

Transformation Process Cultural Values in Local Government Bureaucracy Jayapura

(Case study of Licensing Services Agency One Stop)

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Abstract- Transformation is the transfer from one place to another, and cause changes on an object that has been plagued by such things. So the transformation can cause changes in a particular object. Such changes also occurred in the local community who are able to transform the values of the local culture, especially the culture of Papua. Cultural values in the form of: 1) the work ethic; 2) mutual cooperation; 3) openness; 4) preservation of value; 5) kinship; and 6) the pattern of consumption, it is very attached and form a distinctive characteristic of social behavior ethnic Papuans. This study aims to analyze the process of transformation of local cultural values takes place within the Office of Licensing Services Agency One Stop (BPPTSP) Jayapura city government. The approach used is a qualitative approach. The focus of this study examines the process of transformation of local cultural values takes place in the Integrated Licensing Services Agency One Stop (BPPTSP) Jayapura city government. This study uses depth interview, observation and documentation. Data were analyzed through qualitative data analysis include data reduction, organizing data, and interpretation of data. The results of this study indicate that the process of transformation of local culture into the culture of the organization BPPTSP happen through two ways; first, through the design and local government intervention, both, through a process of acculturation.

Index Terms- culture, transformation, public services, organizations.

I. INTRODUCTION

The changes are part of humanitarian entities inherent in human beings with minds that drives these changes. This means that in the process of change that took place, man becomes the main individual which improves the process of construction of reality universe. In the process of change known as transformation, man is at the core of the process. Changes taking place in various fields such as economic, political, social, cultural and even religious. Transformation means of social change. One of the theories of social change is the theory of human action developed by Talcott Parsons in (Ritzer, 2010). Parson distinguish four subsystems that are part of the change process, namely: a) Organisms; b) Personality; c) The social system and; d) cultural system (Ritzer, 2010). The fourth element

is arranged in the description of cybernetics (cybernetics order) and controlling human action.

Cultural system is a source of ideas, knowledge, values, beliefs and symbols. Cultural systems provide direction, guidance, and meaning to human action in the social system. Cultural symbols rendered in a social system which is then delivered to the individual citizens of the social system through the process of socialization and internalization. Social systems work in social action. The social action that creates social change. Social actions are called personality that characterize the organisms in it. Transformation is a displacement or shift something in a new direction without changing the structure contained therein, albeit in a new form has changed. Framework of cultural transformation is the structure and culture. Transformation involves changing social relationships and ecological webs. If the structure of the web is changed, there will be in it a transformation of social institutions, values and ideas. Cultural transformation with regard to the evolution of human culture. This transformation is typically preceded by a variety of social indicators. This kind of cultural transformation are essential steps in the development of civilization. All civilizations runs through the similarity cycle processes occurrence, growth, unity and integrity.

With the passing of a special autonomy demands in today's era of reform, to some extent has affected the changing demands of the organization at the local level, which leads to the need for an effective and efficient organization. In response to the dynamics of the organization and the demands of competition and facing an organizational environment that is constantly changing, the challenges of increasingly complex issues, it is time for local governments to implement the Political Will to fix the organization at the local level with the transformation of the organization. In the transformation of the organization itself, must do the changing role of the apparatus functions as an intellectual actor of change. In the era of special autonomy, the changing role of the function of the apparatus becomes very important.

Work organization has shifted from working as individuals to work as a team. The difficulties of working in a team mainly experienced by many employees in Western countries, because of their national culture is very individualistic. In addition, before applying teamwork, working environment in western countries are competitive are the achievement of individual (Robbins, 2007). Therefore, the team is expected to grow in countries that

have high collectivistic values. According to Hofstede (1991), Indonesia is one of the countries that have a high collectivistic values where group interests are above the interests of individuals, so we can say teamwork system is well developed in Indonesia. It can be characterized by the values of the local culture that transformed the depths of bureaucracy for collectivistic cultures will always conduct its activities by interest groups, the protection of the group and the decision by the group. In the context of the Papuan people when changes will be made then require painstaking efforts to reconstruct human society Papua be able to become a strong and dignified. Strong human constructed of strong human resources as well. Therefore, need to change the values of human Papua that now exists with the main cultural values born of the power of philosophical values Papuan culture that essentially it has a value not less than the Balinese culture with customary village. Or is it more accurate to say that at this time, when his development is based on the values of modernity makes the Papuan community suffered a setback in various fields. Therefore, efforts are needed to identify the back indigenous people of Papua to support the development in Papua. In the transformation of the organization itself, must do the changing role of the human resource function as an intellectual actor of change. In the era of regional autonomy, the changing role of the human resource function becomes very important. Culture poor work ethic, attitude and knowledge that are not adaptive to the changing demands should be terminated immediately. We live in a time that is now forcing us to move after move the base changes and forces us to be bound in a thing called "Upside-down thinking". Then the main core problem is how these transformations occur within the Local Government organization that affects organizational performance.

In the process of organizational transformation Appears one common theme that characterizes the process of transformation itself and form items, namely: to work as a solid team and together support the non-hierarchical structure. Working as a team in the face of obstacles organization, is a sign for an organization that is in the process of transformation. Organization of Local Government (LG), decentralization should be Able to reduce some of the traditional barriers throughout the organization. The government can reduce functional effectiveness and are an impediment to the efficiency of the organization, job title and physical obstacles created by the organization. The role, functions and duties roomates are organized by a team of people who joined the team selected based on their competence and their passion for things that are being implemented. Each unit can select an organizational structure that is Able to create a reward tangible for the public, an organizational structure that Gives space for the creation of the control or the control of the government to the public (Top-Down Control) and control of the public to the government (Bottom-up Control).

Such changes also occurred in the local community who are able to transform the values of the local culture, especially the culture of Papua. Cultural values in the form of: 1) the work ethic; 2) mutual cooperation; 3) openness; 4) preservation of value; 5) kinship; and 6) the pattern of consumption, the stretcher is very attached and form a distinctive characteristic of social behavior ethnic Papuans.

Public service is one of the main functions of the bureaucracy is the duty officers. Public services are a problem that always accompany the everyday people. In various local media Papua explain the negative image of bureaucracy and poor quality of public services is reflected in the rise of feedback, complaints and scorn in the media. Community complained the quality of service, their corruption, extortion or pull funds out the provisions set forth sluggish performance of staff, number of tables that must be passed when issuing prescriptions, health insurance ethnic Papuans, the uncertainty of the length of the due completion of affairs and so on.

Good Research Development Service (GDS) from 2002 to 2004 found some problems in the public service are, first, the uncertainty of public services, the time, the usual method of service. Second; discrimination in services by friendship, instance, ethical religion; Third, the bureaucratic bribery, extortion became considered reasonable and acceptable; and Fourth, the orientation is not on the user but on the interests of the service for the officials.

Implementation of poor public service in the Department of Technical associated in Jayapura city government has been an open secret for any society as a recipient of the service, this expression is not excessive when looking at the fact that the civil rights of citizens are often violated in the process to obtain the identity of the population such as the National Identity Card (KTP). Making Family Card (KK), manufacture of Birth Certificate, which should be easy, complicated by the number of tables, the wait time and a series of procedures to go through. Such complaints that often arise from the public in the administration of public services, especially of the poor quality of public service delivery.

Based on preliminary observations, the officials at the office of Licensing Services Agency One Stop (BPPTSP) Jayapura city government is still low discipline, it is seen from the coming hours and hours of employees who did not return according to the rules. In general, the existing staff came late but came home early from office hours. This condition is clearly hindered BPPTSP service at the office.

II. RESEARCH METHODS

This study used qualitative research methods. The location of research carried out at the office of Licensing Services Agency One Stop (BPPSTP) Jayapura, Papua province, Indonesia. In this study the focus is directed to assessing the process of transformation of local cultural values that take place in the Integrated Licensing Services Agency One Stop (BPPTSP) Jayapura city government.

Types of data collected in this study are primary data and secondary data. Primary data were obtained from the data collected from the data source or key informants (key informant) in the Office of the City BPPTSP Jayapura. While secondary data obtained from various sources such as documents, results of previous studies, print and electronic media as well as from various other sources deemed able to contribute and complement the primary data analysis. Data collection techniques used were interviews, observation and study of the document. Qualitative

data analysis techniques used include: reduction of data, organizing data, and interpretation of data.

III. RESULTS AND DISCUSSION

Process Transformation Values Into Local Culture System In The Public Services Office of Licensing Services Agency One Stop (BPPTSP) in Jayapura

Citing the views Capra (Praise Leksono, 2009) that the transformation process will involve changes in social relationships and ecological networks. If Netting structure is changed, there will be in it a transformation of social institutions, values and ideas. Its transformation process runs according to the cycle of events, growth, unity and integrity. The process of transformation of cultural values of local Papuans into the value system of the public service in the office of the Office of Licensing Services Agency One Stop BPPTSP Jayapura City when analyzed also experiencing such conditions have been disclosed by Capra. The government bureaucracy actually also formed with the cultural values of the organization in accordance with the features and characteristics of the bureaucracy. In general characteristics of bureaucracy can be assessed by several aspects, especially in the context of public service, namely: 1) the existence of a clear division of tasks each employee so it is clear who is in charge of giving direct service (line staff) and where the employee or unit in charge of providing support to the function line (supporting staff), this is called the Clear division of labor; 2) each of the tasks assigned to the employee; 3) work in design based on common tasks and jobs that may not overlap (specialization); 4) every position in the organization constantly monitored through the chain of command in which the low position is supervised by the higher position (Hierarchical arrangement of positions / Chain of Command); 5) employee behavior is always guided by formal rules and regulations (Uniformly guide employee behavior by formal rules and regulations); 6) tasks constantly conditioned work environment for stable and continuous (Reduce uncertainty about task performance); 7) leadership is not involved in the selection of subordinates, so there is no emotional connection so as to create justice (No emotional attachments and Provides for fairness); 8) staffing is based entirely on the competence (Rigid selection criteria).

The characteristics of the bureaucracy has implications on what values prevailing in the bureaucracy. The principles that apply in this bureaucratic organization that is seen by Max Weber as a form of efforts to prevent bureaucracy is not professional and neutral. Thus, of course, the values that are developed and used in the bureaucracy, especially in the delivery of services promoting non-discrimination, diversity and always prioritize professionalism. Not tolerated the delivery of services that do not have a rationale that has been determined by the mechanism and regulation that has been determined, usually through standard operating procedures (SOP), technical instructions (technical guidelines), and operational guidelines (Guidelines).

When the values of the local culture transformed into public service system then causes a change to the values used by the organization that exists, then it is not something that is not strange, because the transformation does cause changes to the

organization with. The question is how the values of the local culture transformed into the bureaucracy and shifting the values of the existing bureaucracy? This can happen when the values of the local culture is stronger than the influence of cultural values existing bureaucracy.

The process of transformation of the cultural values of the people of Papua into the public service system in the Office of the Licensing Service Agency One Stop (BPPTSP) Jayapura city happens in some way or form. 1) the transformation process occurs because the motives of the employees where previously this organization very bad image in the eyes of the people that need to be changed; 2) the public should be regarded as a family should be served well; and 3) local wisdom that puts a sense of security in their daily lives should also be manifested in providing services; 4) command Medium Term Development Plan (RPJMD) and Vision Jayapura city to use local wisdom as an operational basis for the government in Jayapura has implications for the entire working units (SKPD) in the city of Jayapura should adopt the values of the local people of Papua to in the public service system in the Office of Licensing services Agency One Stop (BPPTSP); 5) local cultural products such as ornaments of buildings and traditional ceremonies depicting togetherness and family into a medium that enables the transformation process; 6) networks between individuals within the organization with outside parties also adds new values for the Office of Licensing Services Agency One Stop (BPPTSP), mainly due to the new values of the individual / organization that has long practiced with good values the value of public services considered good; 7) the process of transformation of the new values also occur through education and training, which in the process of improving the competence of employees also emphasized the importance of having the awareness to use the values of the local culture; 8) socialization of the new members of the organization also become a place that is quite effective in the transformation process of cultural values organization that is in the existing local values as the basis to act and behave in providing public services in the Office of Licensing Services One Stop (BPPTSP) Jayapura city.

As a result of these motives, the then members of the organization are determined to change the way in providing services by basing itself on the view that society when people served should be viewed as a family that should be cherished. As befits Papua community who honored guests come to your home, is seen as a family, received with suave. Values and local wisdom of the people of Papua are then transformed into the values of the organization when providing services. Very clearly the adoption of the values and local wisdom in the public service system in the Office of Licensing Services Agency One Stop (BPPTSP) is strongly influenced by environmental factors surrounding where Licensing Services Agency One Stop (BPPTSP) operate and perform its functions.

Efforts to encourage a change in the system at the service of the Office of Licensing Services Agency One Stop (BPPTSP) Also through the involvement of the employees to design Reviews their behavior roomates first included in the comparative study to the office of the Regional Government of Sragen , See and witness how the mechanisms and public service system in Sragen encourage them to be Able to Also apply them. However, based on the information Obtained, they Agreed to

modify the related systems and service mechanism they have seen in Sragen. So there is a combination of the process of transformation to change the values in the public service system in the Office of Licensing Services Agency One Stop (BPPTSP) Jayapura city. On one side there is the need to a make improvements and differences in public service Compared with the previous organization, and on the other hand they do modify the values of public service by Adopting the values of the culture and local wisdom as the values underlying the public service system in the organization Licensing Services Agency One Stop (BPPTSP) Jayapura city. Even in order to provide better service to the public, the use of the local language is Often used, reason than Because people are still many who do not speak fluent Indonesian as well in order to get closer to being served. The process of transformation is the result of a combination as described above are expected to impact on the performance of public services of the Office of Licensing Services Agency One Stop (BPPTSP) Jayapura city, the better. Conceptually, this condition can be positive if the notion of service delivery is more convenient Because it is coming to be seen as a guest the which must be respected. But it can also have negative consequences when understanding that comes is living and family who have served in advance or do not use a standard procedure, while the family were not getting the service must be in accordance with the formal procedures have been defined.

Jayapura City Vision, Vision mayor and vision Licensing Services Agency One Stop (BPPTSP) is driving the transformation of cultural values of indigenous people of Papua into the public service system in the office of Licensing Services Agency One Stop (BPPTSP). Vision Jayapura city which instructs that in running the bureaucracy in Jayapura city should always be based on the values of local wisdom. Because it is the vision of the city of Jayapura then requires the entire vision of officials and work units (SKPD) always well in running the bureaucracy based on local wisdom. Licensing Services Agency One Stop (BPPTSP) follow the mandate of the vision and the Medium Term Development Plan (RPJMD) Jayapura city into the Strategic Plan of the Integrated Licensing Services Agency One Stop (BPPTSP) where the main runway in carrying on education should be based on local wisdom. Momentum is what causes Licensing Services Agency One Stop (BPPTSP) Jayapura City must adopt local values into the public service system. So it can be concluded that the process of transformation of local values into the public service system occurs because of an order of the Medium Term Development Plan (RPJMD) and Jayapura City Vision. This condition is different from the usual habits of the transformation process in which individuals of the officials who knowingly and does not carry the values of the Medium Term Development Plan (RPJMD) people into the organization and eventually thrown into the values within the organization.

The transformation of local cultural values into the bureaucracy basically already long ago been put forward by F.W. Riggs (1964) in which he stated that in a transitional society (prismatic society) the likelihood of the process of transformation of local cultural values with the organization (bureaucracy) is very likely to occur because in such a society tend to no characteristics that blend when compared to modern society. As a result, according to Riggs (1964), the community like this when entering the world of bureaucracy encounter situations where

difficult to distinguish between the formal rules of the organization with the rules in force in the community. As a result of cultural values of society affect the values of the organization in which the shape of the heterogeneity practice, overlapping, and formalism. The occurrence of such practices affect the organization is no longer able to distinguish where the rules of formal and non-formal where the rule. Even at such a transition society tends to practice the old habit than formal rules of the organization. As a result, there are overlaps between the rules of social custom (local values) with the formal rules of the organization. Even further R.K. Sapru (2013), states that the traditional ideas and modern exist together and conflicting between each other. In giving the waiter principle who is first come first served basis so, he would, but in many such communities judgment based on the values of the society that prioritizes kinship, group, ethnically and even clicks.

The values of the local culture in the public service system in the Office of Licensing Services One Stop (BPPTSP) has been able to transform the organization into an organization working units (SKPD) differentiator of Work Unit (SKPD) to another in the Jayapura City (Mangkunagara, 2005). Kotter and Heskett (1997) explains that classify cultures into three categories. One very important category in terms of performance is the importance of culture that is in harmony with the organization's performance. Cultural values of the organization, especially in the public service system in the office Licensing Service Agency One Stop (BPPTSP) representing the values of the local culture is not an issue for the organization if the values of the local culture are aligned with organizational goals to improve organizational performance. Most of the values of the local culture in the public service system in the office of Licensing Services Agency One Stop (BPPTSP) Jayapura City has even been able to be a value which is positive because it is able to push the performance of the organization.

Local cultural products such as ornaments of buildings and traditional ceremonies depicting togetherness and family into a medium that enables the transformation process. Ornaments are cultural products of the Papuan people is typical. Nowadays everywhere both office-government offices, hotels and clothing typical of the people of Papua has become a differentiator with other regions in Indonesia. This happens because it is stipulated in the Regulations area of the building, where each applicant building permit (IMB) had to make ornaments tribe in Jayapura, whether it was in the hotel, or even a fence at Sentani airport in Jayapura. The goal is to preserve the culture of the people of Papua. Jayapura city government's willingness to make the products of the local culture an integral part of the everyday people and Jayapura city government seems to be transformed into a system of public service performed by the Office of Licensing Services Agency One Stop (BPPTSP). Traditional ceremonies that show the importance of the values of togetherness and family transformed into a value on a daily basis the employees in carrying out its mission as a public servant. On any given day all employees are required to wear clothing patterned Papua. Common values transformed into a way of providing services based on the spirit of family and togetherness. The process of transformation of cultural values usually through networking between the parties within the organization from outside the organization. Similarly, what happened in the Office

of Licensing Services Agency One Stop (BPPTSP). Networks between individuals within the organization with outside parties also turned out helped add new values to the Office of the Licensing Service Agency One Stop (BPPTSP), mainly due to the new values of the individual / organization that has long practiced with good values public services are considered good. The values of the public service that has been practiced in other places, in this case the existing agency in Sragen apparently want to be replicated and be one way to change the system in the service of the Office of Licensing Services Agency One Stop (BPPTSP). The process of transformation of values going through the process of changing the mindset of the employees either through a direct view the best service practices (best practices) as well as through education and training, led by the infrastructure of Sragen local government. Systems and procedures that exist in Sragen is further modified by adding the values of the local culture of the people of Papua.

Socialization of the new members of the organization Also typically can be a means to instill cultural values that already exist in the organization. in the Office of Licensing Services Agency One Stop (BPPTSP) means of socialization of the culture of the organization IS ALSO applied to employees who had entered. This method is fairly effective Considered in the transformation process of organizational culture that values are already local values as the basis to act and behave in providing public services in the Office of Licensing Services Agency One Stop (BPPTSP) in the city of Jayapura. This has been stated by Kotter and Heskett (1997) that represent cultural behavior patterns or style of an organization, that the new employees are automatically driven to follow the behavior of the employees who have been there.

It can be concluded that the process of transformation of the values of the local culture into the public service system organized by the Office of Licensing Services One Stop (BPPTSP) in Jayapura happen in two ways: first through the intervention of the government through its policies, and secondly through the grades local cultures brought by members of the organization into the organization and through a process called acculturation process. Acculturation process significantly grow and develop along with the culture that comes from outside. In general terms of acculturation (acculturation) is a mix of cultures which then produces a new culture without losing the original elements in the culture. This condition occurs in the context of the process of cultural transformation of local people of Papua into bureaucracy Licensing Services Agency One Stop (BPPTSP).

Proposition

If the values of the local culture has the power to transform into the cultural values of bureaucracy, whether caused intentionally designed through-led military intervention, or through policy, the process of acculturation cultural values local to the organization through the members of the organization can be made easily.

IV. CONCLUSION

The process of transformation of local culture into the organization's culture Licensing Services Agency One Stop (BPPTSP) occurs in two ways namely; first, through the design

and local government intervention, both, through a process of acculturation. Further, the process namely through: 1) the transformation occurred because the motives of the employees where previously this organization very bad image in the eyes of the people that need to be changed; 2) the public should be regarded as a family should be served well; and 3) local wisdom that puts a sense of security in their daily lives should also be manifested in providing services; 4) command Medium Term Development Plan (RPJMD) and Vision Jayapura city to use local wisdom as an operational basis for the government in Jayapura has implications for the entire working units (SKPD) in the city of Jayapura should adopt the values of the local people of Papua to in the public service system in the Office of Licensing services Agency One Stop (BPPTSP); 5) local cultural products such as ornaments of buildings and traditional ceremonies depicting togetherness and family into the media that motivates the transformation process; 6) networks between individuals within the organization with outside parties also adds new values for the Office of Licensing Services Agency One Stop (BPPTSP), mainly due to the new values of the individual / organization that has long practiced with good values the value of public services considered good; 7) the process of transformation of the new values also occur through education and training, which in the process of improving the competence of employees also emphasized the importance of having the awareness to use the values of the local culture; 8) socialization to the new members of the organization also become a place that is quite effective in the transformation process of cultural values organization that is in the organization existing local values as the basis to act and behave in providing public services Licensing Service Agency One Stop (BPPTSP) in Jayapura.

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