

## ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF ASN BERAKHLAK CORE VALUES IN STATISTICS INDONESIA OF NORTH MALUKU PROVINCE

M. Djayusman<sup>1\*</sup>, Fadhiah M. Alhadar<sup>2</sup>, Muhammad Thahrim<sup>3</sup>  
<sup>1, 2, 3</sup>Universitas Khairun, Jl. Bandara Baabullah, Ternate, Maluku Utara, Indonesia  
Email: [jayusman285@gmail.com](mailto:jayusman285@gmail.com)

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**Abstract.** The demands of bureaucratic reform require civil servants to have professional, adaptive, and public service-oriented performance. This study aims to analyze the influence of organizational culture based on the Denison model, specifically the dimensions of involvement and adaptability, on employee performance at the Central Statistics Agency (BPS) of North Maluku Province with the Core Values of ASN BerAKHLAK as a moderating variable. The study used a quantitative approach with a survey method on 157 civil servants selected through a proportional random sampling technique. Data were collected using a Likert-scale-based questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS 4.0. The results showed that involvement and adaptability had a positive and significant effect on employee performance. The Core Values of ASN BerAKHLAK were shown to moderate the relationship between adaptability and employee performance in a negative direction, but did not significantly moderate the relationship between involvement and performance. These findings indicate that organizational culture plays an important role in improving civil servant performance, while internalization of BerAKHLAK values can influence the employee adaptation process in a bureaucratic environment. This study enriches the study of organizational culture and bureaucratic reform in the public sector in Indonesia.

**Keywords:** Organizational Culture, Employee Performance, Denison Model, ASN BerAKHLAK, Bureaucratic Reform

**Abstrak.** Tuntutan reformasi birokrasi mengharuskan ASN memiliki kinerja yang profesional, adaptif, dan berorientasi pada pelayanan publik. Penelitian ini bertujuan menganalisis pengaruh budaya organisasi berbasis model Denison, khususnya dimensi *involvement* dan *adaptability*, terhadap kinerja pegawai pada Badan Pusat Statistik (BPS) Provinsi Maluku Utara dengan Core Values ASN BerAKHLAK sebagai variabel moderasi. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap 157 ASN yang dipilih melalui teknik *proportional random sampling*. Data dikumpulkan menggunakan kuesioner berbasis skala Likert dan dianalisis menggunakan *Structural Equation Modeling-Partial Least Squares* (SEM-PLS) dengan bantuan SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *involvement* dan *adaptability* berpengaruh positif dan signifikan terhadap kinerja pegawai. Core Values ASN BerAKHLAK terbukti memoderasi hubungan antara *adaptability* dan kinerja pegawai dengan arah negatif, tetapi tidak memoderasi hubungan *involvement* terhadap kinerja secara signifikan. Temuan ini menunjukkan bahwa budaya organisasi berperan penting dalam meningkatkan kinerja ASN, sementara internalisasi nilai BerAKHLAK dapat memengaruhi proses adaptasi pegawai dalam lingkungan birokrasi. Penelitian ini memperkaya kajian budaya organisasi dan reformasi birokrasi pada sektor publik di Indonesia.

**Kata Kunci:** Budaya Organisasi, Kinerja Pegawai, Model Denison, ASN BerAKHLAK, Reformasi Birokrasi

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## INTRODUCTION

Employee performance is a key indicator of organizational effectiveness, particularly in the public sector, which is responsible for delivering public services and supporting evidence-based policymaking. In the context of bureaucratic reform, improving the performance of State Civil Apparatus (ASN) has become a strategic agenda to establish governance that is professional, adaptive, and service-oriented. As a non-ministerial government institution, the Central Bureau of Statistics (BPS) plays a vital role in producing accurate, timely, and reliable statistical data to support national and regional development. Consequently, the quality of statistical outputs and services depends largely on the performance of employees in conducting statistical operations and responding to increasingly complex data demands.

In organizational behavior studies, organizational culture is widely recognized as a critical factor influencing employee attitudes, work behavior, and performance (Schein, 2010). Among various organizational culture frameworks, the Denison model has been extensively applied because it links cultural characteristics with organizational effectiveness (Denison & Mishra, 1995). Although the model comprises four dimensions—*involvement*, *consistency*, *adaptability*, and *mission*—this study focuses specifically on *involvement* and *adaptability*. These two dimensions are considered the most relevant to the current challenges faced by public organizations undergoing bureaucratic reform and digital transformation. *Involvement* reflects employee participation, empowerment, teamwork, and capability development, whereas *adaptability* represents an organization's ability to respond to environmental changes, technological developments, and stakeholder demands. Previous studies have consistently identified these dimensions as strong predictors of employee performance, innovation, and organizational responsiveness (Abane et al., 2022; Cahya & Firdaus, 2024; Tadesse Bogale & Debela, 2024).

The selection of BPS of North Maluku Province as the research setting is based on several distinctive organizational characteristics. First, BPS operates as a data-driven institution that is currently experiencing rapid digital transformation in statistical production and public service delivery. Second, North Maluku is an archipelagic province with dispersed geographical conditions, creating unique challenges in data collection, coordination, communication, and service accessibility. Third, BPS employees are required to adapt continuously to technological innovations, increasing public demands for data accuracy, and dynamic policy environments. These characteristics make BPS North Maluku an appropriate context for examining how organizational culture, particularly employee involvement and adaptability, influences performance in a public sector institution.

This study also considers the role of ASN BerAKHLAK Core Values as a moderating variable. Introduced as a national framework for strengthening bureaucratic reform, BerAKHLAK consists of the values of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. Previous studies indicate that these values contribute positively to employee performance and organizational culture in government institutions (Darmawan, 2024; Salsabila et al., 2021). However, existing research has primarily examined the direct effects of organizational culture on employee performance, while limited attention has been given to the moderating role of BerAKHLAK values within the Denison organizational culture framework, particularly in statistical and data-oriented public institutions.

Based on this gap, the present study investigates the influence of *involvement* and *adaptability* on employee performance at BPS of North Maluku Province and examines whether ASN BerAKHLAK Core Values moderate these relationships. This study contributes to the literature by focusing on two dimensions of organizational culture that are highly relevant to public sector transformation and by exploring the interaction between organizational culture and national bureaucratic values in shaping employee performance.

## METHOD

This study employed a quantitative approach using a survey method to examine the effects of organizational culture dimensions (*involvement* and *adaptability*) on employee performance, with ASN BerAKHLAK Core Values serving as a moderating variable. The research was conducted at the Central Bureau of Statistics (BPS) of North Maluku Province and all regency/municipality BPS offices under its coordination in 2026.

The population consisted of 260 State Civil Apparatus (ASN) employees. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 157 respondents selected through proportional random sampling to ensure representation from each work unit. Primary data were collected using a structured questionnaire distributed online through Google Forms. All items were measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

Organizational culture was measured using two dimensions of the Denison Organizational Culture Model, namely *involvement* and *adaptability* (Denison & Mishra, 1995). The *involvement* dimension included indicators of employee participation, teamwork, and capability development, while *adaptability* covered responsiveness to change, innovation, and external demands. Employee performance was measured through indicators of competence,

work attitude, work quality, work interaction, and work efficiency (Judge & Robbins, 2017). ASN BerAKHLAK Core Values were measured through seven dimensions: service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative.

Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with SmartPLS 4.0 software. SEM-PLS was selected because the research model involves multiple latent constructs measured by several indicators and includes a moderating variable, requiring simultaneous estimation of both measurement and structural models. In addition, SEM-PLS is particularly suitable for predictive and exploratory research aimed at explaining the relationships among variables and maximizing the explained variance of endogenous constructs (Hair et al., 2019). The method is also robust for studies with moderate sample sizes and does not require strict assumptions regarding multivariate normality, making it appropriate for social science and public sector research (Hair et al., 2017; Sarstedt et al., 2022).

The analysis was conducted in two stages: outer model evaluation and inner model evaluation. The outer model was assessed to examine construct validity and reliability using outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Subsequently, the inner model was evaluated to analyze the relationships among latent variables through path coefficients, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), and predictive relevance ( $Q^2$ ). Hypothesis testing was performed using the bootstrapping procedure, where hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05 at the 5% significance level.

## RESULTS

### Respondent Characteristics

The respondent characteristics in this study describe the profile of employees of the Central Bureau of Statistics (BPS) across North Maluku Province who participated as research samples. The respondents were drawn from BPS of North Maluku Province and all Regency/Municipality BPS offices, with a total sample of 157 State Civil Apparatus (ASN) employees. Respondent characteristics were classified based on gender, educational background, years of service, and work unit. Based on educational background, most respondents held undergraduate degrees (Bachelor's degree), indicating that BPS employees possess adequate academic capacity to support the implementation of statistical duties. Meanwhile, in terms of years of service, respondents consisted of employees with diverse work

experiences, ranging from newly recruited staff to senior employees. This diversity reflects a combination of work experience and adaptability to organizational changes.

Overall, the respondent characteristics indicate that the BPS work environment across North Maluku Province possesses representative human resources, thereby supporting the analysis of organizational culture, ASN BerAKHLAK Core Values, and employee performance.

### Outer Model Results

Outer model evaluation was conducted to assess the validity and reliability of the research constructs through outer loading, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability values (Hair et al., 2017). Several indicators of the employee performance construct that did not meet the recommended loading factor threshold ( $> 0.70$ ) were removed during the initial assessment to improve measurement quality. After refinement, all remaining indicators satisfied the convergent validity requirements, with outer loading values exceeding 0.70.

**Table 1.** Average Variance Extracted (AVE)

| Variables                                       | Average Variance Extracted (AVE) |
|-------------------------------------------------|----------------------------------|
| Organizational Culture – Adaptability Dimension | 0.729                            |
| Organizational Culture – Involvement Dimension  | 0.866                            |
| ASN BerAKHLAK Core Values                       | 0.666                            |
| Employee Performance                            | 0.713                            |

Source: SmartPLS 4.0 Output, 2026

As presented in Table 1, all constructs achieved AVE values above the recommended threshold of 0.50, indicating adequate convergent validity. The involvement dimension recorded the highest AVE value (0.866), suggesting that this construct explained a substantial proportion of the variance of its indicators. Similarly, the adaptability dimension (AVE = 0.729), ASN BerAKHLAK Core Values (AVE = 0.666), and employee performance (AVE = 0.713) also demonstrated satisfactory construct validity. These findings confirm that the indicators were able to represent their respective latent constructs adequately.

**Table 2.** Composite reliability and Cronbach's alpha testing

| Variables                                       | Cronbach's Alpha | Composite Reliability (rho_a) |
|-------------------------------------------------|------------------|-------------------------------|
| Organizational Culture – Adaptability Dimension | 0.815            | 0.821                         |
| Organizational Culture – Involvement Dimension  | 0.923            | 0.924                         |
| ASN BerAKHLAK Core Values                       | 0.921            | 0.927                         |
| Employee Performance                            | 0.942            | 0.944                         |

Source: SmartPLS 4.0 Output, 2026

Table 2 shows that all constructs achieved Cronbach's Alpha and Composite Reliability values above 0.70, ranging from 0.815 to 0.942 and from 0.821 to 0.944, respectively. The employee performance construct exhibited the highest reliability values, indicating strong internal consistency among its indicators. Overall, the validity and reliability results confirm that the measurement model met the recommended SEM-PLS criteria and was therefore suitable for subsequent structural model analysis and hypothesis testing.

### Inner Model Testing

The results showed that all indicators fulfilled the validity and reliability requirements, with outer loading values above 0.70 and reliability coefficients exceeding the recommended threshold. In addition, the structural model revealed significant relationships among organizational culture, ASN BerAKHLAK Core Values, and employee performance. These findings indicate that the proposed model was statistically acceptable and capable of explaining the influence of organizational culture dimensions and ASN core values on employee performance.

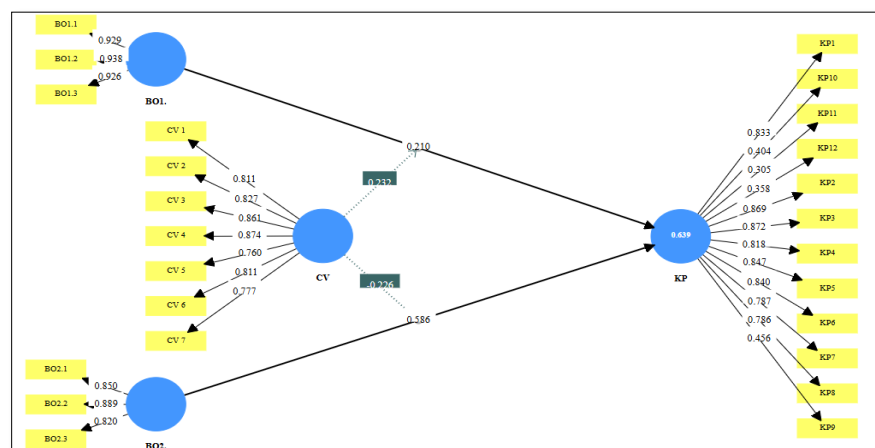


Figure 1. PLS Algorithm Results (Path Coefficients)

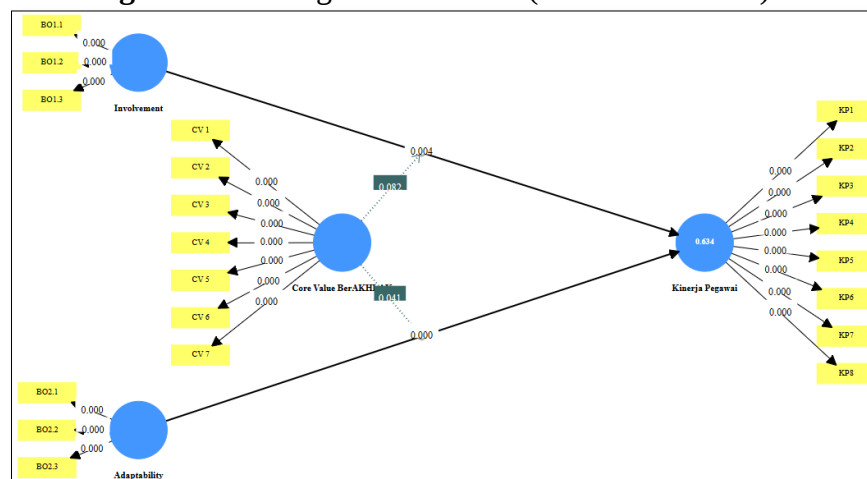


Figure 2. PLS Bootstrapping Results (T-Statistics)

Based on the PLS Algorithm results, the involvement dimension of organizational culture had an effect coefficient of 0.210 on employee performance, while the adaptability dimension had an effect coefficient of 0.599 on employee performance. In addition, the ASN BerAKHLAK Core Values as a moderating variable showed an interaction value of 0.194 in the relationship between involvement and employee performance, and  $-0.209$  in the relationship between adaptability and employee performance. The bootstrapping results revealed that the relationship between involvement and employee performance had a significance value of 0.004, while the relationship between adaptability and employee performance had a significance value of 0.000. Regarding the moderating effects, the relationship between ASN BerAKHLAK Core Values and involvement on employee performance had a significance value of 0.082, whereas the moderating effect on the relationship between adaptability and employee performance had a significance value of 0.041.

### R-Square

Structural model evaluation was also conducted through R-Square testing to determine the model's ability to explain the dependent variable.

**Table 3.** R-Square

| <b>Variables</b>     | <b>R-Square</b> | <b>R-Square Adjusted</b> |
|----------------------|-----------------|--------------------------|
| Employee Performance | 0.634           | 0.622                    |

Source: SmartPLS 4.0 Output, 2026

The R-Square value of 0.634 indicates that the organizational culture dimensions of involvement and adaptability, together with the ASN BerAKHLAK Core Values, were able to explain 63.4% of the variance in employee performance, while the remaining 36.6% was influenced by other variables outside the research model. Referring to Hair et al. (2017), this value falls within the moderate to substantial category, indicating that the research model possesses good predictive capability.

### Hypothesis Testing

Hypothesis testing was conducted to examine the direct effects of organizational culture on employee performance.

**Table 4.** Path Coefficients (Mean, STDEV, t-value)

| <b>Organizational Culture Variables</b>       | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T-Statistics</b> | <b>P-Value</b> |
|-----------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------|----------------|
| Adaptability Dimension → Employee Performance | 0.599                      | 0.606                  | 0.067                             | 8.994               | 0.000          |
| Involvement Dimension → Employee Performance  | 0.210                      | 0.204                  | 0.073                             | 2.869               | 0.004          |

The results indicate that the adaptability dimension of organizational culture had a positive and significant effect on employee performance, with a coefficient value of 0.599 and a p-value of 0.000. This finding suggests that the stronger the organization's ability to adapt to change, the higher the employee performance within BPS of North Maluku Province. Similarly, the involvement dimension of organizational culture also had a positive and significant effect on employee performance, with a coefficient value of 0.210 and a p-value of 0.004. This finding demonstrates that employee involvement through participation, communication, and teamwork contributes to improved employee performance.

### Moderating Effect Testing

Moderation testing was conducted to examine the role of ASN BerAKHLAK Core Values in strengthening or weakening the relationship between organizational culture and employee performance.

Table 5. Indirect Effect Testing between Independent and Dependent Variables through Moderating Variable

| <b>ASN BerAKHLAK Core Values × Organizational Culture</b>       | <b>Original Sample (O)</b> | <b>Sample Mean (M)</b> | <b>Standard Deviation (STDEV)</b> | <b>T-Statistics</b> | <b>P-Value</b> |
|-----------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------|----------------|
| ASN BerAKHLAK Core Values × Adaptability → Employee Performance | -0.209                     | -0.195                 | 0.102                             | 2.042               | 0.041          |
| ASN BerAKHLAK Core Values × Involvement → Employee Performance  | 0.194                      | 0.181                  | 0.111                             | 1.741               | 0.082          |

Source: *SmartPLS 4.0 Output, 2026*

The results indicate that the ASN BerAKHLAK Core Values significantly moderated the relationship between adaptability and employee performance in a negative direction. The coefficient value of -0.209 suggests that, under certain conditions, BerAKHLAK values may weaken the influence of organizational adaptability on employee performance. Conversely, the ASN BerAKHLAK Core Values did not significantly moderate the relationship between

involvement and employee performance, as indicated by a p-value of 0.082, which exceeded the 0.05 significance threshold. This finding suggests that the effect of involvement on employee performance is direct and is not influenced by the moderating variable.

## DISCUSSION

### **The Effect of Involvement on Employee Performance**

The findings indicate that the involvement dimension of organizational culture has a positive and significant effect on employee performance at BPS of North Maluku Province. This result suggests that employee participation, teamwork, and capacity development contribute to improved work outcomes. However, the significance of involvement extends beyond statistical association. In a public-sector institution such as BPS, employee involvement facilitates information sharing, coordination, and collective problem-solving, which are essential for maintaining data quality and service reliability. When employees are actively involved in organizational processes, they are more likely to understand organizational goals and align their work behavior with institutional priorities. This finding supports Denison and Mishra's (1995) argument that involvement strengthens organizational effectiveness by fostering commitment and ownership among employees.

The positive effect of involvement also reflects the collaborative nature of statistical work. BPS operations require intensive coordination across units during data collection, processing, analysis, and dissemination. Therefore, employee participation not only improves individual performance but also enhances organizational integration. This finding is consistent with previous studies showing that participatory organizational cultures promote productivity and employee engagement in public organizations (Abane et al., 2022; Cahya & Firdaus, 2024). Nevertheless, the relatively smaller effect size of involvement compared to adaptability suggests that employee participation alone may not be sufficient to address contemporary organizational challenges. In environments characterized by rapid technological change and increasing demands for data accuracy, the ability to adapt becomes equally, if not more, important than internal collaboration.

Another important finding is that ASN BerAKHLAK Core Values did not significantly moderate the relationship between involvement and employee performance. This result may indicate that the positive influence of involvement has become institutionalized within the organizational culture of BPS, allowing employee participation and teamwork to contribute directly to performance regardless of the extent to which BerAKHLAK values are internalized. It is also possible that the principles embedded in BerAKHLAK, such as collaboration and

accountability, overlap conceptually with the involvement dimension itself. Consequently, the moderating effect becomes less visible because both constructs promote similar behavioral outcomes. This finding highlights that strengthening employee participation and empowerment remains a fundamental strategy for improving performance, while organizational values may function more as a cultural foundation than as a factor that amplifies the impact of involvement.

### **The Effect of Adaptability on Employee Performance**

The findings indicate that the adaptability dimension of organizational culture has a positive and significant effect on employee performance, with a path coefficient of 0.599 and a p-value of 0.000. This result demonstrates that adaptability is the most influential factor affecting employee performance at BPS of North Maluku Province. As a public institution operating in a rapidly evolving data ecosystem, BPS requires employees who can respond effectively to technological advancements, digital transformation, changing statistical methodologies, and increasing stakeholder demands. This finding supports Denison and Mishra's (1995) proposition that adaptive organizations are better positioned to maintain effectiveness and performance in dynamic environments. In the context of BPS, adaptability enables employees to adjust work processes, adopt new technologies, and respond efficiently to organizational and environmental changes, thereby enhancing service quality and organizational outcomes.

An important finding of this study is that ASN BerAKHLAK Core Values significantly moderate the relationship between adaptability and employee performance in a negative direction. This result does not necessarily imply that BerAKHLAK values reduce employee performance; rather, it suggests that the strengthening effect of adaptability on performance becomes weaker when employees place greater emphasis on formal bureaucratic values and procedures. One possible explanation is that the implementation of values such as accountability, loyalty, and compliance may encourage employees to prioritize procedural correctness and risk avoidance. While these values are essential for maintaining integrity and public trust, they may also limit experimentation, flexibility, and rapid decision-making, which are often required in adaptive work environments. Consequently, employees may become more cautious when responding to change, reducing the positive impact of adaptability on performance.

This finding highlights a potential tension between bureaucratic control and organizational flexibility. From the perspective of public administration, highly formalized organizational values can create stability and consistency, but excessive emphasis on compliance may

inadvertently constrain innovation and responsiveness. Similar arguments have been raised in studies on public sector reform, which suggest that balancing accountability and innovation remains a major challenge for government organizations. Therefore, the negative moderating effect found in this study should be interpreted as an indication that BerAKHLAK values need to be implemented in a balanced and contextual manner. Values such as accountability and loyalty should not be understood merely as adherence to procedures, but also as support for continuous learning, innovation, and adaptive problem-solving. In this way, ASN BerAKHLAK can function not as a constraint on adaptability, but as an ethical framework that guides adaptive behavior while maintaining organizational integrity and public accountability.

### **The Effect of ASN BerAKHLAK Core Values on Employee Performance**

The ASN BerAKHLAK Core Values play an important role in supporting employee performance improvement within BPS of North Maluku Province. The values of Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative serve as behavioral guidelines for ASN employees in carrying out organizational duties professionally and responsibly. This finding aligns with Schein's organizational culture theory (2010), which states that organizational values constitute an essential component of culture influencing employees' mindsets, attitudes, and behaviors. Well-internalized organizational values shape work behavior that supports organizational effectiveness.

Within the BPS context, implementing BerAKHLAK values is essential because the organization is responsible for producing official statistical data that are accurate, objective, and trustworthy. The accountable and competent values contribute to improving employee work quality, while harmonious and collaborative values support effective teamwork in statistical activities. These findings support the study by Shalsabila et al. (2025), which found that implementing ASN BerAKHLAK Core Values improves employee performance in public sector organizations. Yozi & Amalia (2024) also reported that BerAKHLAK values positively influence employee motivation and work commitment. In addition, Darmawan (2024) emphasized that implementing BerAKHLAK values strengthens work systems and organizational culture within BPS institutions.

However, in this research model, the ASN BerAKHLAK Core Values played a more dominant role as a moderating variable rather than a direct independent variable. This finding suggests that BerAKHLAK values not only directly influence employee work behavior but also shape how organizational culture affects employee performance.

### **The Moderating Role of ASN BerAKHLAK Core Values on the Relationship between Involvement and Employee Performance**

The findings indicate that the ASN BerAKHLAK Core Values did not significantly moderate the relationship between involvement and employee performance, as indicated by a p-value of 0.082. This result suggests that employee involvement exerts a sufficiently strong direct influence on performance improvement without requiring additional reinforcement from organizational values. High levels of employee participation in teamwork, communication, and decision-making processes appear to be adequate in fostering employee commitment and performance outcomes.

From a theoretical perspective, this finding contributes to the organizational culture literature by suggesting that the involvement dimension may operate as an independent performance driver within public organizations. Unlike adaptability, which is more closely associated with responses to environmental uncertainty and organizational change, involvement primarily reflects internal organizational processes such as empowerment, collaboration, and participation. As a result, its effect on performance tends to be relatively stable and less dependent on the presence of normative value systems. This finding extends Denison and Mishra's (1995) framework by indicating that not all dimensions of organizational culture are equally influenced by bureaucratic values in shaping employee performance.

Furthermore, the absence of a significant moderating effect implies that ASN BerAKHLAK Core Values may function more as a foundational ethical framework than as a mechanism that strengthens the relationship between employee participation and performance. This finding contributes to the growing literature on public-sector organizational culture by highlighting that bureaucratic values do not necessarily enhance all organizational culture dimensions uniformly. Instead, their role may vary depending on the nature of the cultural dimension being examined. Therefore, future studies should explore whether ASN values play a more prominent role in influencing change-oriented dimensions, such as adaptability and innovation, rather than participation-oriented dimensions such as involvement.

### **The Moderating Role of ASN BerAKHLAK Core Values on the Relationship between Adaptability and Employee Performance**

The findings reveal that the ASN BerAKHLAK Core Values significantly moderated the relationship between adaptability and employee performance in a negative direction. The moderating coefficient value of  $-0.209$  with a p-value of 0.041 indicates that BerAKHLAK values weaken the effect of adaptability on employee performance.

This finding highlights the balance between organizational needs for flexibility and bureaucratic demands emphasizing compliance with regulations and organizational values. In public sector organizations, employees are not only required to be innovative and responsive to change but are also expected to maintain accountability, loyalty, and adherence to bureaucratic procedures. As a result, employees' opportunities for innovation and flexibility become more limited compared to private organizations, which tend to be more flexible in decision-making processes. Consequently, the effect of adaptability on employee performance becomes weaker when moderated by BerAKHLAK values.

This finding carries important implications, suggesting that the implementation of BerAKHLAK values should be conducted proportionally and contextually. Bureaucratic values remain essential for maintaining organizational integrity and public service quality; however, their implementation should also support innovation and organizational transformation so as not to hinder employees' adaptability to changing work environments.

## CONCLUSION

This study concludes that the involvement and adaptability dimensions of Denison's organizational culture model have a positive and significant effect on employee performance at the Central Bureau of Statistics (BPS) across North Maluku Province. Among the two dimensions, adaptability emerged as the strongest factor influencing employee performance, indicating the importance of organizational responsiveness to technological developments, changing work systems, and dynamic statistical service demands. The study also found that the ASN BerAKHLAK Core Values did not significantly moderate the relationship between involvement and employee performance. However, the ASN BerAKHLAK Core Values significantly moderated the relationship between adaptability and employee performance in a negative direction. These findings indicate that the implementation of bureaucratic core values requires a balanced and contextual approach to maintain organizational adaptability while preserving accountability and professionalism within public sector institutions.

Theoretically, this study contributes to the development of public sector human resource management by integrating Denison's organizational culture model with the ASN BerAKHLAK Core Values as a moderating variable. Practically, the findings provide recommendations for government institutions to strengthen adaptive organizational culture and implement ASN core values more effectively in order to improve employee performance and organizational effectiveness.

## RECOMMENDATIONS

Based on the findings, BPS across North Maluku Province is recommended to strengthen employee involvement through improved internal communication, collaboration, and participation in organizational processes. The organization also needs to enhance employee adaptability by developing digital competencies and innovative work methods to respond to technological changes and increasing statistical service demands. In addition, the implementation of ASN BerAKHLAK Core Values should be carried out more contextually to maintain a balance between bureaucratic accountability and employee flexibility in adapting to organizational changes. Future studies are recommended to include additional variables and expand the research scope to other public sector institutions to obtain more comprehensive findings.

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