Manifestation of Local Culture in Public Organizations in Regional Secretariat of Biak Numfor District

Dahlan[1], Rudiyansyah [2]
[1, 2] Public Administration, YAPIS Biak Institute of Social and
Political Sciences, Indonesia
Email: dahlan90@gmail.com[1]

ABSTRACT
The purpose of this research is to describe and analyze the cultural instruments in the Regional Secretariat of the Biak Numfor Regency, the organizational cultural climate of the Regional Secretariat of the Biak Numfor Regency, and the manifestations of local culture in the Regional Secretariat organization Biak Numfor District. The approach used in this research is descriptive qualitative. Data were collected through three stages - observation, interviews, documentation. The result shows that organizational culture device of the Regional Secretariat of Biak Numfor Regency does not have values that are considered ideal because the cultural conditions of local organizations are not only not strong, but do not exist. Furthermore, since the value does not exist, it will not reduce attitude formation, but, the description of members' work behavior will certainly not reflect ideal value. This paper argues that if the ideal value does not exist, the description of employee work behavior will certainly not reflect this ideal value. Therefore, management must introduce and shared these values so that employees will know about them. Finally, management communication skills must be apt.

Keywords: Public Administration; Culture; Organization

INTRODUCTION

The topic of organizational culture has become a very interesting and most important topic of the millennium today (Alexe & Alexe, 2018; da Veiga et al., 2020; Schlaile et al., 2019). Not just deepening it but to make a continuous change, but also to realize a competitive advantage and the organization's ability to survive in a constantly changing environment. If the organizational culture is not managed properly, the organization can certainly experience setbacks and affect its continuity which in the end can lead to an organization's extreme death (Kets de Vries, 2004).

Thus important, organizational culture is a key element of change that will have a strong influence on the organization's work system. The culture of an organization is formed due to its adaptation and survival to the internal and external environment (Arditi et al., 2017; Kets de Vries, 2004; Upadhaya et al., 2018; Zerella et al., 2017). Organizational culture is identified as a cultural device if it includes the norms of behavior, assumptions and beliefs of an organization. Identified as a cultural climate, if it refers to personnel perceptions of the set of values, norms and beliefs adopted in the organization and is reflected through a description of the attitudes and behavior of organizational personnel (Jafari & Kalanaki, 2012).

With these reasons, it can be ascertained that the achievement of an organization can occur because of a distinctive and strong cultural support embedded in the operational dynamics of the organization. Likewise, the failure to maintain organizational continuity is fundamentally due to a lack of attention to a culture that is necessary for the organization to develop. One of the significant facts that underlie the failure of organizations in maintaining their continuity and development is the tendency to not easily identify and understand organizational culture. In general, organizational personnel does not realize that organizational culture is the basic frame in behaving, behaving, and acting in the operational context of the organization.

In fact, organizational culture can be identified based on its two main components, namely through visible artifacts and artifacts. The visible artifact is a layer that is generally easy to see and is often considered to represent the organization as a whole. This component consists of the way organizational personnel behave, behave and act. In it, some symbols are used through protocol / ceremonial activities, slogans, mottos, stories that are often discussed by organizational personnel. This is commonly referred to as identity. Meanwhile, what is meant by artifact is the main values, philosophy, assumptions, beliefs, and thought processes in the organization that cannot be seen directly.

Therefore, an important factor for the success of an organization is the success in managing organizational culture, which includes the culture of leadership, staff, organizational completeness, society and everything related to the organization, either directly or indirectly, internally or externally. In this context, the meaning of culture is understood in relation to the overall completeness and organizational system which is holistic and comprehensive in nature. It is not an organizational aspect, but culture is precisely a reflection of the organization itself because the organization is seen as a cultural community that has behavior in cultural forms, changing its culture means changing the organization as a whole.

In the network of the Biak Numfor Regency Government, the implementation of the Regional Secretariat organization is closely related to the culture of this regional public organization. As the responsibility for the strategic plan for the development of regional public organization culture. What is culturally characterized by other regional technical agencies in this district is the implication of the cultural instruments exemplified by the Regional Secretariat of Biak Numfor Regency. The role of other agencies that adopt cultural instruments of regional public organizations in this district is their efforts to ensure the cultural climate of their respective organizations.

Therefore, the determination of the object of study in this study is aimed at the manifestation of local culture in the organization at the Regional Secretariat

Office of Biak Numfor Regency through a study of the cultural instruments and cultural climate concerned.

METHOD

This research is based on the natural conditions of the facts under study (Creswell & Creswell, 2017). According to the nature of empirical facts, local culture in the organization through its main components, cultural value sets and cultural climate is studied in order to find indications of its transformation, so the approach or perspective of this research refers to the post-positivism philosophy of interpretive phenomenology. The consequence of this philosophical foundation directs this research to its emphasis on meaning and process-oriented and descriptive-analytic.

Types and sources of data, namely primary data, are data obtained from the research location or data sourced from informants who carry out their routine activities. The selected informants must be competent and able to provide information to researchers according to the conditions in the field, so that the informants specified in this study are the Regional Secretary of the Biak Numfor Regency, Assistant I, II, and III of the Regional Secretariat of the Biak Numfor Regency, and the Head of Divisions. Secondary data is data obtained from books, documents or records, scientific writings from various media, official archives that can support the completeness of primary data.

Data collection procedures using the research data collection techniques, namely; 1) In-depth interviews (in-depth interviews) interviews are conducted according to questions related to the focus and descriptions of the research focus to obtain information relevant to this research. Direct observation at the research location in order to obtain more accurate data information regarding the things studied related to the manifestation of local culture in the organization at the Regional Secretariat of Biak Numfor Regency. Documentation in this research needs to be done to strengthen the results of the research, documents that are considered to be supportive and relevant to the problems that have been studied, such as photos, videos, taken in conducting the research. Facts and data obtained at the research location are stored in the form of documented letters and photographs.

Data validation techniques so that the quality of this research can be maintained as qualitative research, it is necessary to validate the data and information that has been obtained. Furthermore, the research data validation technique was carried out. The technique of validating research data is carried out so that the data collected has a level of validity (validity) and reliability (reliability). For this reason, the data is checked for the level of credibility (credibility), transferability (transferability), dependability (confirmability) (Hardin, 2008).

The technique used is qualitative data analysis with analytical descriptive, namely, the analysis is carried out after the data is collected through interviews and direct observation in the field. Data analysis is carried out starting with the process of arranging the order of the data, organizing it into a pattern, category, and basic description unit so that themes can be found and work hypotheses can be formulated based on data (Rukajat, 2018). Data analysis consists of the following stages:

Data analysis consists of stages starting with the process of "data collection", data reduction "," display data "and" conclusion/verification ". In this view, the

stage of the data collection analysis activity itself is an interactive cyclical process. The researcher must be able to move between the four "coil axes" (interactive analysis technique) during data collection. Next move back and forth between reduction activities; presentation; verification and conclusion during the remainder of the study (Miles et al., 2014).

RESULT AND DISCUSSION
Based on the results of theoretical verification of the objective reality of the focus of this study, where the findings show that; (1) organizational culture; and (2) the organizational culture climate of the Regional Secretariat of Biak Numfor Regency, very minimal (nil) facts that prove the existence of formal characteristics of the two components of the organizational culture. Therefore, analysis and discussion are more focused on understanding the nature of these conditions rather than exploring the functional consequences of these conditions. This consideration is taken, also in order to give and show the administrative weight of the analysis results; that in the subsequent discussion, it can be proven how these conditions are motivated by administrative causes. Moreover, the disclosure of these causes has useful values that are relevant to the empirical needs of the Regional Secretariat of the Biak Numfor Regency organization.

Organizational Culture Toolkit
This condition can be further explained using the terminology of Baranchuk et al.,(2012), which is caused by the absence of planning of cultural values initiatives. The important role of planning of cultural values in the formation of organizational cultural values of the Regional Secretariat of Biak Numfor Regency is highlighted through many implications, among others;
1) In the absence of certain cultural values, members do not get any kind of assistance to create a sense of identity as "Civil Servants of the Regional Secretariat of Biak Numfor Regency". Therefore, it is not surprising if the members of this organization behave and behave according to their totality, which is usually stigmatized as (for example) Papuans lazy. The anonymity of these members continuously hinders the process of creating a self-label of the member that he is an employee of the Regional Secretariat of the Biak Numfor Regency along with their duties and functions in the organization. According to Robbins (2015), this self-label is the social-psychological condition of members which is a dimension where pride and formal legitimacy are grown. Whereas the facts prove that these members really work and are employees of the Regional Secretariat of Biak Numfor Regency, but this fact is not psychologically confirmed, so it does not appear in the attitude of the members' behavior and actions (sociality)
2) At the same time, the cultural apparatus of the Regional Secretariat of Biak Numfor Regency cannot carry out its role in developing personal ties between members and the organization. The facts show how difficult it is to wait for the initiative of members in the organization to appear to take a broom and then clean and organize documents/files that are scattered in almost all rooms in the office. This can be caused by the lack of ties between members and the organization. In other words, there is no sense of belonging (sense of belonging) to anything related to the organization. Continuously, the conditions created by the absence of cultural instruments as a code of conduct

will create options for individual members as a continuation of cultural anonymity;

3) As the description of the consequences caused by the absence of a certain set of values in the organizational culture of the Biak Numfor District Secretariat above, this organization does not try to help stabilize itself as a social system. Examples of the consequences in the attitudes, behaviors, actions of the members above are the evidence. Its members behave and behave at will according to the principles of the organization;

This condition was born as a result of the absence of behavioral guidelines that had been established as a result of normalizing the values associated with behavior regulation. In short, organizational culture has a very important role in supporting the creation of an organization that is effective in optimizing the existence of its human resources (employee members).

Organizational Culture Climate

Cultural devices and organizational culture climate are the two main elements of organizational culture (Parekh & Klintman, 2021). Through these two elements, the building of organizational culture can be reconstructed. The first stage of reconstruction through the seven sets of organizational cultural values (Copuš et al., 2019; Rice, 2004) has been presented above to the data analysis sub-discussion. Specifically in this section, the organizational cultural climate of the Regional Secretariat of Biak Numfor Regency is identified through a description of the attitudes and behavior of the members. The attitude described in this case is at the same time the members' perceptions of the values, norms, and beliefs held in the organization.

Based on the definition referred to, the cultural climate data collected is presented using productivity and commitment parameters. A value ideal that is proven descriptively through perceptions and attitudes, behaviors, actions of members can only be confirmed as cultural climate data if it can be proven through productivity and organizational commitment. Productivity and organizational commitment in the context of organizational culture serve as binding value (Copuš et al., 2019; Qamar et al., 2017).

Organizational Culture Manifestation

In the daily activities and endeavors of the members of the Regional Secretariat of the Biak Numfor Regency, there are no manifestations of innovative values and taking risks. Between the data (information from the informants and the observed facts) with the determinants of the technical meaning of the value of innovative work and taking risks, it is clearly inconsistent. Due to the lack of understanding of the technical meaning of the intended value, the factual problem of the organizational culture climate of the Biak Numfor Regency Regional Secretariat is categorized into two stages of constraints; (1) knowledge constrain, namely the existence of the value of working innovatively and taking risks has the potential not to appear and is manifested in the attitude of work behavior of members of the Regional Secretariat of Biak Numfor Regency because it is not supported by adequate knowledge of the conceptions of these values; (2) effective constrain, namely the construction of attitudes and behavior of members of the Regional Secretariat of Biak Numfor Regency which is a manifestation of the value of working innovatively and taking risks that tend to be incomplete and

indulgent as a consequence of knowledge constraints (Akib, 2011; Aras et al., 2017; Hariyono et al., 2019). So it is concluded that if at the level of perception, this value ideal does not exist, then, in turn, it will not reduce attitude formation. In turn, the description of members' work behavior will certainly not reflect this ideal value.

The two stages of the barrier are related to the "organizational culture strategy" that management has to initiate. It is the management who is responsible for responding to conditions where there is no manifestation of the organizational cultural values of the Biak Numfor District Secretariat (Arditi et al., 2017; Copuš et al., 2019; Rice, 2004; Upadhaya et al., 2018). If management's response departs from this knowledge constraint, it means that management must introduce these values so that members will know about them. Then build a shared assumption that the value of working innovative and taking risks is important for the organization. that way, the values are automatically normalized. Furthermore, management must continue to communicate it.

CONCLUSION

Based on the results of the analysis of the findings on the cultural instruments and organizational culture climate of the Regional Secretariat of Biak Numfor Regency, it can be concluded that 1) there is no framework of organizational cultural values that can function as a driving force for members to work, this indicates that this organization does not have a managerial strategy to use in achieving organizational goals. It is not surprising that the members of this organization express attitudes and behaviors developed in their work environment are what the members know and can do. Also, the cultural climate compiled is presented using the parameters of productivity and commitment. A value ideal that is proven descriptively through perceptions and attitudes, behaviors, actions of members can only be confirmed as cultural climate data if it can be proven through productivity and organizational commitment. It is concluded that if at the level of perception, this value ideal does not exist, then, in turn, it will not reduce attitude formation but, the description of members' work behavior will certainly not reflect the ideal value.

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