

Integration of Local Values into Bureaucratic Reformation of Local Government Agencies

An Effort to Establish Good-Governance Practices in Gorontalo Province

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Abstract—This paper focuses on integration of local values into bureaucratic reformation of government agencies in Gorontalo to establish local good-governance practices in Gorontalo province. This study uses descriptive qualitative approach. The data for this research are collected through observation, in-depth interview with key informants, and literature review. These data are analyzed through data condensation, data display, conclusion drawing/verifications. This study reveals that implementation of all government agencies activities were based on the standard set up by the national government, which in fact this standard is unable to adjust to the local condition, the people, and the local values applied within the Gorontalo community. Based on this finding, the further study aimed at implementing the local Gorontalo values into each unit of governance. The implementation of these local values within the bureaucratic organizational development within government agencies' activities revealed that there is a synchronization and harmonization among government agencies and groups of society in an effort to establish the local good-governance in Gorontalo Province.

Keywords—local values, bureaucratic reform, good-governance

I. INTRODUCTION

Culture is considered as a way of life which developed and co-owned by a group of people and is passed down for generations. A culture within certain ethnic consists of wisdoms, thoughts, creations of that specific group of society. This culture determines the law applied in a group of society, in which this law is moral values upheld by certain ethnic and is a custom of that specific ethnic or tribe. Gorontalo is known as one of the regions, where cultural values are still strongly upheld and implemented by most of its society. Various social classes and profession of its people are not an obstacle for the implementation for them to live close knit community. Among many of their cultural values is Huyula culture. Huyula is a value that has been passed down for generations as a social capital for Gorontalo people to develop their region. In Huyula, several values such as, cooperation, responsibility, and tolerance are embedded. Huyula has been proven to be able to bring this society into a modern civilization and to bring success in their lives as a community. This local wisdom is one of the approaches internalized within the governance of governmental organizations in their main function to establish sustainable development in Gorontalo Province. Based on this

notion, this study is focused on studying the bureaucratic organizational development model through internalization of local cultural values in the establishment of good governance in Gorontalo Province.

Thus, this research is focused on studying the bureaucratic reformation model through integration of local cultural values in establishing local good governance in Gorontalo Province.

This study is aimed at comprehensively studying the implementation of local values in the establishment of local good governance through: 1) identification of needs, 2) establishment of three strategic bureaucratic organizations, 3) internalization of local cultural values in these strategic bureaucratic organizations, 4) socialization of new cultural values internally and externally, 5) implementation of new organizational culture toward local good governance in Gorontalo Province.

II. RESEARCH METHOD

Based on the research problem, the approach applied in this study is descriptive qualitative approach to study the model of organizational development based on local values in establishing local good governance in Gorontalo Province. The data used in this research are: a) Primary Data. The data are collected from key informants who have comprehensive knowledge on the focus of this study that consists of experts of public policy, culture, and sociology expert as well as other experts that will be met in the field as well as others who have knowledge on the subject being studied; b) secondary data. Secondary data are collected through observation, in-depth interview, and documentation. Data are analyzed through means of analysis proposed by Miles, Huberman and Saldana [1], in which they state that in an analysis of qualitative data, there are three simultaneous activities, namely, data condensation, data display and conclusion drawing or verifications. Consequently, the data in this research would be analyzed in the following sequence: 1) data condensation, 2) data display, and 3) conclusion drawing.

III. RESULT AND DISCUSSION

Good governance concept is considered as a new paradigm in public administration [2]. Currently, this concept is closely related to characteristics of the local culture. There are three main dimensions in each discussion on organizational theories:

technical dimension, conceptual dimension, and humane dimension [3]. The finding in the field has revealed that bureaucratic organization in Gorontalo Province is currently using the usual standard of governance. On the other hand, this region has its own cultural characteristics. The usage of nationally standardized governance in a diverse environment brings different impacts on different community or different region. This perspective would bring us to a more effective new model of bureaucratic organization. Gorontalo has various local cultural values, such as, Huyula. This local value would be more appropriate if it is integrated into bureaucratic organizational governance. The values in Huyula culture have been practiced within Gorontaloese community for generations and it has been proven effective to be internalized into organizational governance in the Province of Gorontalo. The main challenges in bureaucracy are effective and efficient of implementation of activities [4]. One of the way to develop organization based on the local cultural values of Huyula is through cooperation that has been known for generations within this community as a mean to cooperate in accomplishing a task for public benefits. The huyula values that have been passed for generations consist of not only cooperation values, but also responsibilities and tolerances. Culture has positive influence in organizational development [5]. The findings in the field on the internalization of local cultural values in three strategic bureaucratic organizations in Gorontalo province are as follow.

A. Needs identification

Public organizations are faced with various problems and challenges both in public service delivery and implementation of organizational vision and mission. In order to internalize the local cultural values into the organization, the first step is to conduct needs identification. These needs identification consist of: 1) mental preparedness of all members of organization, 2) compatibility between the values of *huyula* culture and the main duties/functions of each individual and groups, 3) time to

mainstream the integration of *huyula* cultural values into the main functions of individual, group, and organization.

B. Selection of three strategic government organizations in the Province of Gorontalo

Gorontalo Province has three main programs: 1) free education and health services, 2) development of community-based economy, 3) development of region's infrastructure. For the purpose of studying the effective bureaucratic organization model through the implementation of *huyula* cultural values, priorities for these three organizations are created. These bureaucratic organizations in Gorontalo Province are, Development Planning Agency (henceforth called as BAPPEDA), Provincial Office of Education, Youth and Sports (henceforth called as DISPORA), and Provincial Health Office (henceforth called as DINKES). These three organizations are selected based on the following considerations: a) these institutions have strategic functions that are closely related to the development of the region and its community, b) level of workload of these three agencies, and c) their correlation with the main program of the government of Gorontalo province

C. Internalization of local cultural values into three strategic bureaucratic organization

The values of *huyula* culture are cooperation, responsibility, and tolerance values. Internalization of *huyula* values into the practices of governance within these three strategic bureaucratic organizations is not in conflict with the standard set by both local and national governments. The study reveals that internalization of *huyula* culture of Gorontalo in fact has strengthened the humanity, harmony, and realistic characters within the governance of modern organizations. Internalization of the cultural values of *huyula* culture in three strategic government organizations in Gorontalo Province is provided in detail in the following table.

TABLE I. INTERNALIZATION OF LOCAL CULTURAL VALUE *HUYULA* INTO THREE STRATEGIC GOVERNMENT ORGANIZATIONS IN THE PROVINCE OF GORONTALO

No	Organization	Values of <i>Huyula Culture</i>		
		Cooperation	Responsibility	Tolerance
1	BAPPEDA	Create commitment to cooperate between individual and groups within the organization	Establish the responsibility values in their main tasks and functions of each personnel and groups	Create the positive tolerance values within individual and group interactions and in the implementation of main tasks and functions
		Develop cooperation networks with related agencies in local and national level	Conduct routine development of responsibility for each individual and group within the organization	Sustainably conduct the development of tolerance to establish harmonization within the organization
2	DISPORA	Implement cooperation values between groups to create effective implementation of the organization main duties and functions	Strengthen the responsibility of each personnel and group on their main tasks and functions	Strengthen the tolerance characters in each personnel and group within the organization
		Develop cooperation network with related agencies to achieve the organization's objectives effectively	Habituating the responsibility attitude internally and externally in all the personnel and groups within the organization	Harmonize between personnel and groups within the organization to implement the organizational main tasks and functions
3	DINKES	Develop cooperation characters in each personnel and group to execute the main duties and tasks of organization effectively	Develop responsibility characters that have to be implemented by each personnel and group within the organization	Develop tolerance characteristics in each personnel and group within the life of the organization
		Develop harmonization in organization to implement the cooperation values	Develop responsibility attitude in each personnel and group for the effectiveness of the organization	Develop the tolerance culture in internal and external life of the organization

D. Socialization of new cultural values internally and externally

Following the needs identification, establishment of three strategic organizations, and internalization of cultural values into these three strategic organizations, the next step is the socialization of new cultural values internally and externally.

This socialization of new cultural values internally and externally is intended to internalized the *huyula* cultural values into the implementation of main tasks and functions in organization both individually and collectively. The internal and external socialization process is conducted as follow.

TABLE II. SOCIALIZATION OF NEW CULTURAL VALUES INTERNALLY AND EXTERNALLY

No	Socialization process	Knowledge dimension	Application dimension	Evaluation dimension
1	Internal organization	Develop planning, understand, comprehend and establish individual and group commitment toward the importance of internalization of <i>huyula</i> cultural values into organization	Establish individual and collective commitment to implement the <i>huyula</i> cultural values into their attitude and within the implementation of the organizational tasks	Establish collective and individual commitment to routine co-evaluation implementation of local values internal of organization to ensure its future sustainability
2	External organization	Conduct coordination and meeting to understand and comprehend the internalization of <i>huyula</i> values with related stakeholders and to develop commitment	Internalize the <i>huyula</i> values in individual and collective main tasks as well as into the objectives of the organizations at the provincial level	Conduct routine evaluation on the implementation of <i>huyula</i> cultural values by individual and groups toward the achievement of organizational targets and objectives

E. Implementation of new organizational culture toward local good governance in Gorontalo Province

Quality dimension of the capable apparatus and improvement of the quality of service delivery is two important things that should be kept revitalized and actualized as apparatus development effort [6]. Internalization of local cultural values into public organization in the Province of Gorontalo is a new thing. Considering that these local cultural values are the local wisdom that has been passed down for generations, its implementation in an organization would bring positive impact. The existence of local wisdom within the governance of public organization in Gorontalo Province is a positive thing for all individuals and groups. This is due to the humane, harmonious and realistic values of the *huyula* cultural values. From the perspective of bureaucratic apparatus, this value is not hard to be internalized into relationship with others in organizational environment and in the implementation of their main tasks and function. Further, within the perspective of organization, internalization of local wisdom values into organizational culture become an added value to increase the efficiency and effectiveness of the work both individually and collectively that are apparent in the following indicators: 1) cooperation among individuals and groups in an effort to sustainably attain the objectives of organization is established, 2) responsibility character in each individuals and groups to support the organizational governance is developed, 3) a social system applied within organization through caring attitude toward the tasks and positive relationships among members and groups in organization is developed.

IV. CONCLUSION

Based on the above findings, the following conclusion is achieved: 1) The value of *huyula* culture that consists of cooperation, responsibility and tolerance in Gorontalo province culture can be internalized into strategic organizations and other units of government within the government of Gorontalo Province as an effort to make effective local public organizational governance. 2) Several aspects such as, integration and implementation of local cultural values through support and bureaucratic, internal and external attitude, are critical in the success of internalization of local cultural values into government agencies in Gorontalo Province. 3) Implementation of local cultural values into bureaucratic organization gives a new added value for the effectiveness of organizational vision and mission toward local good governance in Gorontalo Province.

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