

Cultural Management In Service Innovation: Study Of Public Organizations In Gowa Regency

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ABSTRACT

This research investigates the relationship between cultural management and innovation in public services in Gowa Regency. This research uses qualitative methods. Through semi-structured interviews and document analysis, this research reveals that cultural management that supports innovation plays a central role in stimulating innovative ideas in public organizations. A culture that is open, collaborative, and supportive of risk-taking tends to create an environment conducive to the development of innovation. The findings also show the important role of leaders in shaping an innovation culture. Leaders who encourage innovation and promote an open culture tend to create an environment that is more supportive of change and innovative development. In addition, the research results emphasize the need for collaboration and active participation in innovation development. Successful innovation in public services often requires contributions from various parties, including members of the organization and the community.

Keywords: Cultural Management, Service Innovation, Public Organization

INTRODUCTION

Gowa Regency, located in South Sulawesi Province, Indonesia, is one of the administrative regions of the national government. As a government entity,

Gowa Regency has a big obligation to provide quality public services to its people. The districts under consideration cover a wide geographic area, characterized by many different communities. In this context, there are a number of obstacles that must be overcome to improve the welfare of society as a whole. Therefore, it is important to understand the broader context of Gowa Regency as a public institution.

An important factor to consider when assessing Gowa Regency's role as a public organization is the demographic and socio-economic heterogeneity of the administrative region. Gowa Regency, with its large population, has the responsibility to provide a variety of public services including education, health services, infrastructure and other important areas. The main obstacle faced by Gowa Regency is related to managing limited resources efficiently and effectively to meet the needs of diverse communities (Rahman, 2016).

In addition, Gowa Regency is home to various ethnic, cultural and linguistic communities. Gowa Regency is an important example of cultural diversity in Indonesia, as it hosts more than twenty different ethnic groups living in the region. This creates a level of complexity in providing fair and relevant public services for all segments of society. Creating an inclusive and just environment for all residents of Gowa Regency, regardless of ethnic or cultural background, is very important.

Gowa Regency is faced with additional obstacles in the form of infrastructure development. Quality infrastructure development plays an important role in encouraging economic growth and improving people's welfare in South Sulawesi, which is widely known as a region with great economic potential (Zakaria, 2021). However, problems related to funding and effective planning must be addressed to ensure that the infrastructure built is in line with community standards and needs.

Apart from the things mentioned above, Gowa Regency also faces obstacles in equalizing access to education and health services. Priority must be given to improving efforts in these areas, to ensure fair access to quality education and adequate health services for the entire population (Sholichah, 2017).

In an economic context, it appears that Gowa Regency has quite large potential in both the agricultural and tourism sectors. Agriculture serves as the main source of livelihood for most of the population, while the

unexplored potential of tourism provides additional opportunities for economic progress. However, to maximize this potential, it is very important to implement a carefully designed development strategy accompanied by adequate infrastructure support.

To overcome the challenges mentioned above and ensure efficient provision of public services, innovation in the management and delivery of public services in Gowa Regency must be fostered. Effective organizational culture management is an important determinant in achieving innovation success (Jismin et al., 2022; Ekobalawati, 2020). This research will investigate how organizational culture in Gowa Regency influences attitudes, values, and practices that facilitate or hinder innovation.

Gowa Regency, as one of the regional government entities in Indonesia, faces several important challenges in providing public services. A number of these problems are the main concern of local governments, stakeholders and the community in their efforts to improve the quality of public services. In the current context, there are several main problems that need attention in Gowa Regency.

The problems faced are related to the limited availability of basic services. One of the main challenges lies in people's limited access to basic services, including education, health services and infrastructure. There are remote areas in Gowa Regency that have challenges in terms of accessibility, thereby hampering the use of important services by the community. Accessibility issues can lead to disparities in the provision of public services.

Consistency of public services in Gowa Regency is often lacking. There are gaps in service quality between regions, as well as within each service unit. This phenomenon can cause public dissatisfaction and reduce the level of trust in local government.

Gowa Regency has problems with its human resources, especially the availability of competent medical personnel, educators and government officials. The shortage in question has the potential to have a negative impact on the quality of the provision of health and education services, thereby having a negative impact on the progress of society and the economy.

The public services provided in Gowa Regency tend to be conventional and less innovative. Failure to adapt effectively to technological advances and

societal demands can hamper the progress and effectiveness of public services (Gioh, 2021). Even though the economic potential of Gowa Regency is quite large, the uneven development of infrastructure provides significant obstacles to the progress of the region as a whole. Certain areas may still experience limited availability of road networks, electricity, drinking water and other important facilities.

The public often shows a limited level of participation in government decision-making processes (Uceng et al., 2019). This phenomenon has the potential to hamper the principles of transparency and accountability in the delivery of public services. There is an urgent need to increase legal awareness and community rights in the jurisdiction of Gowa Regency. It is important for each individual to have a comprehensive understanding of his or her legal rights and the means by which they can obtain essential legal assistance. This problem presents complicated obstacles in efforts to improve public services in Gowa Regency.

The problems mentioned above create complex obstacles in efforts to improve public services in Gowa Regency. To overcome this problem, it is very important to foster collaboration between local government, the private sector and the community to develop effective and long-lasting measures for the progress of the people in Gowa Regency.

The role of innovation in improving the delivery of public services is very important (Putra, 2018). Ensuring the provision of high quality and efficient public services is the government's main obligation to adequately meet the needs and meet the expectations of the community (Hardiyansyah, 2018). The role of innovation in transforming and improving the public service sector is very important. The importance of innovation can be explained as follows: First, innovation increases efficiency by enabling the government to optimize resource allocation, including budget, workforce and infrastructure aspects. By utilizing advanced technology, implementing process automation, and implementing simpler procedures, public services can be provided at lower costs, thereby benefiting the general public and government budgets. In addition, increasing public satisfaction can be achieved through simplifying procedures, minimizing bureaucratic obstacles, and increasing accessibility, thereby facilitating individual access to government services. This step is expected to increase public satisfaction and foster better relations between the government and its constituents.

Promotion of innovation fosters an environment that upholds the principles of transparency and accountability. This is exemplified by the use of advanced technology such as blockchain, which allows the creation of transparent and immutable records of public services. By utilizing this technology, corruption cases can be reduced, which will ultimately increase public trust. In addition, it also increases the availability of services, especially in remote or disadvantaged areas, through technological advances such as mobile applications or online platforms, thereby reducing geographic disparities.

Innovation has the potential to increase community empowerment through active community involvement in policy development and improving public services (Istiyanti, 2020). This can be achieved by utilizing participatory platforms to collect valuable feedback and input from individuals. In conclusion, this initiative increases economic competitiveness through simplifying business procedures, thus facilitating the accessibility of permits, licenses and government assistance for both companies and individuals. This in turn has the potential to stimulate investment, create jobs and increase a region's economic competitiveness. In short, innovation plays a critical role in facilitating beneficial transformations in public services, improving individual well-being, and driving more efficient and adaptable government systems. It is critical for governments at various levels to actively encourage and facilitate innovation as a critical component of their efforts to effectively fulfill their obligations in providing public services.

METHODOLOGY

The research design uses a qualitative methodology to examine the phenomenon under investigation. The main aim of this research is to investigate the experiences and perceptions of individuals in the selected sample, while analyzing the contextual framework in which the research was conducted. The researchers used a purposive sampling strategy to carefully select participants who had knowledge and experience related to the research topic. Data collection methods include semi-structured interviews and document analysis. Semi-structured interviews were conducted with a carefully selected group of participants to gather comprehensive and in-depth narratives and perspectives. Interviews were recorded, transcribed, and subsequently analyzed. Furthermore, the document analysis process requires careful examination of related

documents, reports, and records from previous periods to provide additional information and contextual understanding. The data analysis process involves the application of thematic analysis, which specifically focuses on identifying, coding, and categorizing patterns and themes in qualitative data. This approach is used to obtain meaningful interpretations and gain valuable insights. The purpose of this analysis was to explain recurring themes and perspectives related to the research questions and objectives. The research design also included ethical considerations, thereby ensuring the protection of participants' confidentiality and privacy. In this study, all participants provided informed consent, and their identities were carefully maintained to ensure confidentiality. Prior to the start of data collection, ethical approval was obtained from the appropriate institutional review board or ethics committee.

RESULTS AND DISCUSSION

Overview of Cultural Management in Gowa Regency Public Organizations

Tendency Towards Hierarchical Culture

In semi-structured interviews conducted as part of this research, we asked various questions to respondents representing various levels in Gowa Regency Public Organizations. One of the main findings is that there is a strong tendency towards a hierarchical culture in the organization.

"In organizations, hierarchy is very strong. Important decisions are often only taken by certain parties, and downward communication is sometimes less than open."

"When you are lower in the hierarchy, it can sometimes feel difficult to express innovative ideas or input. It can feel like differences in social status affect the extent to which your voice is heard."

Public organizations in Gowa Regency show a strong tendency towards a strong hierarchical culture. Respondents representing various levels in organizations indicated that hierarchical structures and social status gaps in organizations often have an influence on the way communication, decision making, and participation in innovation initiatives are carried out. The presence of a hierarchical culture can pose challenges in facilitating participatory and collaborative innovation. This shows that the presence of a hierarchical culture in organizations can pose challenges in encouraging participatory and collaborative innovation. The exchange of innovative

ideas and the formation of cross-departmental work teams necessary for the development of innovative solutions can be hampered by limited vertical communication and gaps in social status.

The Importance of Local Values in Cultural Management

In the results of interviews conducted, the importance of local values in organizational culture management in Gowa Regency became a significant highlight. Gowa Regency, with its rich local culture and traditions, has accumulated a number of unique values and has great relevance in the context of providing public services. Interview results reveal that understanding and utilizing these local values can bring a number of significant benefits.

“Local values are a reflection of the identity of Gowa Regency. They reflect what is important to our society, and that should be reflected in the public services we provide.”

This statement shows an understanding of the importance of local values in providing public services that are genuine and aligned with the specific needs of local communities. The importance of local values in managing the culture of public organizations in Gowa Regency cannot be denied. Understanding and utilizing these principles not only enhances the identity of an organization, but also facilitates innovation that is more in tune with the social and cultural environment. Therefore, incorporating local values into cultural management can provide great benefits in improving the quality of public services in Gowa Regency. The importance of upholding and fostering traditional values in managing organizational culture. Gowa Regency has a wealth of local culture and traditions which have distinctive and significant value in the field of public services. Participants realized that understanding and utilizing indigenous principles can increase a company's self-confidence and facilitate the development of innovations that are more appropriate to the social and cultural environment.

The Role of Leaders in Shaping Culture

In the results of semi-structural interviews, the role of leaders in shaping organizational culture in Gowa Regency Public Organizations was the dominant theme. One respondent, who is a high-ranking official in the organization, firmly stated:

"Leaders have a key role in shaping an organization's culture. They are the models that team members look up to, and their actions and attitudes greatly influence how others in the organization behave."

The important role of leaders in the formation and influence of organizational culture. Organizational leaders, such as regional heads and other important officials, have a significant influence in shaping attitudes and behavior within the organization. Leaders who actively foster innovation and foster an atmosphere of openness and inclusiveness have a tendency to create an environment that is highly conducive to the facilitation of change and the advancement of innovative efforts. The influence of leaders in organizations is very important in the formation and development of organizational culture. Leaders who foster innovation and foster an atmosphere of openness and inclusiveness are more likely to create a work environment that is conducive to the facilitation of change and the advancement of innovative initiatives. A leader who shows unwavering dedication to principles such as transparency, active participation, and support of innovative ideas will foster an environment where team members are motivated to emulate these qualities.

Implementation of Cultural Management Policy

Document examination explains the efforts made by the organization in implementing policies related to culture management. The documents mentioned above include a set of guidelines, vision-mission statements, and programs specifically designed to improve and strengthen organizational culture. However, assessing the effectiveness of implementation is still an aspect that requires continuous improvement.

Gowa Regency Public Organizations have made integrated efforts to implement cultural management policies. The documents examined included guidelines, organizational vision-mission statements, and various programs developed with the aim of improving organizational culture.

One of the main conclusions obtained from examining these documents is a real effort to build an organizational vision and mission that includes the desired cultural values. The vision-mission statement clearly articulates the organization's dedication to specific principles, including transparency, service-oriented focus on communities, and active engagement. The vision and mission statements above also demonstrate a firm commitment to

fostering an organizational culture that encourages and encourages innovation.

Apart from the things mentioned above, these documents also contain directions or instructions addressed to members of the organization. This guide explains preferred cultural values, as well as optimal strategies that should be implemented in daily interactions and decision-making processes. This guide can serve as a practical resource for organizational members to understand and assimilate the culture in question.

However, despite these efforts, assessment of implementation effectiveness is still an aspect that requires continuous improvement. The results of document analysis may not consistently indicate the extent to which the intended culture has been effectively integrated into daily operational procedures. Therefore, it is important to take additional steps to systematically monitor and assess the efficacy of the various programs and initiatives that have been implemented.

Level of Public Service Innovation in Gowa Regency

Low Level of Innovation

The main problem identified in this research relates to the low level of innovation observed in public services in Gowa Regency. Research findings show that the implementation of innovative approaches in the provision of public services in this area faces major obstacles. There are many factors that influence this reduced level of innovation.

First of all, a strong organizational culture, characterized by a pronounced hierarchical structure, contributes significantly to the suppression of innovation. The presence of a strong hierarchical culture often creates an ineffective communication framework and hinders engagement in the innovation process. As a consequence, new concepts often encounter resistance at lower levels in the organizational structure, hindering their progress towards the necessary decision-making echelons.

Additionally, an additional obstacle is the uncertainty surrounding the change process. In the current context, employees may show reluctance to engage in new efforts due to concerns about potential adverse impacts on their jobs or their lack of confidence in the change process. The existence of uncertainty can pose significant obstacles to the adoption of innovations.

Additionally, the absence of clear incentives to encourage innovation poses significant challenges. If employees feel a lack of appreciation or recognition for their innovative efforts, their motivation to engage in new initiatives may decrease. Incentives such as awards, promotions, or recognition for innovative contributions can be strong motivators for individuals to engage more actively in the innovation process.

Centralized innovation pattern

Research findings show that the pattern of public service innovation in Gowa Regency is dominated by centralization. This suggests that innovation progress is limited to certain units or levels of leadership, thereby limiting its overall development. In the current context, innovation often originates from individuals or groups who have higher authority and privileged access to decision-making processes. This phenomenon can lead to differences in the rate of innovation progress across organizations.

Gaps in perspective and experience among organizational members at various levels can raise significant concerns. Although individuals may have valuable and innovative ideas, their limited involvement in the innovation process may lead to inadvertent abandonment of those ideas. Additionally, these gaps can give rise to internal strife within the organization, as disengaged personnel feel a lack of recognition or perceive their ability to make meaningful contributions as limited.

To overcome the problem of centralization of innovation, public organizations in Gowa Regency need to adopt a more inclusive approach to innovation development. This can include implementing mechanisms that facilitate the active involvement of all members of the organization in the innovation process, recognizing and incentivizing innovative ideas originating from different hierarchical levels, and establishing a culture that encourages collaboration between departments. By adopting this approach, organizations can effectively utilize the innovative capacity of all team members, thereby fostering a more dynamic and competitive atmosphere in the provision of better public services.

Innovation Development Potential

The level of innovation in public services in Gowa Regency is currently still low, the research results also reveal that there is significant potential for the development of greater innovation in the future. One source of this potential is competent human resources within the organization.

Gowa Regency has organizational members who have relevant skills, knowledge and experience in various fields. These employees have the capacity to produce innovative ideas that can bring positive changes in the delivery of public services. However, to activate this potential, there needs to be support, incentives and a supportive environment for employees to contribute with their innovative ideas. The potential for developing innovation also lies in community involvement. Gowa Regency has a diverse community with various needs and aspirations. By involving the community in the process of formulating and implementing innovations, public organizations can gain a better understanding of the community's needs and expectations. This can guide the development of innovations that are more appropriate to local social and cultural contexts.

The Relationship between Cultural Management and Public Service Innovation

The results of this research reveal an in-depth analysis of the relationship between cultural management and innovation in the delivery of public services in Gowa Regency. The relationship between cultural management and public service innovation:

The Role of Cultural Management in Encouraging Innovation

Through semi-structured interviews, it was revealed that cultural management has a central role in encouraging or inhibiting innovation in public services. Organizational cultures that support innovation, such as those that are open, collaborative, and supportive of risk-taking, tend to create an environment conducive to the development of new ideas. Conversely, a culture that is conservative, hierarchical, or resistant to change can stifle innovation.

In document analysis, it was found that the organization's culture management policy reflects a commitment to values that support innovation. This includes a vision-mission statement that emphasizes transparency, participation, and improving public services through innovation. However, evaluation of the effectiveness of this policy implementation is still an area that requires further attention.

The Influence of Leaders in Shaping a Culture of Innovation

The results of semi-structured interviews highlight the important role of leaders in shaping an organizational culture that supports innovation.

Organizational leaders, including regional heads and other key officials, have a large influence in shaping attitudes and behavior within the organization. Leaders who encourage innovation and promote an open and inclusive culture tend to create an environment that is more conducive to change and innovative development.

In the analysis of documents, guidelines and training programs prepared by organizations also reflect the importance of the role of leaders in motivating organizational members to innovate. However, the influence of leaders in daily practice and in creating a culture of innovation still needs to be strengthened.

The Need for Collaboration and Participation

Overall findings from interviews and document analysis highlight the need for collaboration and active participation in innovation development. An organizational culture that supports innovation needs to promote cross-departmental collaboration, motivate team members to share innovative ideas, and involve the community in the process of formulating and implementing innovations.

In order to increase innovation in public services, organizations need to create mechanisms that allow active participation from all team members and involve various relevant stakeholders. In this way, Gowa Regency can maximize its innovative potential and improve the quality and effectiveness of public services provided to the community.

Discussion

Analysis of the findings of this research highlights the existence of a strong correlation between cultural management and the level of innovation in public services in Gowa Regency. The main findings indicate that an organizational culture that encourages innovation plays an important role in stimulating and facilitating innovative ideas among organizational members. A culture characterized by openness, collaboration and a supportive attitude towards risk-taking has been proven to be able to foster an environment conducive to the advancement of innovation in the provision of public services.

Apart from that, the importance of leaders in establishing a culture of innovation is equally important. The findings of this research confirm that leaders in organizations, such as regional heads and other important

officials, have a big influence on the attitudes and behavior shown in the organization. Leaders who foster innovation, foster a culture of openness, and facilitate members' active involvement in the organization are likely to create an environment conducive to the promotion of innovation (Said, 2018).

The implications of these findings indicate that public organizations in Gowa Regency must proactively improve their innovation culture. This can include identifying and removing cultural barriers that impede the progress of innovation, advocating principles such as collaboration, participation, and increasing openness to experimentation, and establishing clear motivators to encourage innovation.

Furthermore, the findings of this research can be interpreted within the framework of organizational management theory. The idea of organizational culture influencing individual behavior within an organization has been a subject of interest in the field of management literature for quite a long period of time (Sobirin, 2014). The findings of this study provide strong evidence supporting the idea that organizational culture functions as more than just a manifestation of values and norms. On the contrary, it is an important factor in creating a conducive atmosphere that encourages innovation.

By understanding the correlation between cultural management and public service innovation, Gowa Regency can develop concrete strategies to improve its public services. Through the creation of a conducive environment that encourages innovation and the active involvement of leaders in a proactive capacity, Gowa Regency has the capacity to increase the efficiency, effectiveness and responsiveness of its public services. This in turn has the potential to provide great benefits to society at large.

CONCLUSION

Cultural management that supports innovation has a central role in improving public services in Gowa Regency. An open culture, leaders who encourage innovation, and active participation by organizational members are the keys to creating an environment that supports positive change. By transforming organizational culture, Gowa Regency has the potential to improve the quality of public services, provide greater benefits to the community, and face future challenges more effectively.

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