

The Organization Culture In The Public Service At The Regional Secretariat Of Samarinda City

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Abstract: The purpose of this research to analyzing the process of the management of internal integration in an effort to improve public services in the secretariat of the city .In the research results seen that there are culture of “*bubuhan*”(familial) in the management of internal integration in the secretariat of the city of samarinda through (a) the creation of a language together and conceptual categories , in (b) the distribution of power and status , (c) establishment norms closeness of a working relationship peers , and (d) the application of the award and punishment. In addition to want to answer a desire as well as the need for public service excellence service unit to improve integrated permit handling (UPT) integrated permit handling services agency one gate (BPPTSP) capital city of samarinda . In the management of internal integration process in cultural organization that takes the concept/culture of “*bubuhan*” must be planned carefully and without prejudice to the rules of law applicable because if not handled wisely can be counter-productive with the vision and mission of Samarinda Government, because it can cause a client patron relations which can actually inhibit the organization in achieving its vision and mission.

Key words: organization culture, public service.

1 Introduction

Cultural organization often used as one in between determinan and the key to success or failure in the achievement of the purpose of the organization . This Organizational culture is often used as one of the determinants and the key to success or failure in achieving organizational goals. This research conducted at the Regional Secretariat of the Government of Samarinda is focused on internal integration process adopted by public organizations capital of the province of East Kalimantan in an effort to improve public services. In the secretariat of the city of samarinda, a number of cultural organization in negative still adorn the implementation of public services such as the number of cases of corruption and inefficiency , character and integrity and quality of services is still low; creativity and sensitivity in responding to environmental changes are still less than optimal and the culture of “*bubuhan*”(familial) paternalistik and cultural work in the mechanism. Analysis on the process of internal integration management of organizational culture on the environment at the Regional Secretariat of Samarinda become an important issue to be studied in order improved public sector performance the expectations of society in accordance with 5 Principle Samarinda City Government.

Research issues

How is the process of managing the internal integration of organizational culture in the public service at the Regional Secretariat of Samarinda?

Research Objectives

Analyzing the process of managing the internal integration of organizational culture in the public service at the Regional Secretariat of Samarinda.

2. RESEARCH METHODS

This study used a qualitative approach using depth interviews to see how the internal management of the organization's culture secretary of the town samantha integration in public service. Data analysis techniques to be used is the analysis of the data using interactive models of analysis. In this interactive model of researchers engaged in four components, namely data collection, the data reduction (reduction of data), the data display and concluding drawing, which comprises the step of sweeping and verification, as proposed by Milles and Huberman (2005: 20)[1]. This interactive model encourages researchers to remain always consider three components analysis with data collection activities in which the initial data / raw data, collected through interviews and observations were recorded and studied and identified the data which has meaning and focus issues related to research, then perform data reduction, where the raw data obtained from the field were still segregated read repeatedly to get the meaning, then the data of the documentation is confirmed by data from interviews and observations. Further classification data by category coding research focus so that each registration system more accurate analysis results. Once the data is collected and reduced to the stage presentation of the next data is designed to incorporate all the information to be deduced. (Verification phase).

Location of Research

This research location at the Regional Secretariat Government of Samarinda.

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3. RESULT

In Samarinda, the Regional Secretariat (Regional Secretariat) is an element of leadership led by the Local Government Secretary under and responsible to the Mayor of Samarinda. In respect of the Government, Development and Community Services, Regional Secretariat Samarinda supported by details of the organizational structures of Samarinda City Regional Regulation No. 8 of 2011, as follows: Regional Secretariat Samarinda (Regional Secretariat) headed by a District Secretary located under and responsible to the Regional Head, Assistant Government and Law (Assistant I), Economic and Development Assistant (Assistant II), Assistant Social Welfare and Community (Assistant III) General and Administrative Assistant (Assistant IV), Advisor to the Head of Regional and Functional Groups (Pokjabfung) Regional secretary which is an element of leadership that has a fundamental duty to foster civil servants in the area, coordinate the financial management area and is obliged to assist the Head of Region in policy formulation and coordination of regional offices and regional technical agencies to implement regional autonomy and local government affairs Samarinda. Regional secretary in performing basic tasks as mentioned above, has the function, among others:

- a. Coordination of staff in the preparation of policy formulation for all activities undertaken by the region in an effort to decentralized governance and government affairs.
- b. Policies, fostering socialization guidance, consultation supervision, coordination, monitoring and evaluation and monitoring the implementation of government affairs.
- c. The preparation, submission and processing of the data base of the report of the regional administration.
- d. Development governance, regional development and local community gather and analyze data, formulate programs and technical guidance and to monitor progress.
- e. Proposal, implementation of regional planning policies, the establishment and abolition and merging of regions, districts and villages.

The role of the Regional Secretariat of Samarinda

Based on the duties and functions, the Regional Secretariat of the elements of local government staff in charge of coordinating the work of each unit within the government of Samarinda, in order to achieve the objectives that have been planned, and also foster the implementation of the general government, development control, both the ministry of units working in the area, vertical and public agencies besides employee resource management, finance, infrastructure and building a good relationship with the provincial and district / city Regional Secretariat staff Samarinda is an element, which plays an important role in order to assist the implementation of the Regional Head of general duty of government administration, coaching, administrative services and policy-making and coordinating the regional and the vertical institutions. In the implementation of regional autonomy in the strategic aspect is the aspect of regional institutional arrangements, in Article 212 of Constitution Number : 23 Year 2014 about local Government, explained the policy of institutional

arrangement is more geared towards simplifying the bureaucracy in organizational development proportionate, flat, short hierarchy and decentralized authority. As policy in institutional arrangements have formed regional organization structure by considering the organizational structuring function based approach; namely the function of staff, line functions and support functions. For staff functions facilitated by the Secretariat, facilitated by line function departments while supporting functions contained in the Regional Technical Institute, therefore the institutional arrangement still referring to Government Regulation (Government Regulations) Number 41 Year 2007 about The Guidelines of Organization Regional Device. In connection with their duties and functions to improve performance as a follow-up of Regulatory then in efforts to achieve an implementation of good governance (good governance) and the Government are clean (Clean Government) required an accountability system that is precise, clear and evident at every work units of government agencies, which can guarantee the governance and development effectively, efficiently and economically. Regional Secretariat seeks to build a system of performance accountability of government agencies (SAKIP) for work units within the government of Samarinda from planning, execution and performance reporting. The Regional Secretariat of Samarinda in order to achieve the desired results for 5 (five) years to come will require professional employees in performing their duties in accordance with the duties and functions that are supported by the infrastructure and adequate welfare level, in addition to the expected also need to strengthen coordination, administrative services, government administration and public services based on the legislation. In addition, in an effort to improve and strengthen coordination is expected to still vacant positions can be filled in accordance with the standards of competence and supported by an adequate performance accountability system. The purpose of the Regional Secretariat of Samarinda are as follows:

1. Realization of coordination of policy formulation aspirational governance, transparency, accountability, and control the implementation of governance and the development of effective and efficient.
2. Establishing a Provision coaching administration transparent and accountable
3. The realization of professional training of civil servants

Strategy and Policy

The strategy is designed through the analysis of the internal environment by considering the noble values such as:

1. Excellent Service;
2. Innovative;
3. Cooperation.

Organizational culture that is set and try to integrate the internal and external environment such as cultural adaptation of "entry" and the people's desire to get a good service (prime). Culture of "bubuhan" (family) are the existing culture and society develops in Samarinda that emphasizes a sense of family / sense of community. Formerly culture of "bubuhan" understood in fragmentary only limited to the ego sentries, the sense of togetherness

that arises because both belong to the tribe / same area and are often seen with a negative connotation. Along with the development of the dynamics of community life, the sense and the concept understanding of "*bubuhan*" culture is also experiencing a shift, no longer in a narrow sense as above, but more broadly. "*Bubuhan*" is viewed as rodents a sense of togetherness, familiarity, families are not just limited to the ego sentries, but can also because the mind caused the equation / ideology, the equation religion or they come from the same alumni of schools and higher education institutions or because originally from the same region of the abode. Culture is often included in various facets of life, both in public life or in the government bureaucracy. In government, culture of "*bubuhan*" which absorbed or can be adapted if such a positive connotation that culture can strengthen the fabric of the employment relationship with superior employees or between employee in organisational environment, but on the other side can also connote negative if in the administration of the government bureaucracy to public service, put forward a sense of familial who often disregard the importance of working discipline as has been regulated in Government Regulation No 53/2010 on discipline of civil servants as did not give the most of service to society or performing an act or not do an act that can hinder or complicate one of the parties are resulting in losses for those who served. Based on the focus in this study see how the organizational culture at the City Secretary's Office (Regional Secretariat) The Government of Samarinda in public services, namely :

Internal integration management organization:

a. The creation of 'language' joint and conceptual categories

In creating the organizational culture by promoting unity in view of the proper organizational commitment of all stakeholders together laid the foundation of the organization as stated in the vision and mission of the organization, including how / good communication patterns which are necessary in order that the message was actually as desired and can be understood. In most of the communication is always involves the use of symbols, both verbally and non-verbally. The creation of a language shared by those involved in the organization is absolutely necessary that they feel no emotional attachment to the organization that can generally be understood as a psychiatric individuals to organizations including work engagement, loyalty and sense of trust in the values contained in the organization. In contrast to the clear homogeneous society has an own language, society Samarinda so compound / heterogeneous made public in Samarinda so accustomed to the dialectic of the various languages of different tribes. But because most of the everyday language used is the language *Banjar* society, then in the Office of Government Secretariat of Samarinda also use the language in their daily life. As for the use of non-verbal language that is done by the leadership of the relevant subordinate command / assignments through disposition usually more use of symbols which are non-verbal language can be found for example in the provision of disposition. Ability to communicate / communicative competence as a description of thumb is to reach out to both knowledge and expectations about who can or can not

speaking in certain settings, when to say it and when to keep quiet, who can talk to, how one speaks to people of different status or role, non-verbal behavior is appropriate for a variety of contexts, routines what happens to over-turn in the conversation, how to offer assistance or cooperation, how to ask for and give information, how to emphasize discipline, and so forth-in short, everything that involves use of language and communicative dimensions in certain social settings. The concept of communicative competence should be added to the concept of cultural competence, or the overall knowledge and skills are brought into a situation. This view is consistent with the semiotic approach that defines culture as meaning, and looked at all communicators associated with the symbol (Setiawan 2001[3]; Much. Khoiri, 2013)[2]. Moreover, the culture system is essentially a pattern of symbols, and language is one of the symbols of the system in this framework. Indeed, in the organizational culture, aspects of which have a direct influence on the forms and processes of communication are social structures, values and attitudes held about the language and ways of speaking and conceptual category framework derived from the same experience, and ways knowledge and skills (including language) that is transmitted from one generation to the next, and the new members in the group (Much. Khoiri, 2013)[2].

b. Limitation Determination Group

The group is a collection of two or more people who have a dynamic interaction with each other, mutual connection of social relationships and can cause dependence with each other. A group must be able to assert themselves. Who is involved and who should not be involved, and by what criteria determine the membership.

c. The distribution of power and status,

Each group should determine the determination instructions, criteria and rules on how members receive, maintain and lose power. Agreement on this matter is important to help members manage feelings and actions. The distribution of power or authority is the right leader to define wisdom-wisdom determine decisions - decisions about who can hold a range of control or to complete a particular job. By him therefore, usually the distribution of power and status is still referring to the rules and or duties respectively.

d. The formation of a close relationship norms work colleague

Each group must determine and establish norms of closeness, friendship and affection, the rules for peer relationships, manners openness and closeness in relation to the management of organizational tasks. Agreement on this matter is important to help members manage their feelings on 'love' and affection. The formation of norms in employment relationships are the rules that apply within the organization. The rules are aimed at achieving organizational objectives discipline, manners and always maintain closeness and harmonious working relationship colleagues. But there are still a few people who still violate the norms of the organization, it is due to several factors, among which are the factors of education, economy and others. Therefore, to keep the closeness of the working relationship peer norms still function properly it needs to be

socialized and most importantly, upholding the rules that apply in the office.

e. Application of reward and punishment.

The reward or punishment (punishment) is a key driver in the process of organization. Reward can be a positive impact on staff, namely: generate a positive response, creates a relatively sturdy habit in itself, give rise to feelings of pleasure in doing a job that gets in return, generate enthusiasm, passion to continue to do the job, as well as more confident, while for punishment / sanctions may lead to caution for employees in order to behave and act in accordance with the norms and regulations. Reward for a job well done does not have to be material, the best is precisely the form of a smile, a word of appreciation, the opportunity to display and present their own work. While the punishment or sanctions aimed at preventing acts / behavior or habits is not expected that contrary to the norm, so that people will be careful in doing something and stop of bad behavior. In sentencing in the learning process should be done with caution and based on the existing rules.

4. DISCUSSION

This study is based on the framework of the theory of organizational culture Schein (1992) which suggests that the contents of the culture of the organization associated with the main problems faced by every organization, which is one of them how to manage the internal unity in the organization. If a group wants to finish the job properly, then the group should be able to build and maintain a good set of internal relations among its members. The process of building a group occur at the same time with the problem-solving process and the fulfillment of the task. So in the end, the organizational culture will reflect how the internal processes occur. (Schein, 1992: 70-71)[4] argues that the process with respect to the internal integration of groups manifest in internal issues such as, creating a common language and conceptual categories, asserted or determination of group boundaries, distributes power and status, establish norms proximity, friendship and affection and affirmation in the application of reward and punishment. The process does not happen automatically. In fact, the process is complicated and concerning many things. If the internal issues are not designed, if people are not in accordance with the position and identity, if they are not safe, if they do not know the rules of work, then not be able to predict and understand what is going on, they will not be able to concentrate on maintaining issues facing. On the other hand, the confrontation of defense issues often lead to rapid approval around the issues of internal integration (Schein, 1992: 92-93).[4]

a. The creation of 'language' joint and conceptual categories

In addition there Banjar language use in daily life, there are languages that are created in the form of directives / forms a command such as "do", "finish", "finish" or "secure", each of which gives a different meaning that only understood by employees. While in the non-verbal language as in the provision of dispositions use different ink colors that give a different meaning. In organizational culture, which is influential in the communication process regarding the language and ways of speaking is a conceptual category

framework derived from the same experiences, and ways of knowledge and skills that are transmitted from one generation to the next, and the new members in the group

b. Limitation Determination Group

In determining the limits groups who could be involved in a program of activities is normative and follow what has become the duties of each section / SKPD

c. The distribution of power and status,

In addition to the mutation positions reason of refreshment in the work, as well as for placement in accordance with the principle of the right man on the right place. Placing officials eg, Headman still consider culture of "bubuhan" that officials concerned have emotional closeness and attachment to the community being served

d. The formation of a close relationship norms work colleague

Hold social events and religious activities and coffee morning to keep harmony in the work and to strengthen the working relationship.

Issued Perwali No. 11 of 2012 on the code of Ethics and Employee Behavior in Samarinda City Government flag ceremony held three times a week to provide motivation and advice on how to behave and keep manners, in order to avoid gaps among fellow employees.

e. Application of reward and punishment.

Give a good reward for those who excel in the work, such as providing gifts or send employees to conduct a comparative study out of town / overseas. Provide Additional Benefit Income (TPP) Impose sanctions in accordance with the applicable rules.

Management of internal integration in public service delivery Regional Secretariat of Samarinda

To determine the organizational culture in the public service in the form of rules or regulations made regarding the provision of licensing services, the Regional Secretariat of Samarinda has issued a Local Regulation No. 12 Year 2008 regarding Services Agency One Stop (BPPTSP) Samarinda where the formation is to address the needs of people who want fast service. In order to anticipate - The Government of Samarinda which was originally formed the Integrated Licensing Service Unit (UPT) with the Mayor's Decree No. 13 of 1998 in order to improve service quality and to facilitate coordination with stakeholders, then upgraded to the status of UPT Service Agency One Stop (BPPTSP) Samarinda City Regional Regulation No. 12 of 2008. In the case of the issuance of such license permits operation of motor vehicles, SITU, SIUP, TDP and IMB, BPPTSP the principle of transparent and accountable services as stated in the organizational culture of Samarinda is transparent and accountable service as well as excellent and innovative service. But in licensing applications that require the disposition of the Mayor, sometimes still adapting culture "stamp" (kinship). As entrepreneurs who are taking care of permits for the operation (three-wheeled vehicle operating license.), Where the person concerned has been repeatedly back and forth facing the mayor to obtain operating permits three-wheeled vehicles, even also been facing the same Head of

Department, but again hampered by rules that prohibit the operation of three-wheeled vehicles in Samarinda. Although concerned has received the disposition of the Mayor. While others who take care of their business license same can walk safe now. However, if there is a rule, the treatment to anyone who takes care of the license will receive the same treatment. In addition to the cultural adaptation of "bubuhan", sometimes, the people who use the service also understand their rights and obligations as a user of any services such as requirements that must be met and why the requirements are needed, although the public service, especially giving permissions adhere to a standard of service and formal rules as the basic process mechanisms and procedures that must be met by each community. Employees who handle the issuing of licenses is expected to provide good service to the community based on the stages of the procedure and mechanism, and does not provide different services in the sense that there is no preferential treatment given to service users, either because of "entry" or because of the transactional practice. Sensitivity or empathy for the needs of society as a service user is also very important to be implemented in the public service, however, because of bureaucratic employees must serve man who certainly has the dignity, self-esteem and feelings, so that the manners of mutual respect must be applied in service to society irrespective of social strata, position and kinship that exist. Due to the expected extent of public service government apparatus may provide a fast and accurate service with sincerity forward to assist service users in solving his problems, it is in line with the Mayor of Samarinda Regulation No. 11 of 2012 on the Code of Ethics and Conduct Environment Government Employees in Samarinda city, where as mentioned in Article 5 points b mentioned that Samarinda City Government employees should run five (5) Working principle Serving People With Heart, because the intent and purpose of the establishment of the Agency Services one Stop (BPPTSP) Samarinda is not to improve the speed and quality of service, information and permit processing for service delivery excellence licensing and one door.

5. CONCLUSION

Based on the description of the studies focus on the analysis and research that has been described, the authors conclude some conclusions as follows:

1. That there is a culture of "entry" in the internal management of integration in Samarinda City Secretariat through (a) Creation of 'language' joint and conceptual categories, in (b) distribution of power and status, (c) Establishment of norms closeness work colleagues, and (d) Application of reward and punishment
2. Management of organizational culture in the public service, through internal integration, on the one hand can be improved evident in the placement of the sub-district officials (sub-district) or in the form of licensing services agency that originally was shaped UPT, then further enhanced into the Integrated Licensing Service Agency one Door (BPPTSP).

6. SUGGESTION

Based on the research findings, some things can be suggested as follows:

1. Process Management of organizational culture both in internal integration that takes the concept / culture "stamp" if not handled wisely can be counter-productive to the vision and mission of Samarinda city government, because it can cause a client patron relations which can actually inhibit the organization in achieving its vision and mission.
2. Provision of public services must continue to *promote transparent and accountable service* as well as excellent and innovative service.

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