

## **Dissemination Of Local Wisdom Adoption Models For Bureaucratic Reform In Lampung Province**

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### **Abstract**

Bureaucratic Culture Reform Basically Requires The Support Of Values For More Effective Implementation Power, The Value Of Local Wisdom That Is Inherent In The Community Has The Potential To Be Adopted In A Model That Has Been Tested To The Target Group. This Study Aims To Test The Adoption Model Of Local Wisdom For Bureaucratic Reform Using A research Approach *Research And Development* That Focuses On Expert Analytical Testing, Operational Testing, Validation Testing Through Pre Experiments, And Dissemination Of Results. Data Were Analyzed Using Quantitative Descriptive Techniques And T Test (*Paired-Samples T Test*). The Results Of Operational Tests And Pre-Experiments Show That This Model Has A Significant Influence On The Conceptual Skills Of Civil Servants To Reform Organizational Culture. Then It Was Identified If Both Official And Non-Official Employees Responded Very Positively To The Resulting Model.

**Keywords: Local Wisdom, Cultural Values, Lampung Culture, Bureaucratic Reform, Bureaucratic Culture.**

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### **Introduction**

In The Social Science Discipline Known The Concept Of Local Genius Which According To Gobyah (2003) Is The Truth That Has Been Directed Or Established In An Area. This Local Genius Is The Basis For The Formation Of Local Wisdom As The Cultural Superiority Of Local Communities And Geographical Conditions In The Broader Sense That More Tangible Cultural Products Of The Past That Must Always Be Used As A Handle Of Life (Rohaedi, 1986). Local

Wisdom Can Be Viewed As A Social And Communicative System That Produces A Kind Of Self-Organization (*Autopoesis*) Within A Culture (Pesurnay, 2018).

Although The Local Value, But The Value Contained Therein Is Considered To Be Very Universal. According To Caroline Nyamai-Kisia (2010) In Gulfa (2016), Local Wisdom Is A Dynamically Organized Source Of Knowledge, Developed And Continued By Certain Populations That Are Integrated With Their Understanding Of The Surrounding Nature And Culture. In Local Wisdom, It Also Contains Local Cultural Wisdom. Local Cultural Wisdom Itself Is Local Knowledge That Has Been So Integrated With Belief Systems, Norms, And Culture And Expressed In Traditions That Have Long Been Held Even Related To The System Of Religious Norms (Warisno & Tabrani, 2018). Norms And Values Contained In These Societies Become An Inseparable Part Of A Bureaucratic System That Continues To Grow In Community Unity (Sopannah Et Al., 2017). Culture With Local Wisdom Contents Becomes Part Of Living Together With Other Value Systems. In This Context It Can Be Interpreted If Local Wisdom Actually Strengthens The Nation's Character (Ali & Ruslan, 2018), Becomes Part Of The Education System (Rasna & Tantra, 2017) And Is Able To Become The Glue Of Norms And Regulations In Society (Yunita, 2018) As Well As References In Activities Development (Irmayani Et Al., 2017) And Community Empowerment (Hidayat & Syahid, 2019).

Moendardjito In Rohaedi (1986) States That The Potential Of Local Cultural Elements As Local Geniuses Has Been Proven To Be Able To Survive Until Now. Its Characteristics Are; (1). Able To Survive Against Outside Cultures, (2). Have The Ability To Accommodate External Cultural Elements, (3). Having The Ability To Integrate External Cultural Elements Into Indigenous Culture, (4). Having The Ability To Control, And (5). Able To Give Direction To The Development Of Culture. This Power Makes Local Values Have A Strong Potential To Be Used As A Reference In Bureaucratic Reform.

Bureaucratic Culture That Develops In A Certain Area Cannot Be Separated From The Culture And Social Environment That Surrounds It (Pratchett & Wingfield, 1996). The Social Environment Of The Community Has A System Of Norms, A System Of Values, A Belief System, Habits, And Even A Worldview That Has Been Understood By Community Members As Something That Is Good And Right. The Norm And Value System Is Recognized As A Guide Or Reference In Behaving And Behaving For Citizens. Therefore, Community Culture And Bureaucratic Culture Are Two Things That Always Color The Lives Of Its Members, Only The

Application Is Different. Bureaucracy And Systems Developed In Nature Will Interact With The Socio-Cultural Environment Of The Communities In Which The Bureaucracy Operates (Ferlie Et Al., 2005). Bureaucracy Is Not An Organization That Operates In A Vacuum, But Continuously Has Relevance To Assimilation And Acculturation With The Culture Of Society. Changes In Bureaucracy Without Considering Local Values Will Be A Challenge, Sometimes It Allures Destructive Actions From The Stakeholders Who Feel Uninvolved In The Process. Sharing The Ownership Of The Innovation Is One Of The Best Ways To Involve People As Part Of The Change. Local Values Can Be Used As A Medium To Facilitate This Change (Savira & Tasrin, 2018).

Research Conducted By Yulianto Et Al. (2018) Identify That Changes In Bureaucratic Culture Will Form A Relationship Of Mutual Influence That Affects Society. In This Position, Culture That Lives In The Community In Some Form Of Local Values Has The Potential To Encourage More Effective Bureaucratic Reform. It's Just The Model Produced By Yulianto Et Al. (2018) Needs To Be Tested More Directed. Testing The Model Is Intended To See The Effect Of The Idea Of The Adoption Of Some Local Values On The Conceptual Skills Of Civil Servants In Understanding And Motivating Attitude Changes Related To Their Duties. The Testing Of This Model Will Later Become A Reference For The Feasibility Of Implementing The Model To Be Followed Up Into Government Regulations.

Therefore This Paper Discusses The Testing Of Local Wisdom Models In Bureaucratic Reform Efforts Where The Intended Local Wisdom Is The Cultural Value Of The Indigenous Tribes Of Lampung Which Has Been Revealed To Be A Reference For Behavior And Interaction In Daily Life. Adoption Of Local Wisdom Has Produced A Model Of Bureaucratic Reform And In The Later Stages Was Tested On Several Target Groups. Thus The Problem To Be Discussed Is; (1). Can The Model Significantly Influence The Target Group To Accept And Encourage Bureaucratic Reform ?, (2). How Do The Target Groups Respond To The Implementation Of The Model ?, (3). What Are The Advantages And Disadvantages Of Adopting The Local Wisdom Model For Local Government Bureaucratic Reform?.

## **Methods**

This Study Uses Methods *Research And Development* That Refer To (Borg & Gall, 1989) By Making Adjustments In Accordance With Existing Conditions. Stages, Namely: (1) Analytical Testing By Public Administration Experts, Government, And *Fgd (Focus Group Discussion)* With Civil Servants; (2) Repeated Operational Tests / Cycles Accompanied By Product Model Improvements; And (3) The Validation Test Uses A Pre-Experimental Design. The Location Of The Study Is The Government Of The Provincial Government Of Lampung, East Lampung Regency And Buay Bahuga Subdistrict, Which Were Taken By *Purposive Sampling* With Relevance Criteria In The Efforts Of Bureaucratic Reform. The Total Agencies Involved Were 7 Government Agencies And 50 Civil Servants In The Agency.

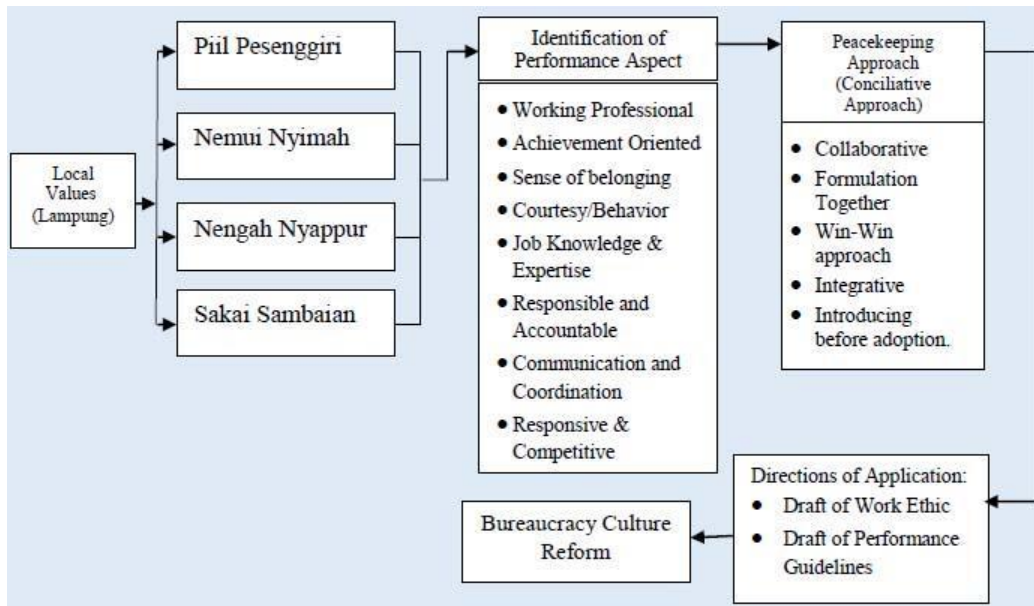
Retrieval Of Data Using Interviews, *Fgd (Focus Group Discussion)*, Document Review, Observation, Questionnaire, And Test *Performance* Conceptual Skills. Interview And *Fgds* Use Instruments In The Form Of Interview Guidelines And *Fgd* Guidelines To Gather Data On Problems And Needs, Analytical Tests Of The Truth Of The Substance Material With Civil Servants. Observation Using The Instrument Guidelines For Observing Activities During The Operational Test Process And Pre-Experiment. The Questionnaire And Performance Appraisal Were Adapted From Active Learning Instruments Developed By (Sthapornnanon Et Al., 2009).

Furthermore, The Performance Assessment Used To Measure The Level Of Conceptual Skills Of Civil Servants, Both Before (*Pretest*) And Post-Test Models (*Posttest*). The Results Of The Validation Test By Experts In The Field Of Public Administration Show That All Instruments Have An Average Value Of 4.3 In The Very Good / Decent Category. To Test The Reliability Of The Instrument Using The Suggestion Of Gronlund & Waugh (2009), Namely By Comparing The Results Of The Assessment Of Conceptual Skills By Two Assessors. Correlation Test Results Of Two Assessors Of The Conceptual Skills Of Civil Servants Showed A High Correlation Coefficient (Correlation Coefficient Of Cycle 1 For 0.888, Cycle 2 For 0.652, And Pre-Experiment For 0.768) Which Also Means A Reliable Instrument. Then The Data Were Analyzed Using Quantitative Descriptive Techniques And The T Test (*Paired-Samples T Test*).

## **Results And Discussion**

In The Model Of Adopting Local Values Of Local Government Bureaucratic Reform A Peaceful Approach To Peace Was Chosen As The Implementation Strategy. This Approach Was Chosen Because It Provides A Change In Direction For Better Effectiveness (Cloutier Et Al., 2016), As

Well As Formal Legal Patterns Adopted Peacefully To Minimize Conflicts That Can Thwart Changes In Bureaucratic Culture And Habits (Cloutier Et Al., 2017 ). In Order To Provide A Greater Level Of Success, All Stages Of Cultural Change, Both Formal And Informal In The Organization, Should Be Tried (Goebel & Weißenberger, 2017). The Model In This Study Can Be Understood As A Set Of Values Of Lampung Cultural Interaction That Has The Potential To Reform Bureaucratic Culture, While The Model Is As Follows:



**Figure 1. Bureaucratic Reform Model Based On Local Wisdom In Lampung Province**

Model Identifies The Main Principles That Can Be Operationalized Into Organizational And Employee Performance. From The Identification, An Adoption Mechanism And Its Application Are Made Using A Peaceful Approach To Minimize Potential Conflicts And Facilitate The Absorption Of These Values, While Avoiding The Rejection Of Various Interests In Top-Down Bureaucracy (Utomo Et Al., 2015). The Concrete Form Of The Creation Of The Design Principle Of Values And Adoption Mechanism Is Directed Into The Form Of Work Ethics And Performance Guidelines. The Work Ethics Plan Basically Regulates Personal Aspects And Social Relations Between Employees In An Organization. Adoption Of Work Ethics Requires Consistency And Example In Order To Achieve Optimal Success. While The Draft Performance Guidelines Can Be Integrated Into Reward And Punishment Mechanisms That Are Imposed On Employees And Organizations, So That The Achievement Of Success Will Be More Controlled. However, The

Application Of These Performance Guidelines Requires Clear Consistency And Control, So That The Adoption Of The Desired Value Principle Can Be Maintained. Synchronization And Harmonization Among Government Agencies And Groups Of Society In An Effort To Establish (Sulila, 2017).

In The Process Of Cultural Compromise, Local Wisdom Does Not Only Function As A Filter When There Is A Conflict Between Local Culture And Demands For Change. Furthermore, Local Cultural Values Are The Main Source Of Local Wisdom As A Moral Guide In Solving Problems When Culture Faces Antagonistic Growth From Group Interests. For Example In The Life Of Local People, The Process Of Cultural Compromise Always Takes Into Account The Elements Of Local Culture When Confronted With New Cultures And The Impact Always Shows An Elegant Compromise Where Each Element Has Its Place And Appears In Its New Form As A Harmonious Whole.

### ***Trial Results***

Trials Are Carried Out Through Three Stages, Namely Expert Analytical Tests, Operational Tests, And Experimental Tests. Analytical Tests Are Carried Out By Involving Public Administration Experts, Government Experts, And Fgds Together With Civil Servants. Analytical Results From Public Administration Experts And Government Experts Show That Overall The Models And Prototypes Of The Products Produced Are Good And Can Be Followed Up Through Operational Tests. To Test The Truth Of The Substance, Especially Module Products Are Carried Out Through Fgd With A Group Of Civil Servants. The Results Of The Fgd Showed That Overall The Substance Of The Material Was Correct In The Process Of Strengthening The Efforts Of Bureaucratic Reform So That It Was Feasible To Be Followed Up Through Operational Testing.

Operational Tests Are Cycled Through Four Main Stages, Namely Planning, Implementation, Observation, And Reflection. Operational Testing Is More Of A Refinement Of The Model Before The Experimental Test Is Carried Out. The Operational Test Consists Of Two Cycles For Government Bureaucracy Reform Material And Lampung Local Wisdom Adoption Material For Bureaucratic Reform Efforts. Each Cycle Consists Of Three Actions And One Meeting For Evaluation. Conceptual Skills Data For Each Cycle Were Taken Using Observation Sheets On The Performance And Work Results During The Model Testing Process. The

Assessment Or Observation Items Are Developed Based On Indicators Of Conceptual Skills In Understanding Local Values Related To Bureaucratic Reform As Well As Conceptual Skills In An Effort To Interpret Local Values In The Activities Of Civil Servants Better. Table 1 Below Visualizes The Summary Of Operational Test Results.

**Table 1. Summary Of Operational Test Results**

Variables	Cycle	N	Mean	Sd.	T Value	Df	Sig.	
Conceptual Skills	I	<i>Pre-Test</i>	20	42	6.35	-14.18	19	.000
		<i>Post-Test</i>	20	71	12.64			
	ii	<i>Pre-Test</i>	20	48	4.43	-18.41	19	.000
		<i>Post-Test</i>	20	84	7.48			

Based On The Data Analysis Results In Table 1, It Can Be Concluded That Both In Cycle 1 And Cycle 2 Showed Significant Differences In Conceptual Skills Between Before And After The Model Test Was Carried Out. The Conceptual Skills Of Civil Servants After The Test Model Are Higher. This Difference Can Be Understood Because The Process Of Testing The Model Is Emphasized On The Process Of Joint Activities, Interactions, And Collaboration Combined With Discussion And *Problem Solving Activities*.

The Last Trial Was A Pre-Experimental Test Using *One Group Pretest-Posttest Design*. In The Experimental Test, The Whole Assessment Items Are Developed Based On Indicators Of Conceptual Skills In Interpreting And Understanding The Potential Of Lampung's Local Values For Bureaucratic Reform. In This Experimental Test Nine Items Were Assessed Based On The

Main Aspects In The Adoption Of Local Wisdom Values For Bureaucratic Reform Efforts. The Summary Of Experimental Test Results Is Visualized In Table 2.

**Table 2. Summary Of Pre Test Experiments**

Variables	Group	N	Avera ge	Sd.	T Value	Df	Sig.
Conceptual Skills	<i>Pre-Test</i>	20	56.55	4.33	-36.76	19	.000
	<i>Post-Test</i>	20	90.95	3.37			

Based On The Data In Table 2, There Is A Significant Difference In Conceptual Skills Between Before And After Treatment, Where Conceptual Skills After Treatment Are Much Better / Higher. This Achievement Is Inseparable From The Content Of The Types Of Local Values That Are Aligned With The Main Problems Of Bureaucratic Reform Such As The Behavior Of Civil Servants, The Relationship Of Civil Servants With The Community And Work Motivation Of Employees. The Duty Of The Civil Servants Involved Is To Study The Potential And Then Develop The Potential To Become Part Of The Content Adoption Of Local Values In Bureaucratic Reform Efforts In The Regional Government. In Addition, The Process Of Testing A Model That Prioritizes Joint Activities, Interactions, And Collaboration Combined With Activities *Problem Solving*. This Process Has Been Proven Effective In Helping To Acquire Conceptual Skills Of Civil Servants. Thus, The Adoption Model Of Local Wisdom For Bureaucratic Reform In Lampung Province Has A Significant Influence On The Formation Of The Conceptual Skills Of The Civil Servants Involved In Piloting The Model.

T Test Requirements Above Are If The Data Are Normally Distributed And Have The Same Variance. The Results Of The Normality Test Showed That The Kolmogrov Smirnov Value<sub>calculated</sub> Was 1.492 With A Probability Value Of  $0.23 > 0.05$ . These Results Indicate That Conceptual Skills Data Are Normally Distributed. Next Homogeneity Test Results Show The F Value<sub>calculated</sub> Of



1.903 With A Probability Value Of  $0.165 > 0.05$ . Thus It Can Be Concluded That The Two Data Variances Are Homogeneous.

### ***Public Service Apparatus Responses***

Data On Civil Servant Responses To This Model Were Screened Using A Questionnaire. The Questionnaire Was Developed Based On Aspects Of The Relevance Of The Model To The Formation Of Conceptual Skills. The Questionnaire For This Aspect Was Adapted From The Component *Relevance* Related To The Implementation Of Social Constructivism Learning From (Sthapornnanon Et Al., 2009). From This Aspect, Obtained Five Items Of Assessment Or Responses To The Model. Responses Of Civil Servants Are Categorized Into Two Types, Employees With Positions And Employees Without Positions Are Visualized In Table 3. Data In Table 3 Shows That Overall Civil Servants Gave Very Good Responses To The Developed Model. This Finding Reflects That The Model Developed Has Relevance To Social Issues And The Need For Adoption Of Local Values In Order To Strengthen The Effectiveness Of Bureaucratic Reform In Local Governments.

**Table 3. Public Service Responses To The Model Of Local Wisdom Adoption For Bureaucratic Reform In Local Government**

No.	Responses	Employee			
		Official		Non-Employees	
		Average			
		*	Category **	Average *	Category **
1.	This Model Can Attract Interest And Encourages Motivation To Change Better	4.5	Very Good	4.75	Very Good
2.	Important Model For Renewal Conceptual Skills About Bureaucracy	5.0	Very Good	4.80	Very Good

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3.	Models Can Help Improve Personal Awareness To Maintain Behavior	4.5	Very Good	4.45	Very Good
4.	Models Are Relevant To Needs Organizations That Are Close To The Community	5.0	Very Good	4.90	Very Good
5.	Models Can Help Employees For Transformation Standalone	5.0	Very Good	4.60	Very Good
	Overall	4.8	Very Good	4.70	Very Good

Description:

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\* Response Scores Are At Intervals 1-5

\*\* Criteria:  $T > 4$  (Very Good);  $3 < T \leq 4$  (Good);  $2 < T \leq 3$  (Enough);  $1 < T \leq 2$  (Less);  
And  $T = 1$  (Very Less), Where  $T$  Is The Response Of The Tutor And Learning Citizens  
To The Model.

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## Strengths And Weaknesses Of The Model

The Results Of Trials, Both At The Operational And Experimental Test Stages Showed A Significant Difference In Conceptual Skills Before And After Treatment Was Given. It Can Be Concluded That The Adoption Model Of Local Wisdom For Bureaucratic Reform Has A Significant Influence On The Formation Of Employee Conceptual Skills. In View Of The Response The Employees Also Showed Strong Support For This Finding.

The Adoption Model Of Local Wisdom For The Bureaucratic Reform That Is Produced Cannot Be Separated From The Theoretical Building Of Bureaucratic Reconstruction. Several Principles Are Implemented, Such As The Model Developed Based On The Real Problems Faced By The Bureaucracy (Weak *Skills*, Pathology, And Complexity), Content And Material Content Are Developed Based On The Potential Around Civil Servants. These Results Sharpen Some Of The Previous Findings, Such As Findings (Bj Berman & Tettey, 2001) (Prasojo & Holidin, 2018) And (Brillantes & Perante-Calina, 2018) Which Show That Local Values Living In The Traditions Of Society Can Be A Barrier Factor Or Factors That Strengthen Bureaucratic Reform Efforts. Therefore, Efforts Are Needed That Are Able To Adopt And Utilize These Values To Strengthen The Effectiveness Of Bureaucratic Reform, Especially In Regions That Are Still Very Strong In Their Local Value Characteristics.

Some Of The Advantages Of This Model Are As Follows. First, The Model Was Developed Based On The Potential And Conditions Of Existing Regional Cultures. Of Course, Not All Local Potential Is Relevant To Aspects Of The Bureaucratic Reform Effort Given The Cultural Aspect Is Always Faced With Uncertainty And Inflexible Conditions For Change, The Sacralization Of Values, And The Challenges Of Those Who Interfere With Their Interests (Trinh, 2018). Thus, The Local Potential Used Is Relevant In Shaping Better Public Service And Bureaucracy. Besides Potential, Needs Are Also Considered In Developing This Model. The Reason Is Because The Need For Change Is An Important Part Of Human Life As In Maslow's Theory (Lee & Robbins, 1998) And Human Success In Life Is Largely Influenced By Competence In Meeting Needs, And Humans Will Make Various Efforts On An Ongoing Basis To Achieve Their Needs (Lian-Huang , 1990).

Second, Changes In Mindset And Behavior As The Main Outcome Of The Development Of This Model Are Directed At Strengthening Knowledge And Developing Employee Attitudes In

Recognizing Local Values That Are Parallel To Bureaucratic Reform Efforts. The Lack Of Conceptual Skills Implies That The Emergence Of Other Problems Is An Urgent And Actual Problem Faced By Civil Servants. This Is A Problem Which, According To Social Reconstruction Theory, Is An Important Challenge Facing Today, So There Needs To Be A Solution To Solve It Through Education And Further Strengthening Capacity. This Was Confirmed By George S. Counts In Gutek (2006) That Social Reconstruction Places Personal Awareness In Recognizing Social Problems As Well As Solutions.

Third, This Model Uses A Peaceful Approach, Not Coercion. The Willingness Of Employees To Spread Each Other, *Share*, Exchange Information, And Cooperate To Help Each Other, And Learn Freely Without Pressure. Collaboration, Commitment, And Interaction Are Key In Change-Oriented Social Reconstruction (Mcneil Et Al., 2006) So Berger And Luckmann In (Dreher, 2016) Call It A Social Construction Process.

Fourth, The Component Model Is Focused On Aspects That Are In Direct Contact With The Main Aspects Of The Bureaucratic Reform Effort, Such As Behavior, Work Motivation And Interaction With The Community. The Emphasis On This Aspect Is Because The Core Of The Reform Lies In The Process Of Change, Especially Cultural Change (Caiden, 2017). Fifth, The Impact Of The Model. One Of The Criteria For A Model Is The Existence Of Major Impacts And Accompaniment. Operational And Experimental Test Results Show That The Model Developed Has A Major Impact In The Form Of A Significant Influence On The Formation Of Conceptual Skills Of Civil Servants. In Addition, The Accompanying Impact Of The Formation Of Their Commitment In Bureaucratic Reform Efforts.

Although In Several Aspects, This Model Has Advantages, But Also Has Some Limitations. Limitations Include The Indicators Used In Each Stage And The Components Of The Model Are Still Incomplete, So They Need To Be Identified Through Further Studies Or Other Studies. In Addition, The Resulting Model Is Not Comprehensive Because Of The Complexity Faced In Research, Especially On Research Subjects. Therefore, Theories And Models Produced Are Still Possible To Do Revisions, Modifications, And Improvisations That Are Enriching, Clarifying, And Reinforcing Research Results.

## **Conclusion**

Based On The Previous Discussion, It Can Be Concluded Several Things As Follows. (1) The Analytical Test Results Of Public Administration Experts, Government Experts, And The Results Of The Fgd With Civil Servants In The Excellent Category. The Operational Test Results Of The Model Show That There Are Significant Differences In Conceptual Skills Between Before And After The Model Testing Is Carried Out. In Cycle 1,  $T_{obtained\ count}$  Was As Large As -14.18 With A Probability Value Of 0,000. Then In Cycle 2, The  $Value_{calculated}$  Of -18.41 With A Probability Value Of 0.000. Experimental Pre Test Results Also Showed The Value Of  $T_{count}$  Equal To -36.76 With A Probability Value Of 0.000. Therefore It Can Be Concluded If The Results Of Operational Tests And Pre-Experiments Show That This Model Has A Significant Influence On The Conceptual Skills Of Civil Servants To Reform Organizational Culture. (2) Both Official And Non-Official Employees Give Very Positive Responses To The Resulting Model. Therefore, The Adoption Model Of Local Wisdom That Has Lampung Cultural Values Has The Feasibility To Be Implemented In Regulations And Follow-Up Actions Related To Civil Servant Cultural Reform, And Can Be An Example For Efforts To Adopt Local Wisdom In Other Regions In Indonesia.

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