



The Enhancement of Gayo Cultural Wisdom Values in Local Government Public Services

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Abstract — The absence of local cultural values, coupled with bureaucratic behavior, fosters a bureaucratic culture that frequently results in a deterioration of public service quality. Bureaucratic officials still exhibit a deficiency in comprehending the significance of local cultural values, and this deficiency subsequently influences their conduct in delivering public services. The Gayo local wisdom values represent a set of customary laws that govern people's lives. Therefore, the formulation of public service policies within the local government must be closely aligned with the cultural values that underpin the implementation and realization of these services. Implementing public services that embrace local wisdom has shown positive outcomes, where services are deemed satisfactory and promote a sense of kinship, courtesy, and good manners following the Gayo wisdom values. These values, which encompass *Mukemel* (self-esteem), *Tertip* (orderliness), *Setie* (loyalty), *Semayang/Gemasih* (affection), *Mutentu* (efficacy/hard work), *Amanah* (trustworthiness), *Genap Mufakat* (deliberation), *Alang Tulung Berat Bebantu* (helping each other), and *Besikekemelen* (shame), form a cohesive legal philosophy that shapes the dimension of this configuration. By incorporating local cultural values, local governments have the opportunity to transform the perception of their services. For this reason, bureaucratic organizations can foster cultural innovation, aiming to enhance the performance of public services while maintaining their identity as professional servants. This transformation involves cultivating a more open mindset among bureaucratic officials.

Keywords – value, wisdom, local, culture, services

I. INTRODUCTION

The implementation of decentralization in Indonesia has resulted in regional autonomy, granting each region the authority to govern and manage its affairs. These rights encompass the regulation and management of regional government functions, the election of local leaders, the administration of regional resources, the collection of regional taxes and levies, and the receipt of profit sharing from the utilization of natural resources and other lawful sources of income [1][2].

The pursuit of good governance is an imperative that cannot be compromised and must be fully embraced. Central to the principle of good governance is accountability, which entails a responsibility to provide an account of one's performance. In the context of regional government management, the principle of "good governance" assumes paramount significance due to the community's growing tendency to critically monitor and assess the effectiveness and value derived from government services [3][4].

The government bureaucracy is theoretically assigned three main functions, outlined as follows: (1) The service function, which pertains to government units directly involved with the community, primarily aimed at delivering services to the public; (2) The development function, which encompasses government units dedicated to specific tasks within the development sector, focusing on promoting development and adaptation; (3) The general administration function, which encompasses a range of activities performed by governmental organizations to carry out administrative tasks, including the establishment and maintenance of peace and order. These functions are closely linked to regulatory activities [5][6][7].

The three functions of the government bureaucracy mentioned earlier help us understand that the public services conducted by local governments are primarily focused on producing public goods. Public services serve as a reflection of the local community's autonomy and their pursuit of satisfactory services to enhance well-being. These services hold significant importance as they serve as one of the vital indicators of governance improvements aimed at advancing the welfare of individuals [8][9].

However, a dilemma arises as the central government hesitates to delegate greater authority to autonomous regional governments, resulting in ineffective, inefficient, and uneconomical public services [10][11].

Decentralization aims to enhance the quality of public services within a democratic framework, upholding democratic values and local community autonomy. The local

government should have the ability to establish criteria for prioritization and determine priority service areas, determine service providers and locations, optimize service effectiveness and efficiency, and ensure services align with community needs and interests. Additionally, many other criteria require further explanation and consideration [12][13].

Currently, there exists a prevailing tendency where the determination of public service quality is predominantly dictated by the government or service providers, without adequate joint participation from users, customers, clients, or citizens as a community of service recipients. This approach falls short of reflecting the principles of democracy and independence [14][15].

While public services remain a key focus for local governments, their performance in delivering services to residents is still perceived as subpar. This deficiency can be attributed to the absence of fundamental wisdom values among employees.

Local culture encompasses a rich collection of cultural assets, including life policies, ways of life that embody wisdom, and profound life lessons. It extends beyond being confined to a specific local or ethnic culture and can be regarded as cross-cultural and cross-ethnic, thus contributing to a national cultural value [16][17].

Local culture can be classified into three categories: Superculture, which encompasses cultural practices applicable to the entire community; Culture, which pertains to specific groups based on factors such as ethnicity, profession, region, or area; and Subculture, which represents specialized cultural subsets within a broader cultural framework without conflicting with the parent culture, such as the culture of communal cooperation known as “*gotong royong*.” Additionally, counter-culture exists as a derivative aspect of culture that opposes its parent culture, exemplified by the culture of individualism [18][19].

Service quality is a measure of how well the provided service aligns with expectations. Several factors influence service quality, including expected service (the level of service anticipated) and perceived service (the service received). When the received service is appropriate and meets or exceeds expectations, it is considered good or positive. If the received service surpasses the expected service, it is perceived as an ideal level of quality. Conversely, if the received service falls short of the expected service, the service quality is perceived as negative or poor. Therefore, the quality of service depends on the ability of the company and its staff to consistently meet customer expectations [20][21].

The Gayo people predominantly reside in Central Aceh Regency, located within Aceh Province. The cultural values of the Gayo community shape the dimensions of a valid legal philosophy. These values include *Mukemel* (self-esteem), *Tertip* (orderliness), *Setie* (loyalty), *Semayang/Gemasih* (affection), *Mutentu* (efficacy/hard work), *Amanah* (trustworthiness), *Genap Mufakat* (deliberation), *Alang Tulung Berat Berbantu* (helping each other), and *Besikekemelen* (shame) [22][23].

Gayo’s local wisdom values constitute a framework of customary law that governs the daily lives of the community. The Gayo cultural system encompasses values that contribute

to the development of an ideal individual within society. The concept of personal values within the Gayo society includes the following values [22][24].

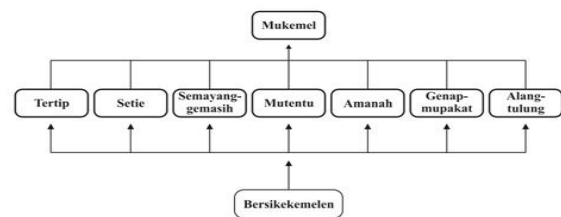


Figure 1. Gayo’s local wisdom values

II. RESEARCH METHOD

In this study, the researchers applied an exploratory research method, focusing solely on describing the impact of strengthening local wisdom values of the Gayo culture on the quality of public services in the local government. Exploratory research aims to investigate the underlying causes of a particular phenomenon and generate new knowledge to identify potential issues [25][26]. Exploratory research with a qualitative design involves describing and interpreting observed phenomena by examining values, behavior, beliefs, and language within a specific group. Initially, the study analyses secondary data, followed by collecting primary data through field research [27][28].

III. RESULT AND DISCUSSION

Public service providers are organizational units within state administration institutions established by law to carry out public service activities. They can also include legal entities specifically formed for public service purposes. The individuals responsible for executing these public services are officials, employees, and officers working within these organizations [29][30].

Several factors may contribute to the improper functioning of public services. Firstly, bureaucratic structural issues can affect the allocation of budgets for public services. Secondly, cultural constraints within the bureaucracy can also impact the quality of public services. Additionally, the behavior of officials plays a role, as behavior that does not prioritize service can hinder effective service delivery [31].

Public Service Quality and the Application of Gayo’s Local Cultural Values

According to the mandate of the 1945 Constitution of the Republic of Indonesia, the state has the responsibility to serve all citizens and fulfill their fundamental rights and needs through well-regulated public services as stipulated in Law No. 25/2009. Achieving this goal relies on fostering a local bureaucratic culture that embraces the principle of *Bhinneka Tunggal Ika* (Unity in Diversity) applicable in Indonesia.

Local cultural values should be a fundamental aspect of establishing an effective administrative system. Unfortunately, some employees tend to overlook the importance of adhering to these values when delivering services. To establish a robust service system, local cultural values must serve as the foundation alongside established rules and regulations within local government agencies. Local

culture, often referred to as local wisdom or local genius in the field of anthropology, plays a significant role in this regard [18][32].

The quality of service should be aligned with the customary values and norms of the region, as each locality possesses its distinct local wisdom. In the case of the Gayo community, their customary and cultural values shape their traditional philosophical principles in everyday life. These cultural values encompass knowledge, beliefs, religious practices, norms, rules, and laws that guide behavior within the community.

Gayo's local wisdom values represent a framework of customary law governing people's daily lives. In Central Aceh Regency, policy formulation is closely intertwined with the cultural values embedded in the implementation of policies aimed at promoting regional progress. The collaboration between the Central Aceh Regency Government and Gayo tribal leaders results in policy formulation that integrates governance and culture, leading to the enactment of regulations that support the enhancement of public service quality. The values derived from Gayo culture shape the dimensions of a valid legal philosophy, encompassing *Mukemel* (self-esteem), *Tertip* (orderliness), *Setie* (loyalty), *Semayang/Gemasih* (affection), *Mutentu* (efficacy/hard work), *Amanah* (trustworthiness), *Genap Mufakat* (deliberation), *Alang Tulung Berat Bebanu* (helping each other), and *Besikekemelen* (shame) [22, p. 8].

The Central Aceh Government officials must grasp the meaning of Gayo cultural values and comprehend their practical application. They should internalize these values, keeping them in their subconscious minds, and utilize them with the sincere intention of upholding local wisdom. The values of *Mutentu* (Effective/Hard Work), *Amanah* (trustworthiness), and *Alang Tulung Berat Bebanu* (helping each other) should be harnessed as positive energy in addressing the needs and aspirations of the public. A continuous process of mental revolution through training and enlightenment is necessary, as human beings tend to forget easily and revert to old habits [24][33].

For this reason, it is crucial to enhance the commitment of every public service provider to consistently implement local cultural values to drive public service reform. It takes considerable time to cultivate a robust organizational culture within the regional government that operates at its full potential, with local cultural values serving as a guiding example in delivering services to the community. This can be achieved through the embodiment of values such as *Mukemel* (self-esteem) and *Tertip* (orderliness) in service provision.

The government of Central Aceh should integrate Gayo cultural values into their public service delivery to the community. For example, they practice *Genap Mufakat* (deliberation), which involves effectively communicating government decisions to the general public, ensuring that the community is well-informed. *Amanah* (trustworthiness) means integrity, highlighting the government's responsibility to serve as a role model of integrity while providing the best service. *Tertip* (orderliness) emphasizes the significance of upholding ethical standards and fostering a genuine culture of service when serving the community.

Alang Tulung Berat Bebanu (helping each other) in the formulation of regulations should benefit the sustainability of

people's lives and address the needs of citizens. *Gemasih* embodies affection, emphasizing serving the community with compassion and understanding their needs. *Setie* highlights the significance of empathy among government officials towards the community. *Besikekemelen* implies creating healthy competition among political actors based on common sense, fostering a positive atmosphere, and setting an example without blaming one another. *Mutentu* emphasizes effectiveness, where leaders must possess adequate knowledge, not just leadership positions [34][35].

Delivering exceptional service to the community requires continuous improvement of the personal qualities of government officials. It involves enhancing individual apparatus' soft skills and developing sincere and dedicated human resources to provide services. However, achieving this is not a simple or straightforward task [36].

The influence of local culture on the behavior of public officials is reflected in the organizational culture of the local bureaucracy. This organizational culture plays several important roles: it sets boundaries to differentiate it from other bureaucracies, it shapes the organizational and personal identities of its members, it fosters organizational commitment rather than individual interests, it enhances the stability of the social system, and it serves as a mechanism for controlling behavior through meaning and symbolic representation. The impact of organizational culture on public service is profound, as it affects bureaucratic performance, attachment, and influence. In essence, all activities carried out by public service officials should be guided by the normative rules established by public organizations, which embody the culture of public service [37].

Several factors contribute to the low quality of public services within the local bureaucratic culture, including:

- a) Monopolistic context: Due to the absence of competition from non-governmental service providers, there is a lack of strong motivation for the government to improve the quantity, quality, or distribution of services.
- b) Environmental pressures: The performance of service organizations is significantly influenced by environmental factors, which impact the transactions and interactions between the environment and public organizations.
- c) Patrimonial culture: The bureaucratic culture of public service providers in Indonesia is still heavily influenced by local political and cultural traditions. Often, these traditions are not conducive and may contradict predetermined regulations [38][39].

To address the constraints and challenges in improving the quality of public services, the following specific strategic steps are necessary:

- 1) Shifting from an authoritarian centralized government system to a democratic decentralized system.
- 2) Establishing a working forum dedicated to public service.
- 3) Embracing the local cultural values in public service.
- 4) Involving the community in formulating public service policies by prioritizing the local wisdom approach.
- 5) Fostering awareness among public service personnel regarding changes in behavior and attitudes, adopting a more humane bureaucratic model (post-Weberian) with a focus on local wisdom.

- 6) Recognizing the influence of scientific and technological advancements in enhancing the quality of public services.
- 7) Ensuring adequate income and salaries for public service personnel to meet their minimum needs.
- 8) Prioritizing the development of skills and expertise among public service officers.

Organizational Culture in Improving Public Service Performance

The government's failure to meet the community's needs has led to a negative perception and loss of public trust. This is evident in the frequent procrastination of bureaucratic officials in delivering services.

To address this issue, the principles of good governance, including accountability, transparency, efficiency, effectiveness, participation, law enforcement, justice, consensus orientation, and visionary leadership, need to be implemented. These principles should form the basis of a unified and democratic approach to governance at the local level.[40]

While the government has implemented policies such as e-government, service contracts, decentralization, and regional autonomy, there is a need to further foster a culture of innovation embedded with local wisdom values within the government bureaucracy. This cultural shift will contribute to the optimal improvement of public service performance at both regional and local levels.[41], [42]

IV. CONCLUSION

The current regional administration has not been able to meet the expectations of the public. The bureaucratic culture and performance of the regional government have failed to fulfill the public's aspirations and provide satisfactory services to enhance well-being. The link between local cultural values and bureaucratic behavior plays a significant role in shaping the bureaucratic culture, which, in turn, impacts the quality of public services. The understanding of the bureaucratic apparatus regarding local cultural values is still lacking, resulting in subpar daily behavior when delivering public services. However, by fostering a modern bureaucratic culture influenced by public service traditions, a dynamic bureaucracy can be established to provide exceptional service to society. In other words, the bureaucratic culture should prioritize satisfying a diverse society and transforming the mindset of the apparatus to fulfill their role as public servants.

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