

# Implementation of organizational culture, leadership and management information systems in shaping employee performance: a study at South Sulawesi high prosecutor's office

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## ABSTRACT

This research aims to: (1) examine the implementation of organizational culture in influencing employee performance in the South Sulawesi High Prosecutor's Office; (2) analyze the influence of transformational leadership on employee performance patterns and behaviors; (3) assessing the contribution of the management information system through the SILAD-LIDA Application to the effectiveness of employee work; and (4) evaluate the synergy between organizational culture, leadership, and information systems in shaping employee performance as a whole. This research uses a qualitative approach with a case study strategy. Data were collected through in-depth interviews, participatory observations, and documentation studies at the Special Crimes work unit of the South Sulawesi High Prosecutor's Office. The results of the study show that organizational culture rooted in the values of professionalism, integrity, and institutional loyalty has a positive effect on employee attitudes and work behaviors. Transformational leadership has been shown to encourage emotional engagement, exemplary, and two-way communication that strengthens a collective work ethic. The SILAD-LIDA-based management information system has improved the efficiency of reporting, the transparency of case handling, and the accuracy and timeliness of decision-making. The synergy between these three factors encourages improving the quality of employee performance and strengthening the digital-based institutional reform process.

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## 1. INTRODUCTION

Bureaucratic transformation in Indonesia is a necessity in an effort to form clean, effective, and accountable governance. In this context, law enforcement institutions, including the Prosecutor's Office of the Republic of Indonesia, are one of the most critical sectors to be improved because of their function as guardians of the law and public justice. The South Sulawesi High Prosecutor's Office as a representative of the prosecutor's institution at the provincial level has a strategic role in

upholding fair laws, especially through the field of Special Crimes that handle cases with corruption, economic, and state financial dimensions. However, various public spotlights in recent years on the slow settlement of cases, lack of transparency, and inefficiency of legal reporting have reflected the existence of fundamental problems in the internal system of the South Sulawesi High Prosecutor's Office.

The spotlight encourages the urgent need for institutional reform that touches on fundamental aspects of the organization, from the work culture to its managerial system. In the 2021-2024 period, the South Sulawesi District Attorney's Office managed to record important achievements in the field of Special Crimes by achieving second place nationally in the performance of handling corruption cases institutionally. This success is inseparable from systematic efforts to strengthen digital-based governance through the implementation of the SILAD-LIDA Application (Case Digital Report Information System). This application was developed in response to the challenge of weak conventional reporting systems and aims to digitize the entire process of reporting, monitoring, and supervising legal cases in real-time and accountably. This digital transformation also strengthens the role of the Head of Pidsus as the spearhead of the implementation of technical policies for handling cases and becomes a direct representation of organizational culture and leadership style in very strategic fields.

In the dynamics of public sector organizations, employee performance cannot be separated from the cultural context that grows and develops within the institution. Organizational culture in law enforcement agencies such as the Prosecutor's Office is the foundation of professional behavior, work ethics, and institutional loyalty. A strong culture can encourage internal cohesion, strengthen the moral integrity of the apparatus, and influence their orientation in exercising legal authority. Within the South Sulawesi District Attorney's Office, especially in the field of Special Crimes, values such as courage in acting, administrative firmness, and independence from external intervention are part of the "unwritten culture" that also shapes the work pattern of investigating prosecutors. However, a positive culture will only have a significant impact if it is accompanied by leadership that is able to articulate vision, set an example, and encourage collective spirit to exceed bureaucratic targets.

In this case, transformational leadership becomes the most relevant model for driving performance-oriented change. Transformational leaders not only rely on formal authority, but also use personal influence, inspirational motivation, and intellectual stimulation to mobilize all employees' potential. In the South Sulawesi District Attorney's Office, the success of governance reform through SILAD-LIDA is largely determined by the extent to which the leaders, both Aspidus and Kasi Pidsus are able to build a strong coordination system, bridge the technical gap between fields, and internalize the vision of transparency-based legal services. Thus, the relationship between organizational culture and leadership does not run in separate spaces, but rather strengthens each other as the main driving force for the formation of responsive and integrity work behavior.

Management information systems are an essential instrument in supporting modern organizational governance based on the principles of effectiveness, efficiency, and accountability. In the context of public organizations such as the South Sulawesi District Attorney's Office, the implementation of SIM is not only an administrative tool, but also a vehicle to build a data-based work culture and transparency. This system allows for the acceleration of information flow, increased reporting accuracy, and continuous monitoring of individual and work unit performance. Digital applications such as SILAD-LIDA Application emerged in response to this need, and have become institutional innovations that strengthen the supervisory function and evidence-based decision-making in the field of Special Crimes.

The SILAD-LIDA Application (Case Digital Report Information System) application is designed to document and monitor all stages of case handling, starting from the investigation stage, investigation, to decision execution. The app integrates in real-time between units, allowing superiors like Aspidus to exert direct control over the progress of cases and the performance of their subordinates. The Change Action Report prepared by the Head of the South Sulawesi District Attorney's Office, Hari Surachman, noted that before the implementation of SILAD-LIDA Application, the case reporting process often experienced delays, data mismatches, and the potential for loss of important documents. Through this digitalization, work efficiency has increased dramatically, reporting time has been cut by up to 40%, and data validity can be accounted for. The application of this technology in turn strengthens the synergy between organizational cultural values, performance-

based leadership styles, and information system infrastructure support as the foundation for the formation of superior institutional performance.

The success of the South Sulawesi High Prosecutor's Office in achieving second place nationally in the field of Special Crimes is a significant achievement that is inseparable from the synergy between a solid organizational culture, visionary leadership, and the application of adaptive information systems. This assessment is carried out by the Attorney General's Office of the Republic of Indonesia through performance indicators such as the number of investigations and investigations of corruption cases, the accuracy and accuracy of reporting, and the quality of handling priority cases. This achievement is an indicator of the success of internalizing the values of professionalism in the work environment of the South Sulawesi Attorney General's Office, and shows that a systemic approach to the formation of employee performance can produce real output in the legal service sector. Therefore, the South Sulawesi District Attorney's Office is not only an empirically rich object of observation, but also a representation of the model of institutional change in the prosecutor's institution.

In this context, this research is relevant because it answers the need for a deeper understanding of the factors that affect the formation of employee performance comprehensively. Focusing on the three main elements of organizational culture, leadership, and management information systems is an interdisciplinary approach that is able to capture the complexity of the relationships between variables in public organizations. The South Sulawesi District Attorney's Office, particularly in the field of Special Crimes, offers an ideal institutional landscape to see how normative values are institutionalized through leadership and technology.

The values of justice, accountability, and integrity that are the basis for performance formation in public institutions are not only based on modern managerial principles, but also have a strong ethical and spiritual foundation in the Islamic tradition.

Considering the complexity of the role and work structure in the South Sulawesi High Prosecutor's Office, especially in the field of Special Crimes, it is important to understand more deeply how organizational culture, leadership style, and the application of information systems interact with each other in shaping employee performance patterns. These three factors do not stand alone, but are intertwined in the process of internalizing values, decision-making, and carrying out daily tasks faced with the pressures of integrity, efficiency, and accountability. Diving into these realities will open up a more comprehensive understanding of the working mechanisms of legal institutions, while providing a real picture of the challenges and potentials faced in driving substantial bureaucratic change. Therefore, the author takes the title: "Implementation of Organizational Culture, Leadership, and Management Information Systems in Shaping Employee Performance: A Study on the South Sulawesi High Prosecutor's Office" as the focus of the study to explore these issues in a directed and contextual manner.

## **2. METHOD**

This research uses an exploratory qualitative approach to explore in depth the meaning, social interaction, and dynamics of organizational processes that take place at the South Sulawesi High Prosecutor's Office. This approach was chosen because it is flexible, open to field findings, and is well suited to understanding complex, contextual, and quantitatively unstructured phenomena. In this context, the researcher seeks to explore broadly how organizational cultural values, leadership patterns, and management information systems are carried out and perceived by employees in shaping institutional work performance. Exploratory qualitative approaches and case study strategies are considered most appropriate to delve deeply into the complex dynamics of legal public organizations, as well as to understand the contribution of organizational culture, leadership, and management information systems in shaping employee performance simultaneously, naturally, and contextually.

### **2.1 Data Source**

Primary Data. Primary data was obtained directly from the field through interaction between researchers and key informants. This data is in the form of: Informant's narrative about their experience in carrying out their duties, Views on the work culture in the institution, perception of the leadership style of superiors, their assessment of the effectiveness of the management information

system (SILAD-LIDA Application), direct observation of work behavior, interaction, and use of digital reporting systems in daily routines.

Secondary data is obtained through institutional documentation and archives, such as: Organizational structure and job description, Implementation guidelines for the SILAD-LIDA Application, Internal performance evaluation report, The Change Action Report (LAP) document that has been compiled by the researcher, Regulations of the Attorney General's Office of the Republic of Indonesia related to work operational standards and the use of information technology.

## **2.2 Data Collection Techniques**

Interviews are conducted in person and are semi-structured, with open-ended questions that allow informants to develop a narrative of their experiences freely. Interviews were conducted with: Structural officers, Investigating Prosecutor, Admin of SILAD-LIDA Application.

Researchers are present in the Prosecutor's Office as observer-participants, participating in routine activities such as morning briefings, data entry into the SILAD-LIDA Application, staff meetings, and interactions between work units. Observations are focused on: Communication patterns between leaders and subordinates, How employees use information systems in case reporting, Organizational culture practices such as teamwork, discipline, and response to change.

Documents under review include: Guidelines for the use of the SILAD-LIDA Application, internal performance reports and evaluation of activities, Organizational structure and job description, Change Action Report (LAP) prepared by the previous researcher, Decision letters, technical regulations, and minutes of the meeting.

## **2.3 Data Analysis Techniques**

The data analysis model used refers to the concept of Miles, Huberman, and Saldaña (2014) which includes three main stages: data reduction, data presentation, and conclusion drawn/verification.

# **3. RESULTS AND DISCUSSION**

This research uses an exploratory qualitative approach, which aims to explore in depth the understanding of informants, institutional situations, and dynamics of interaction between organizational culture, leadership, and management information systems in shaping the performance of employees of the South Sulawesi High Prosecutor's Office. For this reason, the researcher relied on three main data collection techniques, namely in-depth interviews, participatory observations, and documentation studies, each of which made a unique contribution in shaping the overall understanding of the phenomenon being studied. In-depth interviews were conducted with various levels of employees, from structural officials to technical implementers, with a semi-structured and reflective approach to capture personal narratives and professional perceptions. Participatory observation is carried out through the direct presence of researchers in the institution's daily activities, such as morning briefings, case reporting, and cross-field interactions. Meanwhile, documentation studies are carried out on internal documents such as information system guidelines, performance reports, organizational structures, and other technical regulations. These three sources are combined through a triangulation approach to ensure the validity, depth, and accuracy of the data. The presentation of the following research results is compiled based on the data collection technique to show the contribution of each source explicitly and contextually.

## **3.1 In-Depth Interview Results**

In-depth interviews in this study were conducted to intensively explore the perceptions, experiences, and reflections of employees at the South Sulawesi High Prosecutor's Office regarding the implementation of organizational culture, leadership, and the use of management information systems in supporting their performance. This technique was chosen because it fits with an exploratory qualitative approach that emphasizes subjective and contextual understanding of social realities within organizations. The interviews were structured in a semi-structured manner, with open-ended questions that were flexible and allowed the informants to speak freely according to their personal narrative flow, but were still directed at the four main focuses of the research based on the formulation of the problem: organizational culture, leadership, the use of the SILAD-LIDA Application, and the integration of the three in shaping work patterns. The interview process is carried out directly, both in an official workspace and in an informal space that is mutually agreed, while still paying attention to the comfort and ethics of informant participation. The researcher obtained permission before using the audio recording device, and completed the process with field notes to capture body

language, expressions, and situational context during the interview. The informants in this study were selected through purposive sampling based on their strategic positions and their direct involvement in organizational, technological, and leadership aspects. The interview questions were focused on four key themes that were in accordance with the problem formulation: (1) how the values and norms of work culture affect the spirit and behavior patterns of employees, (2) how leadership styles and practices shape the direction and work ethic within the South Sulawesi District Attorney's Office, (3) how the SILAD-LIDA application is understood and utilized as a management information system tool in supporting work effectiveness, and (4) how the interaction of the three elements strengthens each other or even poses challenges in the practice of institutional performance. The data generated from these interviews were then organized into thematic categories and compared between informants to capture the dynamics and variations of views in depth.

### 3.2 Organizational Culture

Agus Salim, S.H., M.H. Head of the South Sulawesi High Prosecutor's Office. He explained that the organizational culture built at the South Sulawesi District Court is based on the values of integrity, responsibility, and professionalism which are instilled through leadership example and strengthening in every routine activity such as morning apples and weekly evaluations. According to him, "Employees of the Prosecutor's Office must animate the spirit of Satya Adhi Wicaksana, and that is not only a motto, but a daily behavior." This culture is also supported by time discipline and openness in vertical communication, thus encouraging consistent and adaptive performance in dealing with the complexity of handling cases. He believes that the value of a strong work culture is an unwritten pillar that supports the quality of work of law enforcement institutions.

Dr. Teuku Rahman, S.H., M.H. Deputy Head of the South Sulawesi High Prosecutor's Office. Furthermore, an interview was conducted with Dr. Teuku Rahman, S.H., M.H., Deputy Head of the South Sulawesi High Prosecutor's Office. He added that organizational culture is not built only from narratives, but through real examples and coaching systems. "I believe that work culture grows from small, consistent things, like greeting staff, being punctual, and giving immediate feedback," he explains. He also underlined the importance of building a comfortable but professional work atmosphere. In the context of digitalization, he sees that work culture is starting to change, where employees are required to be technologically literate, but the values of hard work and loyalty remain the foundation. He assessed that positive changes in organizational culture have had a real impact on improving cross-field coordination and decreasing resistance to information system innovation.

Dr. Jabal Nur, S.H., M.H. Special Crime Assistant (Aspidsus). The next interview was conducted with Dr. Jabal Nur, S.H., M.H., Special Crime Assistant (Aspidsus). He explained that in the field of Special Crimes, the work culture that is most felt is the collective spirit and responsibility across teams. According to him, "In handling corruption cases, employees cannot work alone. A collaborative culture is very important." He stated that values such as openness, quick coordination, and honesty in reporting work results are the dominant characteristics of work culture in the field of Pidsus. He also highlighted that leaders play a big role in maintaining the rhythm of the organization's culture by continuing to give direction and encourage the team through daily briefings and evaluations.

Muhammad Idham Syam, S.H., M.H. – Head of the Investigation Section. The Head of Investigation said that the organizational culture that is firmly embedded in the investigation department is discipline and accountability. He emphasized that investigators are required to be not only legally competent, but also able to work under pressure while upholding integrity. "Investigation is not just a matter of procedure, but a matter of mentality. We are supervised by the public, so our work culture must be clean and measurable," he said. He added that the task rotation system and electronic documentation through SILAD-LIDA also strengthens the culture of transparency and traceability, which directly impacts the performance of investigators and the level of public trust.

Dr. Mudazzir Munsyir, S.H., M.H. Investigating Prosecutor. Dr. Mudazzir Munsyir said that the work culture he felt while serving at the South Sulawesi District Court strongly emphasized the principles of dedication and exemplarity. He said that employees are required to not only complete tasks, but also maintain professional ethics and the spirit of service. "We work not only because of orders, but because of a sense of responsibility to institutions and society," he said. He also noted that the periodic evaluation of the leadership and an open work atmosphere encourage the birth of a culture of self-reflection or self-evaluation, which he considers very beneficial for improving individual performance.

Hendarta, S.H., M.H. Head of the Special Crimes Section of the Sidrap District Attorney's Office. As a representative of the region, Hendarta described that although Kejari Sidrap has challenges in terms of geographical location and limited resources compared to Kejati, the organizational culture is maintained consistently. He emphasized that the success of handling cases in the regions is highly dependent on team cohesiveness, close communication between members, and social understanding of the local context." At Pidsus Sidrap, we uphold integrity and transparency in handling cases. Limitations are not barriers, in fact, they form a strong work character," he said. He also explained that the relationship between Kejari Sidrap and Kejati South Sulawesi is very synergistic, especially in terms of technical guidance, supervision, and strengthening digital reporting systems such as SILAD-LIDA. This relationship is considered to strengthen administrative discipline while fostering a collective spirit in building a professional and accountable work culture in the regional environment.

William Walran, A.Md. Operator of Science and Technology Facility Development. William explained that the organizational culture at the South Sulawesi District Attorney's Office has undergone significant transformation, especially since the entry of digital systems and reporting applications such as SILAD-LIDA. According to him, "I see that the work culture of employees is increasingly shifting towards timeliness and data accuracy. In the past, a lot of manual recording was time-consuming, now everything is digitally documented and neater." He also emphasized that technology integration also forms new habits among employees, such as diligently checking data, understanding IT mechanisms, and not shy away from asking questions if they encounter obstacles. According to him, this change shows how the organizational culture is not static, but develops with the needs of the times.

### **3.3 Leadership Style and Practice**

Agus Salim, S.H., M.H. Head of the South Sulawesi High Prosecutor's Office. He also views that building performance is not only a matter of administrative targets, but also about forming an adaptive and accountable work culture. In the context of the application of technology such as SILAD-LIDA, for example, Agus Salim not only encourages the use of systems, but also strengthens the mentality of digital and collaborative work. His leadership, according to some staff, provides clear direction while motivating the ranks to go beyond formalistic routines.

Dr. Teuku Rahman, S.H., M.H. Deputy Head of the South Sulawesi High Prosecutor's Office. Dr. Teuku Rahman also stated that the work pattern at the South Sulawesi District Attorney's Office requires integration between administrative functions, supervision, and mentoring. He actively facilitates cross-disciplinary meetings, encourages open dialogue between sections, and provides a space for evaluation without fear. As a result, according to him, many staff are encouraged to show initiative and improve performance independently.

Dr. Jabal Nur, S.H., M.H. Special Crime Assistant (Aspidsus). He emphasized the importance of open communication and intense guidance to Section Heads and Functional Prosecutors. According to him, good coordination cannot be built from pressure, but from trust and consistency of direction. He routinely conducts live performance evaluations and provides opportunities for each subordinate to submit input, even criticism. This, according to him, is able to build loyalty and a strong sense of responsibility for the task.

Muhammad Idham Syam, S.H., M.H. Head of the Investigation Section. According to Idham, the leadership approach he applies involves two main aspects: technical performance monitoring and employee mental coaching. He believes that by being an accessible figure, not only as an administrative superior, the team will feel comfortable to work optimally. He also appreciated the leadership style of Aspidsus and Kajati which provided space for taking initiative, so that employees at the technical level not only waited for instructions, but actively designed accountable work steps.

Dr. Mudazzir Munsyir, S.H., M.H. Investigating Prosecutor. He added that leaders in the field of Pidsus, especially Aspidsus and Section Heads, apply a coaching pattern that fosters confidence in the executing prosecutors. According to him, leaders who are present not only when problems arise, but also in the process of learning and legal discussions, greatly affect the teamwork pattern. Openness in receiving evaluations and appreciation for hard work makes him and his colleagues more courageous to convey ideas, including in perfecting case handling strategies.

Hendarta, S.H., M.H. Head of the Special Crimes Section of the Sidrap District Attorney's Office. Hendarta also highlighted the effectiveness of the collective leadership pattern applied, especially in encouraging regional work adjustments to the central system, including the use of SILAD-LIDA. He

feels that leaders who are able to be a bridge between field technicalities and strategic policy directions will form a solid synergy. According to him, an inspirational leader is one who listens to the needs of staff, provides concrete solutions, and is present when needed and that is what he feels from the current leadership of the South Sulawesi District Attorney's Office

William Walran, A.Md. Operator of Science and Technology Facility Development. William emphasized that leaders like Wakajati and Aspidsus not only assess results, but also appreciate the technical processes carried out by the implementers. He also feels that the horizontal communication model facilitated by leaders through evaluation forums makes him and the technical team more confident. The trust and recognition given to him as an operator formed a proactive and responsive work pattern to the needs of other units.

### **3.4 Utilization of Management Information Systems (SILAD-LIDA)**

Agus Salim, S.H., M.H. Head of the South Sulawesi High Prosecutor's Office. He also highlighted that the success of this system is highly dependent on user discipline and organizational structural readiness. Therefore, he consistently encourages all ranks to not only understand the technicalities of using applications, but also to internalize the importance of digital accountability as a new work culture. SILAD-LIDA, in his view, is not just a software, but a symbol of a change in the way of thinking in the administration of transparent and efficient law enforcement.

Dr. Teuku Rahman, S.H., M.H. Deputy Head of the South Sulawesi High Prosecutor's Office. He also assessed that this application has encouraged integration between fields. For example, coordination between intelligence, investigation, and prosecution can be done more efficiently because the data needed is no longer disseminated manually. "In the weekly evaluation forum, we can immediately see who is slow, who is on-track, because the data is bright on the screen," he said. However, he also emphasized the importance of continuous coaching for employees, especially those who are not familiar with information technology, so that there is no digital inequality in the implementation process.

Dr. Jabal Nur, S.H., M.H. Special Crime Assistant (Aspidsus). In practice, Dr. Jabal Nur emphasized that he actively monitors daily data entry through the system dashboard and follows up if anomalies or input delays are found. He also said that the implementation of this system succeeded in changing the work culture of some employees who were previously passive to be more responsive to deadlines and transparency. "We are not only talking about speed, but also about honesty and accountability in work," he said. However, he also reminded that this digitalization must continue to be balanced with adequate training and technical support, so as not to become an additional burden for users.

Muhammad Idham Syam, S.H., M.H. Head of the Investigation Section. He also highlighted the daily reporting feature that allows him to directly supervise the productivity of investigating prosecutors. According to him, this system makes performance more open—every progress that has been achieved or that has not been done will be immediately seen by his superiors, including himself. "This transparency forces us to be more disciplined and not procrastinate," he said. He added that the role of SILAD-LIDA is crucial, especially when large-scale cases are handled simultaneously, because this system is a tool to divide the workload and monitor progress objectively.

Dr. Mudazzir Munsyir, S.H., M.H. Functional Prosecutor. He mentioned that the use of this application has formed a new work culture that is more transparent and collaborative. "We have become more disciplined in entering data, because we know that all steps are recorded in the system," he said. More than that, he underlined that the existence of a digital footprint also encourages increased integrity because every action has a clear historical record. However, Mudazzir also emphasized the importance of the role of continuous supervision from the leadership so that this application is truly part of the institution's cultural work, not just a reporting formality.

Hendarta, S.H., M.H. Head of the Special Crimes Section of the Sidrap District Attorney's Office. Hendarta added that the performance and accountability of prosecutors in the regions are also encouraged, because the application allows for more routine and structured reporting. There is no more room for delays in data input, as the system has a time limit and an automatic reminder feature. He also mentioned that technical intervention from Kejati was very helpful in the system learning process, especially in the early stages of implementation. "We don't feel left alone, because there is always evaluation and supervision from the Kejati," he said.

William Walran, A.Md. Operator of Science and Technology Facility Development. He also emphasized that in practice, technical support is often the key to smooth system adoption. William

said that not all employees have equal digital literacy, so he and his team often provide direct assistance, both through internal training and daily mentoring. "When a system error or a user experiences a problem, it is not just a technical problem, but can have an impact on performance and trust in digitalization," he added. He also assessed that the success of SILAD-LIDA was greatly influenced by the collective awareness of all users to make it part of the work culture, not just an administrative task.

### **3.5 Findings From the Documentation**

In supporting the results of interviews and observations, documentation studies function as the third pillar in the data triangulation process. The documents studied include the technical guidelines for the SILAD-LIDA application, the organizational structure of the South Sulawesi High Prosecutor's Office, internal evaluation reports, Change Action Reports, as well as various official decisions such as decision letters, technical regulations, and meeting minutes. This documentation is important not only to understand the formal and administrative context of the research object, but also to test the consistency between established policies and practices occurring in the field. Content analysis is used to find patterns and themes related to organizational culture, leadership, and the use of information systems.

### **3.6 Organizational Structure and Main Duties of the South Sulawesi High Prosecutor's Office**

Based on the official documents of the Prosecutor's Regulation of the Republic of Indonesia Number 3 of 2024, especially Articles 873 to Article 887B, the organizational structure of the South Sulawesi High Prosecutor's Office, contains the division of main duties and functions (tupoksi) of each section, including the Special Crimes Field (Pidsus).

This document confirms that: The Special Crimes Assistant is responsible for the implementation of investigations, prosecutions, and the implementation of extraordinary legal remedies in cases of special crimes such as corruption and economic crimes. There is a layered structure of the Head of the Investigation, Prosecution, Legal Procedure, and Operation Control Section, which has a coordinating and technical function in handling major cases. The organizational structure also accommodates the role of the information technology and data processing unit as operational support, as seen from the existence of a designated application operator.

This structure document demonstrates the clarity of the internal command flow and coordination, which greatly influences the work culture and governance of leadership.

### **3.7 Technical Guide and Function of the SILAD-LIDA Application**

In the Change Action Report prepared by Hari Surachman, it is explained in detail how SILAD-LIDA (Digital Report System - Intelligence and Indictment Daily Report) is implemented as part of efforts to digitize work processes and supervision within Pidsus.

Some of the things identified in the document: This application is the main medium for input and monitoring of investigation and prosecution activity reports in real-time. There are technical guidelines that standardize reporting formats, data validation, and weekly and monthly reporting to leaders. This system integrates reporting functions with supervision, thereby encouraging accountability and transparency of prosecutors' work and speeding up bureaucratic processes. This document shows the direct link between digital innovation and individual and institutional performance, which supports the findings of previous interviews. Meeting Minutes and Performance Evaluation. From the meeting minutes documents cited in the Change Action Report and internal sources, there are several important notes: Leadership's emphasis on work efficiency, mastery of technology, and loyalty to the reporting system. The application of rewards and punishments is based on data from SILAD-LIDA. There is attention to cultural resistance at the beginning of the implementation of the digital system, especially from employees who are not familiar with technology.

This document reinforces participatory observations and interviews that state that digital transformation in the South Sulawesi District Attorney's Office is not only about hardware and software, but also touches on cultural and leadership aspects.

As part of the triangulation of data in this study, the researcher also analyzed various relevant official documents, both in the form of internal institutional documents and other supporting documents directly related to the object and focus of the research. These documents are used to reinforce and complement the findings obtained through in-depth interviews and participatory observations. The analysis of documentation is focused on content that describes the organizational structure, information system governance, as well as the results of meetings and internal performance evaluations within the South Sulawesi High Prosecutor's Office. Using a content

analysis approach, these documents are reviewed to identify patterns, values, and policy directions that have direct relevance to the research variables. The following is a synthesis of the results of the documentation study in the form of a table:

**Table 1.** Synthesis of the results of the documentation study

No.	Document Categories	Contents of the Findings	Relationship with Research Variables
1	Organizational Structure & Role	Explain the hierarchical division of functions and tasks of the Pidsus field, including the position of Aspidsus and the sections under it. Provide an understanding of coordination structures and work systems.	Supporting organizational culture analysis and coordination patterns that reflect work values and authority structures.
2	SILAD-LIDA Application Guide	Explain the function of SILAD-LIDA as a digital reporting system, reporting standards, and the role of applications in the efficiency and accountability of case reporting.	Supporting management information system variables and their role in increasing work effectiveness and reporting speed.
3	Meeting Minutes & Performance Evaluation	Describe the content of the meeting such as leadership policies on reporting, reward & punishment, and the dynamics of accepting applications by employees.	Supporting leadership analysis and work culture interaction with technology, as well as employee responses to new systems.

To obtain a more systematic and structured understanding of the research findings, it is important to formulate the relationship between the three main variables that are the focus of the study, namely organizational culture, leadership style, and management information system utilization (SILAD-LIDA). These three variables do not stand alone, but influence each other and form an interaction pattern that determines the quality of employee performance within the South Sulawesi High Prosecutor's Office. Therefore, the preparation of a matrix of relationships between variables is a strategic step in identifying conceptual relationships and empirical findings from the results of interviews, participatory observations, and documentation studies. This matrix is compiled to describe how each variable contributes and interacts in forming an effective, accountable, and adaptive work ecosystem to change.

**Table 2.** Intervariable Relationship Matrix

No.	Variable	Organizational Culture	Leadership Style	Management Information System (SILAD-LIDA)
1	Organizational Culture	Internalizing the values of integrity, cooperation, and accountability shapes work habits	Influenced by the example and direction of the leadership in instilling organizational values	Encourage adaptation to information systems as part of modern work culture
2	Leadership Style	Playing a role in shaping and maintaining organizational cultural values through example and open communication	Participatory, transformative, and ethical leadership styles strengthen work ethic	Being a key factor in the successful implementation and coaching of the use of SILAD-LIDA
3	Management Information System (SILAD-LIDA)	Supporting a transparent and accountable work culture through digital documentation	Need leadership that supports innovation and technology learning	Serves as a measuring tool for performance, accountability, and teamwork integration

### 3.8 Discussion of Findings

#### 3.8.1 Organizational Culture in Shaping the Performance of South Sulawesi High Prosecutor's Office Employees

Organizational culture at the South Sulawesi High Prosecutor's Office plays a central role in shaping employee performance and work behavior. Based on the results of in-depth interviews and participatory observations, it was found that core values such as professionalism, integrity, discipline, and loyalty to the institution have been embedded in daily activities, both at the leadership and technical implementation levels. The vertical and horizontal communication patterns show respect for hierarchy but remain open to new ideas, especially in the development of internal innovations such as the use of the SILAD-LIDA information system. This affirms Edgar H. Schein's view that

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organizational culture is a pattern of basic assumptions that are learned and inherited as a solution to internal and external problems in the organization. In the South Sulawesi District Attorney's Office, the internalization of organizational culture is not only seen in formal structures or policy documents, but is more strongly reflected in informal practices such as teamwork, leadership example, and enthusiasm for improving work processes. A clear example is the implementation of a morning briefing that not only conveys technical directions, but also inserts the instillation of the values of discipline and work ethics. In an interview with the Head of the High Prosecutor's Office, Agus Salim, it was stated that "the cultural values of the prosecutor's office must be alive, not just written. Therefore, we prioritize habituation in work practice". This approach is in line with the findings of Rahmawati et al. who stated that organizational culture significantly affects the effectiveness and accountability of public officials. Therefore, an adaptive and strong work culture is the main pillar in shaping productive and accountable performance behavior at the South Sulawesi District Attorney's Office.

At the structural and technical level, as conveyed by Dr. Jabal Nur, S.H., M.H. as the Special Crime Assistant, organizational culture is implemented through consistency in the investigation process, firmness in the case settlement schedule, and the formation of a work ethic based on institutional loyalty. He emphasized that a disciplined work culture is not enough through administrative orders, but must be formed through direct examples from superiors to subordinates. "We ensure that the values of integrity and collective spirit are not only slogans, but are applied in daily behavior," he said. This is strengthened by the results of the researcher's participatory observation which noted the closeness between personnel, efficient division of duties, and administrative order in handling special cases, including digital-based reporting through the SILAD-LIDA application.

### **3.8.2 Implementation of Leadership Style in Shaping Work Patterns and Employee Performance Behavior at the South Sulawesi High Prosecutor's Office**

Leadership in public bureaucratic organizations not only serves as a tool of administrative control, but also as a driver of work culture and the formation of individual behavior within the organizational structure. The findings of this study show that the leadership style in the South Sulawesi High Prosecutor's Office generally reflects the principles of transformational leadership put forward by James MacGregor Burns and Bernard M. Bass. Leaders not only play the role of a regulating boss, but also as a moral director, innovation facilitator, and human resource coach. In an in-depth interview, the Head of the High Prosecutor's Office, Agus Salim, S.H., M.H., emphasized the importance of example, consistency, and participation. His leadership style makes room for discussion and evaluation, without losing his assertiveness as the ultimate decision-maker. This approach is in line with the dimensions of idealized influence and inspirational motivation in transformational leadership theory. He also directed the organization to not only work on the administrative aspect, but also to build a work culture that is adaptive to digital systems such as SILAD-LIDA. Meanwhile, the Deputy Head of the High Prosecutor's Office, Dr. Teuku Rahman, S.H., M.H., adopted an inclusive and communicative leadership style. He called his approach "closely guarding, but not restrained." This approach not only builds trust, but also removes the structural distance between superiors and subordinates. He actively attends technical meetings and facilitates discussions between fields, creating an open and pressure-free work climate. This style demonstrates the dominance of the individualized consideration dimension in transformational leadership, which encourages staff to develop based on their personal potential. In addition, Dr. Jabal Nur, S.H., M.H., as Aspidsus, practices a coaching-based leadership style, which prioritizes character development and the development of technical skills of investigating prosecutors. She routinely conducts hands-on evaluations, as well as conducts informal mentoring sessions that allow for non-hierarchical interaction between staff. This model strengthens the intrinsic motivation of subordinates and creates a proactive work pattern, especially in dealing with the complexity of corruption cases.

Overall, the implementation of leadership in the South Sulawesi District Court shows a harmonious combination of structural firmness and relational flexibility. This transformational leadership style has proven effective in shaping adaptive, participatory, and accountable work behaviors especially in the face of the demands of digital reform and transparency of legal services. As a conclusion to the discussion on leadership variables, it can be concluded that the leadership style applied in the South Sulawesi High Prosecutor's Office tends to be transformational and

participatory, with an emphasis on integrity, proximity, and human resource empowerment. Leaders not only become decision-makers, but also act as coaches, facilitators, and moral role models who form collaborative work patterns and increase employee accountability in facing bureaucratic challenges and digital innovation. This approach has created an adaptive work climate that is conducive to sustainable institutional change

### **3.8.3 Management Information System in Supporting Employee Work Patterns in the South Sulawesi District Attorney's Office**

The digital transformation that has occurred within the South Sulawesi High Prosecutor's Office, especially through the implementation of the SILAD-LIDA (Digital Report and Data Information System) application, reflects the strategic role of the Management Information System (SIM) in creating efficient, measurable, and data-based work patterns. Within this framework, the driver's license serves not only as an administrative tool, but also as an integral part of the institutional accountability mechanism. In general, SILAD-LIDA is designed to speed up the activity reporting process, simplify the flow of information between units, and provide real-time access to leaders to monitor the performance of each section. Based on participatory observations, the use of this application has become part of the work routine in the Special Criminal Division, although there are still minor challenges related to infrastructure and digital readiness of some senior employees. An interview with William Walran, as an operator and developer of information technology facilities, shows that SILAD-LIDA is not only considered an effective system, but also a participatory space for technical employees to contribute innovation. He emphasized that the role of leaders, such as Wakajati and Aspidsus, is crucial in encouraging technical engagement, particularly through open evaluation forums and horizontal communication. This is in line with the Technology Acceptance Model approach put forward by Fred D. Davis, where technology acceptance is highly dependent on perceived usefulness and perceived ease of use. Field findings show that most employees feel the benefits of SILAD-LIDA in accelerating administrative and reporting tasks, as well as facilitating coordination between fields. However, this success cannot be separated from the support of a leadership style that is open to system reform and adaptive work culture readiness.

The implementation of SILAD-LIDA at the South Sulawesi High Prosecutor's Office reflects the successful integration of information technology with the work culture of legal institutions. More than just a digital innovation, this system has become the backbone in the transformation of employee work patterns, shaping new disciplines in reporting, supervision, and accountability. However, this success is not only due to its technological sophistication, but relies heavily on responsive leadership support, an adaptive work culture, and an institutional structure that integrates SIM into daily work mechanisms. Thus, management information systems such as SILAD-LIDA are not only technical tools, but strategic instruments that strengthen overall institutional performance.

### **3.8.4 Interaction of Organizational Culture, Leadership, and Management Information Systems in Shaping Employee Work Patterns at the South Sulawesi High Prosecutor's Office**

The three key variables in this study—organizational culture, leadership, and management information systems (SIM)—interact systemically in shaping employee work patterns that are not only accountable and efficient, but also adaptive to change. The organizational culture built within the South Sulawesi High Prosecutor's Office is no longer normative or symbolic, but rather a reality that is instilled in daily work practices through the example of leadership. Kajati Agus Salim, for example, shows a leadership style that emphasizes the values of integrity and discipline as the foundation of employee work behavior. This approach reinforces the collective value of the organization and forms loyalty to the system. The application of these cultural values is consistently the basis for the successful integration of SILAD-LIDA as a digital management information system. This system is not only used as a reporting tool, but also as a medium of control and decision-making based on real-time data. In its implementation, SILAD-LIDA encourages the creation of a new work culture based on transparency, speed, and performance accountability. The use of such systems is successful when supported by a leadership style that not only directs, but also empowers employees.

The transformative leadership shown by Wakajati Teuku Rahman and Aspidsus Jabal Nur is the driving force in the integration of these three variables. Both play an active role in directing a collaborative work system, opening up evaluation space, and accompanying cultural changes that occur along with the implementation of digital systems. This is in line with Bernard Bass' transformational leadership theory, which underlines the importance of idealized influence and

inspirational motivation in driving organizational change. In line with that, the Technology Acceptance Model (TAM) approach introduced by Fred D. Davis emphasizes that employees' acceptance of new systems such as SILAD-LIDA is influenced by the perception of usefulness and ease of use. In the context of the South Sulawesi Attorney General's Office, this perception is shaped not only by technical experience, but also by a supportive and participatory work climate. Employees such as William Walran and Mudazzir Munsyir found this system beneficial because it was supported by an open communication pattern and appreciation for technical ideas. From the documentation aspect, organizational structure and technical guidance documents of SILAD-LIDA show that the workflow and authority of leaders have been designed to support the digitalization process. The minutes of the meetings analyzed also corroborate these findings, where leaders often emphasize the importance of system-based accountability and implement a data-based reward and punishment mechanism from SILAD-LIDA. Thus, it can be concluded that the interaction between organizational culture, leadership, and SIM forms an integrative work ecosystem, where information technology is not just a tool, but a catalyst for governance reform, accompanied by leadership that is able to bridge institutional values and digital transformation needs.

#### **4. CONCLUSION**

The organizational culture at the South Sulawesi District Attorney's Office forms the foundation of professional and collaborative work behavior. Core values such as discipline, integrity, and orientation to performance are seen to be rooted in employees' daily activities. The researcher found that the work culture formed was not only normative, but had been internalized into technical and relational practices between employees. For example, there are informal mentoring practices between senior and junior employees, cooperation between units when managing SILAD-LIDA data, and compliance with applicable work structures and legal procedures. This culture helps strengthen team cohesion and accelerate adaptation to systemic changes, including digitalization. The leadership style applied at the South Sulawesi District Attorney's Office is transformational, participatory, and adaptive to the context of modern bureaucracy. Kajati, Wakajati, and Aspidsus are important figures who show the influence of ideals and ethical examples, which is reflected in the principle that leaders must be exemplary in discipline and professional work. On the other hand, they also open up a space for humanistic communication and evaluation. Section heads and executing prosecutors feel empowered, heard, and facilitated to develop. This forms a collective leadership pattern that is not only top-down, but also dialogical and collaborative. This style of leadership creates a healthy, competitive, and responsive work atmosphere to institutional tasks. Management Information Systems, especially SILAD-LIDA, have been proven to support work effectiveness and employee performance accountability. The application is not only used for data input, but has become a performance-based control and monitoring tool that affects daily work patterns. This system is also a means of integration between units because case reports involve joint work between investigating prosecutors, system operators, and section heads. Although there are still some technical constraints such as network stability and intergenerational digital capability gaps, the system has been widely accepted as part of digital bureaucratic reform. The interaction between organizational culture, leadership, and information systems forms a responsive, structured, and data-based work pattern for employees. A supportive work culture encourages openness in the use of the system, while participatory leadership encourages the process of adaptation and internalization of digital work values. The SILAD-LIDA system strengthens accountability through real-time reporting and performance validation. The three form a more transparent and progressive legal bureaucratic ecosystem, in line with the demands of the Prosecutor's Office's institutional reform.

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