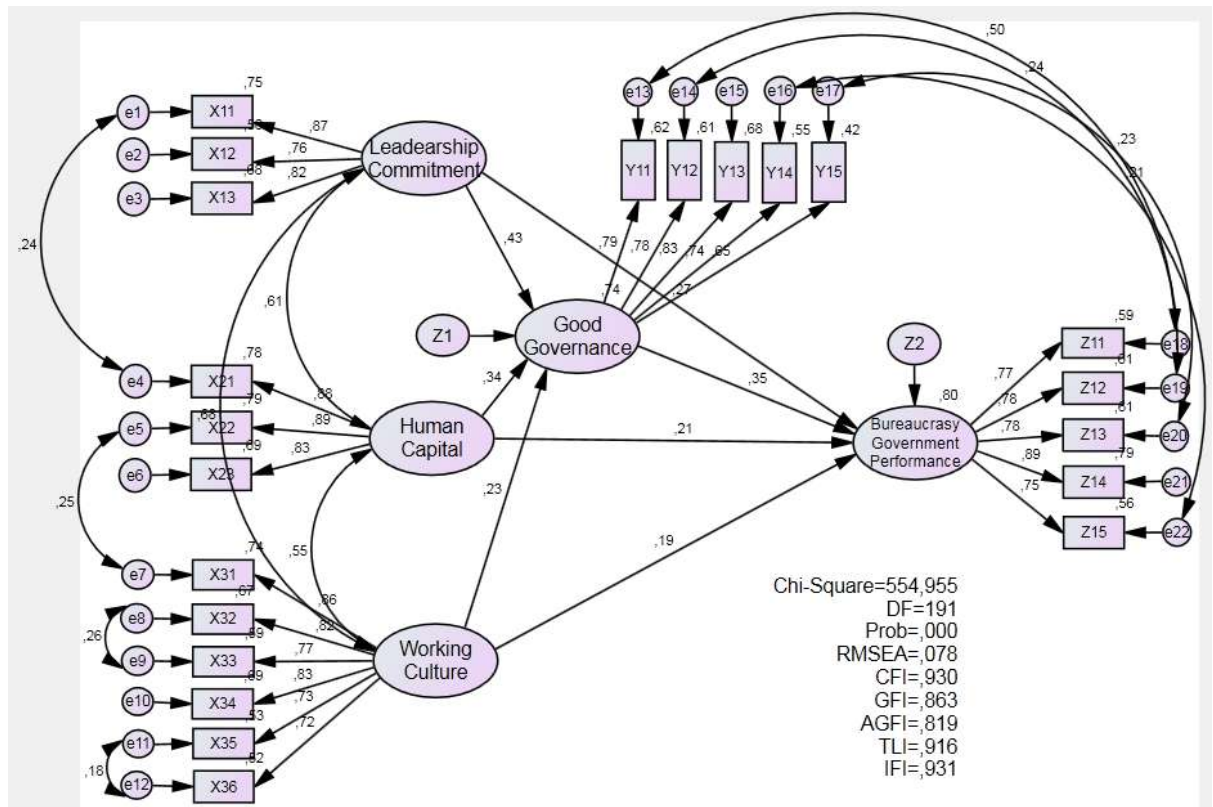
| Model | HOELTER .05 | HOELTER .01 |
|--------------------|----------------|----------------|
| Default model | 127 | 136 |
| Independence model | 16 | 17 |

3. Model Structural

Unstandardized Estimates



Model Full Standardized Estimates



Assessment of normality (Group number 1)

| Variable | min | max | skew | c.r. | kurtosis | c.r. |
|----------|-------|-------|-------|--------|----------|--------|
| Y11 | 1,000 | 5,000 | -,138 | -1,000 | -,588 | -2,131 |
| Z11 | 1,000 | 5,000 | ,046 | ,331 | -,619 | -2,242 |
| Z15 | 1,000 | 5,000 | ,171 | 1,240 | -,257 | -,931 |
| Z14 | 1,000 | 5,000 | -,018 | -,131 | -,605 | -2,192 |
| Z12 | 1,000 | 5,000 | ,059 | ,429 | -,383 | -1,388 |
| Y12 | 1,000 | 5,000 | -,206 | -1,490 | -,060 | -,219 |
| Y13 | 1,000 | 5,000 | -,079 | -,574 | -,029 | -,106 |
| Y14 | 1,000 | 5,000 | -,139 | -1,007 | -,598 | -2,168 |
| Y15 | 1,000 | 5,000 | -,209 | -1,517 | -,587 | -2,128 |
| X31 | 1,000 | 5,000 | ,029 | ,211 | -,531 | -1,924 |
| X32 | 1,000 | 5,000 | -,076 | -,552 | -,637 | -2,307 |
| X33 | 1,000 | 5,000 | -,073 | -,527 | -,554 | -2,008 |
| X36 | 1,000 | 5,000 | -,200 | -1,449 | -,554 | -2,007 |
| X35 | 1,000 | 5,000 | ,134 | ,973 | -,475 | -1,720 |
| X34 | 1,000 | 5,000 | -,222 | -1,610 | -,493 | -1,785 |
| Z13 | 1,000 | 5,000 | -,120 | -,871 | -,309 | -1,119 |
| X11 | 1,000 | 5,000 | ,057 | ,412 | -,569 | -2,062 |

| Variable | min | max | skew | c.r. | kurtosis | c.r. |
|--------------|-------|-------|-------|--------|----------|--------|
| X12 | 1,000 | 5,000 | ,203 | 1,468 | -,034 | -,122 |
| X13 | 1,000 | 5,000 | ,172 | 1,244 | -,521 | -1,886 |
| X21 | 1,000 | 5,000 | ,130 | ,946 | -,588 | -2,130 |
| X22 | 1,000 | 5,000 | -,160 | -1,162 | -,616 | -2,233 |
| X23 | 1,000 | 5,000 | -,155 | -1,120 | -,558 | -2,021 |
| Multivariate | | | | | 1,056 | ,288 |

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

| Observation number | Mahalanobis d-squared | p1 | p2 |
|--------------------|-----------------------|------|------|
| 236 | 43,763 | ,004 | ,698 |
| 76 | 43,310 | ,004 | ,395 |
| 111 | 43,252 | ,004 | ,162 |
| 271 | 43,252 | ,004 | ,052 |
| 209 | 39,425 | ,013 | ,366 |
| 53 | 37,506 | ,021 | ,641 |
| 132 | 36,989 | ,024 | ,620 |
| 292 | 36,989 | ,024 | ,472 |
| 42 | 36,065 | ,030 | ,600 |
| 232 | 36,016 | ,030 | ,483 |
| 202 | 35,061 | ,038 | ,660 |
| 213 | 34,146 | ,047 | ,819 |
| 69 | 33,577 | ,054 | ,876 |
| 229 | 33,577 | ,054 | ,811 |
| 57 | 33,507 | ,055 | ,754 |
| 77 | 33,446 | ,056 | ,687 |
| 91 | 32,800 | ,065 | ,812 |
| 251 | 32,800 | ,065 | ,740 |
| 72 | 32,643 | ,067 | ,716 |
| 94 | 32,479 | ,070 | ,696 |
| 254 | 32,479 | ,070 | ,613 |
| 221 | 32,441 | ,070 | ,541 |
| 140 | 31,493 | ,086 | ,828 |
| 300 | 31,493 | ,086 | ,769 |
| 98 | 31,235 | ,091 | ,797 |
| 180 | 31,214 | ,092 | ,743 |
| 104 | 31,145 | ,093 | ,703 |
| 59 | 31,089 | ,094 | ,657 |
| 237 | 30,691 | ,103 | ,757 |
| 264 | 30,689 | ,103 | ,694 |
| 79 | 30,668 | ,103 | ,635 |
| 239 | 30,668 | ,103 | ,562 |

| Observation number | Mahalanobis d-squared | p1 | p2 |
|--------------------|-----------------------|------|------|
| 26 | 30,295 | ,111 | ,673 |
| 61 | 30,265 | ,112 | ,620 |
| 175 | 30,121 | ,116 | ,623 |
| 15 | 30,055 | ,117 | ,588 |
| 244 | 29,649 | ,127 | ,723 |
| 186 | 29,642 | ,127 | ,666 |
| 219 | 29,590 | ,129 | ,629 |
| 84 | 29,385 | ,134 | ,671 |
| 43 | 29,375 | ,134 | ,613 |
| 75 | 29,367 | ,135 | ,553 |
| 235 | 29,367 | ,135 | ,487 |
| 192 | 28,916 | ,147 | ,672 |
| 134 | 28,905 | ,148 | ,618 |
| 70 | 28,854 | ,149 | ,584 |
| 117 | 28,724 | ,153 | ,596 |
| 277 | 28,724 | ,153 | ,534 |
| 190 | 28,656 | ,155 | ,512 |
| 13 | 28,450 | ,161 | ,572 |
| 173 | 28,450 | ,161 | ,511 |
| 248 | 28,381 | ,163 | ,491 |
| 17 | 28,033 | ,175 | ,639 |
| 24 | 28,016 | ,175 | ,592 |
| 65 | 27,663 | ,187 | ,737 |
| 230 | 27,620 | ,189 | ,710 |
| 187 | 27,599 | ,189 | ,670 |
| 49 | 27,517 | ,192 | ,664 |
| 137 | 27,485 | ,193 | ,630 |
| 297 | 27,485 | ,193 | ,575 |
| 82 | 27,399 | ,196 | ,573 |
| 103 | 27,316 | ,199 | ,569 |
| 263 | 27,316 | ,199 | ,513 |
| 88 | 26,907 | ,215 | ,712 |
| 39 | 26,598 | ,227 | ,825 |
| 199 | 26,598 | ,227 | ,788 |
| 259 | 26,595 | ,227 | ,748 |
| 265 | 26,566 | ,228 | ,719 |
| 143 | 26,549 | ,229 | ,681 |
| 303 | 26,549 | ,229 | ,632 |
| 63 | 26,379 | ,236 | ,688 |
| 223 | 26,379 | ,236 | ,639 |
| 193 | 26,257 | ,241 | ,668 |
| 159 | 26,220 | ,242 | ,642 |
| 28 | 26,120 | ,247 | ,657 |

| Observation number | Mahalanobis d-squared | p1 | p2 |
|--------------------|-----------------------|------|------|
| 258 | 26,061 | ,249 | ,647 |
| 225 | 26,043 | ,250 | ,609 |
| 267 | 25,892 | ,256 | ,659 |
| 208 | 25,845 | ,258 | ,642 |
| 166 | 25,843 | ,258 | ,594 |
| 125 | 25,809 | ,260 | ,567 |
| 285 | 25,809 | ,260 | ,516 |
| 294 | 25,800 | ,260 | ,471 |
| 32 | 25,479 | ,275 | ,647 |
| 37 | 25,457 | ,276 | ,614 |
| 183 | 25,349 | ,281 | ,640 |
| 78 | 25,340 | ,281 | ,598 |
| 238 | 25,340 | ,281 | ,548 |
| 177 | 25,232 | ,286 | ,577 |
| 222 | 25,095 | ,293 | ,626 |
| 33 | 25,093 | ,293 | ,579 |
| 231 | 25,067 | ,294 | ,549 |
| 182 | 24,839 | ,305 | ,665 |
| 105 | 24,730 | ,310 | ,694 |
| 144 | 24,716 | ,311 | ,659 |
| 304 | 24,716 | ,311 | ,613 |
| 52 | 24,604 | ,316 | ,646 |
| 71 | 24,570 | ,318 | ,626 |
| 181 | 24,485 | ,322 | ,640 |
| 18 | 24,372 | ,328 | ,675 |

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments: 253
Number of distinct parameters to be estimated: 62
Degrees of freedom (253 - 62): 191

Result (Default model)

Minimum was achieved
Chi-square = 554,955
Degrees of freedom = 191
Probability level = ,000

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

| | | Estimate | S.E. | C.R. | P | Label |
|------------------------------------|---|----------|------|--------|-----|--------|
| Good_Governance | <--- Leadership_Commitment | ,446 | ,075 | 5,921 | *** | par_21 |
| Good_Governance | <--- Working_Culture | ,208 | ,055 | 3,800 | *** | par_22 |
| Good_Governance | <--- Human_Capital | ,299 | ,051 | 5,911 | *** | par_23 |
| Bureaucrasy_Government_Performance | <--- Good_Governance | ,344 | ,087 | 3,940 | *** | par_24 |
| Bureaucrasy_Government_Performance | <--- Leadership_Commitment | ,275 | ,073 | 3,767 | *** | par_25 |
| Bureaucrasy_Government_Performance | <--- Working_Culture | ,167 | ,049 | 3,375 | *** | par_26 |
| Bureaucrasy_Government_Performance | <--- Human_Capital | ,180 | ,049 | 3,696 | *** | par_27 |
| X11 | <--- Leadership_Commitment | 1,000 | | | | |
| X12 | <--- Leadership_Commitment | ,932 | ,060 | 15,479 | *** | par_1 |
| X13 | <--- Leadership_Commitment | ,869 | ,052 | 16,865 | *** | par_2 |
| X22 | <--- Human_Capital | ,939 | ,044 | 21,337 | *** | par_3 |
| X21 | <--- Human_Capital | 1,000 | | | | |
| Y13 | <--- Good_Governance | 1,034 | ,065 | 15,825 | *** | par_4 |
| Y14 | <--- Good_Governance | ,893 | ,065 | 13,701 | *** | par_5 |
| Y12 | <--- Good_Governance | 1,013 | ,068 | 14,907 | *** | par_6 |
| X23 | <--- Human_Capital | 1,019 | ,053 | 19,089 | *** | par_7 |
| Z13 | <--- Bureaucrasy_Government_Performance | 1,010 | ,070 | 14,461 | *** | par_8 |
| Z14 | <--- Bureaucrasy_Government_Performance | 1,064 | ,064 | 16,634 | *** | par_9 |
| Z15 | <--- Bureaucrasy_Government_Performance | ,925 | ,067 | 13,799 | *** | par_10 |
| Z12 | <--- Bureaucrasy_Government_Performance | 1,048 | ,073 | 14,406 | *** | par_11 |
| X31 | <--- Working_Culture | 1,000 | | | | |
| X36 | <--- Working_Culture | ,879 | ,060 | 14,653 | *** | par_12 |
| X35 | <--- Working_Culture | ,728 | ,049 | 14,875 | *** | par_13 |
| X34 | <--- Working_Culture | ,975 | ,053 | 18,331 | *** | par_14 |
| X33 | <--- Working_Culture | ,867 | ,053 | 16,288 | *** | par_15 |
| X32 | <--- Working_Culture | ,825 | ,046 | 18,063 | *** | par_16 |
| Y15 | <--- Good_Governance | ,859 | ,074 | 11,622 | *** | par_17 |
| Z11 | <--- Bureaucrasy_Government_Performance | 1,000 | | | | |
| Y11 | <--- Good_Governance | 1,000 | | | | |

Standardized Regression Weights: (Group number 1 - Default model)

| | | Estimate |
|------------------------------------|---|----------|
| Good_Governance | <--- Leadership_Commitment | ,425 |
| Good_Governance | <--- Working_Culture | ,233 |
| Good_Governance | <--- Human_Capital | ,336 |
| Bureaucrasy_Government_Performance | <--- Good_Governance | ,350 |
| Bureaucrasy_Government_Performance | <--- Leadership_Commitment | ,267 |
| Bureaucrasy_Government_Performance | <--- Working_Culture | ,189 |
| Bureaucrasy_Government_Performance | <--- Human_Capital | ,206 |
| X11 | <--- Leadership_Commitment | ,866 |
| X12 | <--- Leadership_Commitment | ,760 |
| X13 | <--- Leadership_Commitment | ,824 |
| X22 | <--- Human_Capital | ,890 |
| X21 | <--- Human_Capital | ,885 |
| Y13 | <--- Good_Governance | ,827 |
| Y14 | <--- Good_Governance | ,741 |
| Y12 | <--- Good_Governance | ,784 |
| X23 | <--- Human_Capital | ,830 |
| Z13 | <--- Bureaucrasy_Government_Performance | ,784 |
| Z14 | <--- Bureaucrasy_Government_Performance | ,886 |
| Z15 | <--- Bureaucrasy_Government_Performance | ,748 |
| Z12 | <--- Bureaucrasy_Government_Performance | ,778 |
| X31 | <--- Working_Culture | ,861 |
| X36 | <--- Working_Culture | ,723 |
| X35 | <--- Working_Culture | ,731 |
| X34 | <--- Working_Culture | ,829 |
| X33 | <--- Working_Culture | ,769 |
| X32 | <--- Working_Culture | ,817 |
| Y15 | <--- Good_Governance | ,646 |
| Z11 | <--- Bureaucrasy_Government_Performance | ,770 |

| | | Estimate |
|-----|----------------------|----------|
| Y11 | <--- Good_Governance | ,788 |

Covariances: (Group number 1 - Default model)

| | | Estimate | S.E. | C.R. | P | Label |
|-----------------------------|-----------------|----------|------|-------|------|--------|
| Leadeanship_Commitment <--> | Human_Capital | ,437 | ,055 | 7,900 | *** | par_18 |
| Human_Capital <--> | Working_Culture | ,458 | ,061 | 7,541 | *** | par_19 |
| Leadeanship_Commitment <--> | Working_Culture | ,479 | ,056 | 8,517 | *** | par_20 |
| eror18 <--> | eror13 | ,210 | ,031 | 6,751 | *** | par_28 |
| eror14 <--> | eror19 | ,108 | ,030 | 3,553 | *** | par_29 |
| eror16 <--> | eror22 | ,093 | ,028 | 3,261 | ,001 | par_30 |
| eror20 <--> | eror17 | ,124 | ,035 | 3,551 | *** | par_31 |
| eror5 <--> | eror7 | ,058 | ,019 | 3,019 | ,003 | par_32 |
| eror11 <--> | eror12 | ,084 | ,031 | 2,683 | ,007 | par_33 |
| eror9 <--> | eror8 | ,091 | ,026 | 3,529 | *** | par_34 |
| eror4 <--> | eror1 | ,053 | ,018 | 2,879 | ,004 | par_35 |

Correlations: (Group number 1 - Default model)

| | | Estimate |
|-----------------------------|-----------------|----------|
| Leadeanship_Commitment <--> | Human_Capital | ,612 |
| Human_Capital <--> | Working_Culture | ,549 |
| Leadeanship_Commitment <--> | Working_Culture | ,676 |
| eror18 <--> | eror13 | ,496 |
| eror14 <--> | eror19 | ,242 |
| eror16 <--> | eror22 | ,213 |
| eror20 <--> | eror17 | ,234 |
| eror5 <--> | eror7 | ,247 |
| eror11 <--> | eror12 | ,179 |
| eror9 <--> | eror8 | ,262 |
| eror4 <--> | eror1 | ,243 |

Variances: (Group number 1 - Default model)

| | Estimate | S.E. | C.R. | P | Label |
|------------------------|----------|------|-------|-----|--------|
| Leadeanship_Commitment | ,606 | ,066 | 9,214 | *** | par_36 |
| Human_Capital | ,840 | ,086 | 9,741 | *** | par_37 |
| Working_Culture | ,828 | ,089 | 9,349 | *** | par_38 |
| zeta1 | ,171 | ,029 | 5,990 | *** | par_39 |
| zeta2 | ,132 | ,020 | 6,654 | *** | par_40 |
| eror6 | ,394 | ,040 | 9,795 | *** | par_41 |
| eror5 | ,193 | ,025 | 7,792 | *** | par_42 |
| eror4 | ,233 | ,029 | 8,099 | *** | par_43 |

| | Estimate | S.E. | C.R. | P | Label |
|---------|----------|------|--------|-----|--------|
| error3 | ,216 | ,024 | 8,961 | *** | par_44 |
| error2 | ,385 | ,037 | 10,403 | *** | par_45 |
| error1 | ,202 | ,027 | 7,612 | *** | par_46 |
| error20 | ,412 | ,038 | 10,717 | *** | par_47 |
| error10 | ,358 | ,036 | 9,836 | *** | par_48 |
| error11 | ,383 | ,035 | 11,047 | *** | par_49 |
| error12 | ,584 | ,053 | 11,083 | *** | par_50 |
| error9 | ,430 | ,041 | 10,587 | *** | par_51 |
| error8 | ,280 | ,028 | 9,922 | *** | par_52 |
| error7 | ,289 | ,032 | 9,083 | *** | par_53 |
| error17 | ,685 | ,060 | 11,421 | *** | par_54 |
| error16 | ,436 | ,040 | 10,950 | *** | par_55 |
| error15 | ,329 | ,034 | 9,617 | *** | par_56 |
| error14 | ,429 | ,041 | 10,410 | *** | par_57 |
| error19 | ,461 | ,042 | 10,923 | *** | par_58 |
| error21 | ,199 | ,024 | 8,441 | *** | par_59 |
| error22 | ,433 | ,039 | 11,210 | *** | par_60 |
| error18 | ,440 | ,041 | 10,760 | *** | par_61 |
| error13 | ,406 | ,040 | 10,056 | *** | par_62 |

Squared Multiple Correlations: (Group number 1 - Default model)

| | Estimate |
|------------------------------------|----------|
| Good_Governance | ,743 |
| Bureaucrasy_Government_Performance | ,795 |
| Y11 | ,621 |
| Z11 | ,594 |
| Z15 | ,560 |
| Z14 | ,786 |
| Z12 | ,605 |
| Y12 | ,614 |
| Y13 | ,684 |
| Y14 | ,549 |
| Y15 | ,417 |
| X31 | ,741 |
| X32 | ,668 |
| X33 | ,592 |
| X36 | ,523 |
| X35 | ,534 |
| X34 | ,687 |
| Z13 | ,614 |
| X11 | ,750 |
| X12 | ,577 |
| X13 | ,679 |

| | Estimate |
|-----|----------|
| X21 | ,783 |
| X22 | ,793 |
| X23 | ,689 |

Total Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,208 | ,299 | ,446 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,238 | ,283 | ,429 | ,344 | ,000 |
| Y11 | ,208 | ,299 | ,446 | 1,000 | ,000 |
| Z11 | ,238 | ,283 | ,429 | ,344 | 1,000 |
| Z15 | ,220 | ,262 | ,397 | ,318 | ,925 |
| Z14 | ,254 | ,302 | ,456 | ,366 | 1,064 |
| Z12 | ,250 | ,297 | ,449 | ,360 | 1,048 |
| Y12 | ,211 | ,303 | ,451 | 1,013 | ,000 |
| Y13 | ,216 | ,310 | ,461 | 1,034 | ,000 |
| Y14 | ,186 | ,267 | ,398 | ,893 | ,000 |
| Y15 | ,179 | ,257 | ,383 | ,859 | ,000 |
| X31 | 1,000 | ,000 | ,000 | ,000 | ,000 |
| X32 | ,825 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,867 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,879 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,728 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,975 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,241 | ,286 | ,433 | ,348 | 1,010 |
| X11 | ,000 | ,000 | 1,000 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,932 | ,000 | ,000 |
| X13 | ,000 | ,000 | ,869 | ,000 | ,000 |
| X21 | ,000 | 1,000 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,939 | ,000 | ,000 | ,000 |
| X23 | ,000 | 1,019 | ,000 | ,000 | ,000 |

Standardized Total Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,233 | ,336 | ,425 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,270 | ,324 | ,416 | ,350 | ,000 |
| Y11 | ,183 | ,265 | ,335 | ,788 | ,000 |
| Z11 | ,208 | ,249 | ,320 | ,270 | ,770 |
| Z15 | ,202 | ,242 | ,311 | ,262 | ,748 |
| Z14 | ,240 | ,287 | ,369 | ,310 | ,886 |
| Z12 | ,210 | ,252 | ,323 | ,272 | ,778 |
| Y12 | ,182 | ,264 | ,333 | ,784 | ,000 |
| Y13 | ,192 | ,278 | ,352 | ,827 | ,000 |
| Y14 | ,172 | ,249 | ,315 | ,741 | ,000 |
| Y15 | ,150 | ,217 | ,275 | ,646 | ,000 |
| X31 | ,861 | ,000 | ,000 | ,000 | ,000 |
| X32 | ,817 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,769 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,723 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,731 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,829 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,212 | ,254 | ,326 | ,274 | ,784 |
| X11 | ,000 | ,000 | ,866 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,760 | ,000 | ,000 |
| X13 | ,000 | ,000 | ,824 | ,000 | ,000 |
| X21 | ,000 | ,885 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,890 | ,000 | ,000 | ,000 |
| X23 | ,000 | ,830 | ,000 | ,000 | ,000 |

Direct Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,208 | ,299 | ,446 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,167 | ,180 | ,275 | ,344 | ,000 |
| Y11 | ,000 | ,000 | ,000 | 1,000 | ,000 |
| Z11 | ,000 | ,000 | ,000 | ,000 | 1,000 |

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|-----|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Z15 | ,000 | ,000 | ,000 | ,000 | ,925 |
| Z14 | ,000 | ,000 | ,000 | ,000 | 1,064 |
| Z12 | ,000 | ,000 | ,000 | ,000 | 1,048 |
| Y12 | ,000 | ,000 | ,000 | 1,013 | ,000 |
| Y13 | ,000 | ,000 | ,000 | 1,034 | ,000 |
| Y14 | ,000 | ,000 | ,000 | ,893 | ,000 |
| Y15 | ,000 | ,000 | ,000 | ,859 | ,000 |
| X31 | 1,000 | ,000 | ,000 | ,000 | ,000 |
| X32 | ,825 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,867 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,879 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,728 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,975 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,000 | ,000 | ,000 | ,000 | 1,010 |
| X11 | ,000 | ,000 | 1,000 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,932 | ,000 | ,000 |
| X13 | ,000 | ,000 | ,869 | ,000 | ,000 |
| X21 | ,000 | 1,000 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,939 | ,000 | ,000 | ,000 |
| X23 | ,000 | 1,019 | ,000 | ,000 | ,000 |

Standardized Direct Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,233 | ,336 | ,425 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,189 | ,206 | ,267 | ,350 | ,000 |
| Y11 | ,000 | ,000 | ,000 | ,788 | ,000 |
| Z11 | ,000 | ,000 | ,000 | ,000 | ,770 |
| Z15 | ,000 | ,000 | ,000 | ,000 | ,748 |
| Z14 | ,000 | ,000 | ,000 | ,000 | ,886 |
| Z12 | ,000 | ,000 | ,000 | ,000 | ,778 |
| Y12 | ,000 | ,000 | ,000 | ,784 | ,000 |
| Y13 | ,000 | ,000 | ,000 | ,827 | ,000 |
| Y14 | ,000 | ,000 | ,000 | ,741 | ,000 |
| Y15 | ,000 | ,000 | ,000 | ,646 | ,000 |
| X31 | ,861 | ,000 | ,000 | ,000 | ,000 |

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|-----|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| X32 | ,817 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,769 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,723 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,731 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,829 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,000 | ,000 | ,000 | ,000 | ,784 |
| X11 | ,000 | ,000 | ,866 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,760 | ,000 | ,000 |
| X13 | ,000 | ,000 | ,824 | ,000 | ,000 |
| X21 | ,000 | ,885 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,890 | ,000 | ,000 | ,000 |
| X23 | ,000 | ,830 | ,000 | ,000 | ,000 |

Indirect Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,000 | ,000 | ,000 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,072 | ,103 | ,153 | ,000 | ,000 |
| Y11 | ,208 | ,299 | ,446 | ,000 | ,000 |
| Z11 | ,238 | ,283 | ,429 | ,344 | ,000 |
| Z15 | ,220 | ,262 | ,397 | ,318 | ,000 |
| Z14 | ,254 | ,302 | ,456 | ,366 | ,000 |
| Z12 | ,250 | ,297 | ,449 | ,360 | ,000 |
| Y12 | ,211 | ,303 | ,451 | ,000 | ,000 |
| Y13 | ,216 | ,310 | ,461 | ,000 | ,000 |
| Y14 | ,186 | ,267 | ,398 | ,000 | ,000 |
| Y15 | ,179 | ,257 | ,383 | ,000 | ,000 |
| X31 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X32 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,000 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,241 | ,286 | ,433 | ,348 | ,000 |
| X11 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,000 | ,000 | ,000 |

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|-----|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| X13 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X21 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X23 | ,000 | ,000 | ,000 | ,000 | ,000 |

Standardized Indirect Effects (Group number 1 - Default model)

| | Workin g_Cultu re | Human _Capit al | Leadearship _Commitm ent | Good_G overnan ce | Bureaucrasy_Gov ernment_Performa nce |
|--|-------------------------|-----------------------|--------------------------------|-------------------------|--|
| Good_Governanc e | ,000 | ,000 | ,000 | ,000 | ,000 |
| Bureaucrasy_Gov ernment_Performa nce | ,081 | ,118 | ,149 | ,000 | ,000 |
| Y11 | ,183 | ,265 | ,335 | ,000 | ,000 |
| Z11 | ,208 | ,249 | ,320 | ,270 | ,000 |
| Z15 | ,202 | ,242 | ,311 | ,262 | ,000 |
| Z14 | ,240 | ,287 | ,369 | ,310 | ,000 |
| Z12 | ,210 | ,252 | ,323 | ,272 | ,000 |
| Y12 | ,182 | ,264 | ,333 | ,000 | ,000 |
| Y13 | ,192 | ,278 | ,352 | ,000 | ,000 |
| Y14 | ,172 | ,249 | ,315 | ,000 | ,000 |
| Y15 | ,150 | ,217 | ,275 | ,000 | ,000 |
| X31 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X32 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X33 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X36 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X35 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X34 | ,000 | ,000 | ,000 | ,000 | ,000 |
| Z13 | ,212 | ,254 | ,326 | ,274 | ,000 |
| X11 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X12 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X13 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X21 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X22 | ,000 | ,000 | ,000 | ,000 | ,000 |
| X23 | ,000 | ,000 | ,000 | ,000 | ,000 |

Modification Indices (Group number 1 - Default model)**Covariances: (Group number 1 - Default model)**

| | M.I. | Par Change |
|------------------------------------|--------|------------|
| eror13 <--> Working_Culture | 12,879 | -,091 |
| eror18 <--> Working_Culture | 6,176 | ,064 |
| eror18 <--> zeta1 | 9,580 | ,058 |
| eror18 <--> zeta2 | 21,545 | -,072 |
| eror22 <--> eror18 | 7,364 | -,064 |
| eror21 <--> eror18 | 5,004 | -,040 |
| eror19 <--> Working_Culture | 4,202 | -,059 |
| eror19 <--> zeta2 | 9,693 | ,055 |
| eror14 <--> Working_Culture | 5,902 | ,069 |
| eror14 <--> Leadeanship_Commitment | 8,417 | -,069 |
| eror14 <--> zeta2 | 4,510 | -,037 |
| eror14 <--> eror13 | 4,427 | ,049 |
| eror14 <--> eror21 | 17,309 | -,084 |
| eror15 <--> eror22 | 23,284 | -,117 |
| eror16 <--> eror13 | 5,556 | -,055 |
| eror16 <--> eror18 | 14,234 | ,090 |
| eror16 <--> eror21 | 8,376 | -,058 |
| eror16 <--> eror14 | 4,061 | ,053 |
| eror17 <--> Leadeanship_Commitment | 4,276 | ,060 |
| eror17 <--> zeta1 | 23,554 | -,120 |
| eror17 <--> zeta2 | 28,118 | ,113 |
| eror17 <--> eror22 | 5,350 | ,073 |
| eror17 <--> eror21 | 6,766 | ,064 |
| eror17 <--> eror14 | 8,232 | -,092 |
| eror7 <--> Human_Capital | 10,592 | -,085 |
| eror7 <--> eror13 | 12,463 | -,074 |
| eror8 <--> eror18 | 5,154 | -,043 |
| eror8 <--> eror19 | 4,264 | ,044 |
| eror12 <--> Working_Culture | 6,154 | -,080 |
| eror12 <--> Leadeanship_Commitment | 5,963 | ,066 |
| eror12 <--> eror13 | 5,928 | ,065 |
| eror12 <--> eror15 | 14,947 | -,108 |
| eror12 <--> eror16 | 6,124 | ,074 |
| eror11 <--> zeta2 | 6,085 | ,040 |
| eror11 <--> eror14 | 6,844 | ,064 |
| eror11 <--> eror16 | 11,796 | -,083 |
| eror10 <--> Human_Capital | 5,169 | ,066 |
| eror10 <--> zeta1 | 9,543 | ,062 |
| eror10 <--> eror18 | 5,000 | ,052 |
| eror10 <--> eror19 | 12,595 | -,093 |

| | M.I. | Par Change |
|--------------------|-------|------------|
| eror10 <--> eror15 | 5,685 | ,057 |
| eror10 <--> eror8 | 6,036 | -,049 |
| eror1 <--> zeta2 | 6,662 | ,035 |
| eror1 <--> eror14 | 6,581 | -,053 |
| eror1 <--> eror11 | 6,138 | ,047 |
| eror1 <--> eror10 | 4,045 | -,040 |
| eror2 <--> eror22 | 7,162 | -,068 |
| eror2 <--> eror16 | 7,659 | ,071 |
| eror2 <--> eror7 | 4,942 | ,051 |
| eror2 <--> eror11 | 7,942 | -,067 |
| eror3 <--> eror13 | 4,815 | ,040 |
| eror3 <--> eror22 | 5,643 | ,048 |
| eror3 <--> eror9 | 4,907 | -,043 |
| eror3 <--> eror10 | 5,288 | ,045 |
| eror3 <--> eror20 | 4,902 | -,044 |
| eror4 <--> eror14 | 5,512 | -,052 |
| eror4 <--> eror16 | 8,011 | ,062 |
| eror5 <--> zeta2 | 6,906 | ,035 |
| eror5 <--> eror13 | 4,025 | -,036 |
| eror6 <--> eror18 | 6,289 | ,061 |
| eror6 <--> eror19 | 5,991 | -,067 |
| eror6 <--> eror10 | 4,295 | ,054 |
| eror6 <--> eror20 | 5,209 | -,059 |

Variances: (Group number 1 - Default model)

| | M.I. | Par Change |
|--|------|------------|
|--|------|------------|

Regression Weights: (Group number 1 - Default model)

| | M.I. | Par Change |
|--------------------------|--------|------------|
| Y11 <--- Working_Culture | 4,307 | -,082 |
| Y11 <--- X31 | 12,349 | -,115 |
| Y11 <--- X35 | 6,039 | -,094 |
| Z11 <--- Working_Culture | 6,449 | ,102 |
| Z11 <--- Good_Governance | 6,567 | ,116 |
| Z11 <--- Y12 | 5,748 | ,080 |
| Z11 <--- Y13 | 6,954 | ,091 |
| Z11 <--- Y14 | 15,131 | ,139 |
| Z11 <--- Y15 | 5,088 | ,073 |
| Z11 <--- X31 | 5,112 | ,075 |
| Z11 <--- X36 | 4,289 | ,066 |
| Z11 <--- X35 | 8,594 | ,114 |
| Z11 <--- X34 | 9,896 | ,103 |

| | M.I. | Par Change |
|---|--------|------------|
| Z15 <--- Y13 | 5,822 | -,090 |
| Z14 <--- Y12 | 8,445 | -,081 |
| Z14 <--- Y14 | 5,601 | -,071 |
| Z12 <--- Working_Culture | 4,012 | -,091 |
| Z12 <--- Y11 | 4,296 | -,079 |
| Z12 <--- X34 | 11,447 | -,125 |
| Y12 <--- Z14 | 7,341 | -,109 |
| Y12 <--- Y15 | 4,749 | -,078 |
| Y12 <--- X35 | 4,885 | ,094 |
| Y12 <--- X11 | 7,293 | -,116 |
| Y13 <--- Z15 | 12,109 | -,126 |
| Y13 <--- X36 | 7,532 | -,089 |
| Y15 <--- Leadeanship_Commitment | 7,158 | ,170 |
| Y15 <--- Bureaucrasy_Government_Performance | 11,042 | ,202 |
| Y15 <--- Z11 | 6,559 | ,115 |
| Y15 <--- Z15 | 13,184 | ,172 |
| Y15 <--- Z14 | 14,910 | ,188 |
| Y15 <--- Z12 | 6,998 | ,115 |
| Y15 <--- X31 | 4,681 | ,096 |
| Y15 <--- X33 | 5,646 | ,109 |
| Y15 <--- Z13 | 6,281 | ,114 |
| Y15 <--- X11 | 7,735 | ,145 |
| Y15 <--- X12 | 5,697 | ,117 |
| Y15 <--- X13 | 4,201 | ,117 |
| X31 <--- Human_Capital | 8,035 | -,111 |
| X31 <--- Y11 | 11,690 | -,113 |
| X31 <--- Z11 | 4,415 | -,069 |
| X31 <--- X21 | 9,432 | -,102 |
| X31 <--- X22 | 5,849 | -,086 |
| X31 <--- X23 | 5,674 | -,073 |
| X32 <--- Z11 | 4,444 | -,062 |
| X36 <--- Human_Capital | 4,430 | ,105 |
| X36 <--- Leadeanship_Commitment | 4,976 | ,133 |
| X36 <--- Bureaucrasy_Government_Performance | 4,112 | ,115 |
| X36 <--- Y11 | 8,574 | ,124 |
| X36 <--- Z11 | 5,820 | ,102 |
| X36 <--- Z15 | 7,011 | ,117 |
| X36 <--- Z14 | 4,535 | ,097 |
| X36 <--- Y14 | 9,168 | ,135 |
| X36 <--- X11 | 5,133 | ,110 |
| X36 <--- X12 | 5,482 | ,107 |
| X36 <--- X23 | 5,023 | ,087 |
| X35 <--- Y14 | 5,194 | -,082 |

| | M.I. | Par Change |
|--------------------------|-------|------------|
| X34 <--- Good_Governance | 4,379 | ,100 |
| X34 <--- Y11 | 5,973 | ,088 |
| X34 <--- Y13 | 8,158 | ,105 |
| X34 <--- Y14 | 4,591 | ,081 |
| X34 <--- X23 | 6,400 | ,084 |
| X11 <--- X35 | 5,382 | ,077 |
| X12 <--- Z15 | 4,831 | -,084 |
| X12 <--- X35 | 5,767 | -,100 |
| X13 <--- Y11 | 5,223 | ,066 |
| X22 <--- Y11 | 4,634 | -,062 |
| X23 <--- Y11 | 4,713 | ,082 |
| X23 <--- Z11 | 5,287 | ,087 |
| X23 <--- X34 | 5,277 | ,084 |

Model Fit Summary

CMIN

| Model | NPAR | CMIN | DF | P | CMIN/DF |
|--------------------|------|----------|-----|------|---------|
| Default model | 62 | 554,955 | 191 | ,000 | 2,906 |
| Saturated model | 253 | ,000 | 0 | | |
| Independence model | 22 | 5448,357 | 231 | ,000 | 23,586 |

RMR, GFI

| Model | RMR | GFI | AGFI | PGFI |
|--------------------|------|-------|------|------|
| Default model | ,055 | ,863 | ,819 | ,652 |
| Saturated model | ,000 | 1,000 | | |
| Independence model | ,496 | ,156 | ,076 | ,142 |

Baseline Comparisons

| Model | NFI Delta1 | RFI rho1 | IFI Delta2 | TLI rho2 | CFI |
|--------------------|---------------|-------------|---------------|-------------|-------|
| Default model | ,898 | ,877 | ,931 | ,916 | ,930 |
| Saturated model | 1,000 | | 1,000 | | 1,000 |
| Independence model | ,000 | ,000 | ,000 | ,000 | ,000 |

Parsimony-Adjusted Measures

| Model | PRATIO | PNFI | PCFI |
|--------------------|--------|------|------|
| Default model | ,827 | ,743 | ,769 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 1,000 | ,000 | ,000 |

NCP

| Model | NCP | LO 90 | HI 90 |
|--------------------|----------|----------|----------|
| Default model | 363,955 | 297,220 | 438,326 |
| Saturated model | ,000 | ,000 | ,000 |
| Independence model | 5217,357 | 4980,318 | 5460,766 |

FMIN

| Model | FMIN | F0 | LO 90 | HI 90 |
|--------------------|--------|--------|--------|--------|
| Default model | 1,767 | 1,159 | ,947 | 1,396 |
| Saturated model | ,000 | ,000 | ,000 | ,000 |
| Independence model | 17,351 | 16,616 | 15,861 | 17,391 |

RMSEA

| Model | RMSEA | LO 90 | HI 90 | PCLOSE |
|--------------------|-------|-------|-------|--------|
| Default model | ,078 | ,070 | ,085 | ,000 |
| Independence model | ,268 | ,262 | ,274 | ,000 |

AIC

| Model | AIC | BCC | BIC | CAIC |
|--------------------|----------|----------|----------|----------|
| Default model | 678,955 | 688,756 | 911,615 | 973,615 |
| Saturated model | 506,000 | 545,993 | 1455,401 | 1708,401 |
| Independence model | 5492,357 | 5495,834 | 5574,913 | 5596,913 |

ECVI

| Model | ECVI | LO 90 | HI 90 | MECVI |
|--------------------|--------|--------|--------|--------|
| Default model | 2,162 | 1,950 | 2,399 | 2,193 |
| Saturated model | 1,611 | 1,611 | 1,611 | 1,739 |
| Independence model | 17,492 | 16,737 | 18,267 | 17,503 |

HOELTER

| Model | HOELTER .05 | HOELTER .01 |
|--------------------|----------------|----------------|
| Default model | 127 | 136 |
| Independence model | 16 | 17 |