

Excellent Communication in Indonesian Government Culture to Reach Good Public Governance

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ABSTRACT

The objective of this research is to identify concepts of organisational communication using qualitative methodology through interviews with local government leaders on the role of communication in Indonesian government culture in achieving good public governance. The findings show: 1) the position of leaders as the most important component of communication 2) GPG could be disseminated to members if the organisation's culture has the following features: Process Oriented, Professional Approach, Open situation, Formal Relations, and Fix Regulation. 3) Excellent communication occurs when there is trust in sources and receiver to communicate, and create value for both sides. This study concludes that excellent organisation communication which supports GPG is able to maintain continuity of communication in an organisation. Excellent communication for GPG is communication that serves the community's interests.

Keywords: Communication, Excellent, Good Public Governance, Organisation Culture

INTRODUCTION

There are three important gaps related to governance systems in Indonesia. Publication is limited to government policy, economic changes and policies on good governance in Indonesia after the financial crisis, awareness to operate under the principles of good governance on regional government. This study examines the third factor of this gap. Since the public sector that is local government plays an important role in

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serving society at large. (Tambunan, 2000; World Bank, 2004). Some of researchers found that there is a lack of effectiveness in communication on the understanding and implementation of good public governance occurring at two levels: the opportunities are unequal vis a vis exposure information and the lack of communication on documentation (Mardiasmo & Barnes, 2009). This results shows the importance of communication and the development of a culture of communication.

As part of the recovery phase, after the crisis of 1997, Indonesia superbly seeks to enhance the resilience of the crisis by increasing understanding of the importance of good governance and improve the implementation of the code of good governance at private and public sectors. But unfortunately until now good governance in Indonesia remains very poor, especially in government agencies who have demonstrated enthusiasm and effort to implement good governance guidelines correctly (Capulong, 2000; Muljadi, 2001; Muljadi, 2002). Currently, only the central government realized that important to implementation of effective good governance in government.

The government agency has an obligation to deliver positive results to society who use the services, as well as the best provide this value for the tax payer who pay for the service. They must balance the public interest with accountability to the government and manage the complex environmental regulation and motivate

staff and executive leader relations. Local government officials are responsible for health, education, housing, criminal justice and many other aspects of public of services. This responsibility requires standard of principles of good public governance to be upheld in order to serve the public. (Sulaiman et al., 2004).

The government agencies are not managed as an institution that should have a role in promoting democracy, market support, providing public services and good governance (Tambunan, 2000; Velayutham, 2003). Moreover, decentralization and regional autonomy has also brought a new phenomenon, in which many local governments are newly formed and established (Devas, 1997; Silver, 2003). There are now nearly 400 local governments (up from the previous total of 300 registered) as a result of decentralisation and regional autonomy (Dwiyanto, 2003) in Indonesia. In addition, a new local government is usually more open and innovative in how to work in the government, in addition to the usually more easily accept changes than the old local government (Malley, 2003). The new local governments do not have the expertise and resources similar to the old local government, thus requiring more guidance from the central government in terms of good governance policies (Erb, 2005).

This study is based on previous research on good public governance in Indonesia. According to Kaihatu that Good Corporate Governance is the system that regulate and

control the enterprise in order to create value-added to all stakeholders. This concept focuses on two things; firstly, the importance of the public's right to obtain information correctly and on time and, secondly, the obligation of the organisation to make the disclosure is accurate, timely, transparent information to all corporate performance, ownership, and stakeholders. From various research results show that the conduct independent agency, the corporate governance in Indonesia is still very poor. (Kaihatu, 2006). For this is situation, the research about GPG is has to run as well to support the public organisation more credible.

Wurtz in his paper suggest communication varies with roles and relationship, with concern for belonging and fitting in and occupying one's proper place. In this case, in making concept of communication will depend on the circumstances in which communication takes place. Likewise, organisational communication, communication that takes place will differ in the organisation of companies and government organisations. (Wurtz, 2005). This mean that every organisation has characteristic itself in communication styles.

Drawing from the above the main question underlying this study are: how to get the concept an excellent organisational communication within the culture of the local government of Indonesia to achieve good public governance?

To get a comprehensive answer to the main question we need to also ask:

- 1) What elements of organisational communication that make understanding and implementation of good public governance in local government in Indonesia?
- 2) What is the important things of organisational culture could disseminate of good public governance code?
- 3) What is the concept of organisational communication to support the implementation of the code of good public governance in local government in Indonesia?

METHODOLOGY

This paper uses qualitative methods that are supported by interviews for data collection. In addition, research is also based on academic's perspective to analyse and explain the organisational communication, the important of culture on organisational communication and understanding and the implementation of good corporate governance. Four local governments are sampled and data collected through in-depth interviews of participants and local government officials. The aim of the interviews was to gain a deeper understanding of the patterns of organisational communication in the implementation of good governance in local governments. The participants are allowed to express the views and perceptions. Primary data base came from four governance offices located at Jakarta (Palmerah, Jelambar, Pademangan Barat)

and one office at Bekasi (Wisma Asri). The informants are the headman, the deputy of heads and the employees.

Interviews with employees were random and unintentional. The research has two paradigms, first is qualitative and the next step with quantitative paradigm. The next quantitative methods are to make hypotheses are tested through statistics to measure the correlation coefficient between organisational communication, culture and good corporate governance in local government of Indonesia. The determination of the variables X and Y were measured as indicators and become grains of questions as many as 33 questions. The questioners are still process for the collecting, for this paper, the data based on interviewed and secondary data.

RESULT AND DISCUSSION

Here the role of communication, organisation culture and Good Public Governance (GPG) will be discussed with three sub topics: elements of organisational communication, the important things of organisational culture, concept of excellent organisational communication.

Elements of Organisational Communication

The understanding and implementation of good public governance in local government in Indonesia need elements of organisational communication. There are four elements that will be tested to

show which among them are significant in influencing excellent communication in next quantitative research. The elements are: Source is the person (or thing) attempting to share information, Message is simply the information you want to communicate, Media or channel is the tools how the message can be transfer from source to receiver. Receiver, is the person or people who incurred by information. For this research, the source is the headman or the deputy of headman of local government office. The media are letter, poster or email that communicate about GPG message. The receiver are employees of the local government. The status of employees are many kinds, there are permanent, contracts and outsources. Their education background is from high schools and bachelors.

From the employee's perspective, the result of work is more important than the process in the implementation of GPG, it appears when researcher ask to the employees about what preferred between result and process when GPG has to implemented. This situation can be a thing that is encouraging as evidence that the leader not only think on the process but on the results as well. However, this can also be a dangerous situation when the process is ignored, whereas in achieving GPG, the process is also an important part in achieving results.

In response to above situation, the leaders had to be open to any information, of course the intention is when talking about the information that has to do with

GPG. The result of interviews shows that openness in the local government offices is not too strong to support GPG. *Ewuh pakewuh* (hesitance) culture and prudence disseminate information among public organisations is still passable with strict bureaucracy. So, naturally the employee positioned themselves not to always have to get the information that might be in their assumption that should only be known at the leadership level.

Definition of Organisational Culture according to Amnuai, Organisational culture is a set of basic assumptions and beliefs held by members of the organisation, then developed and passed in order to overcome the problem of external adaptation and internal integration problems (Tika, 2006). So, the choices types of culture should be support for the solutions of organisational problems. By finding out the existing culture within the organisation, there will be potential problems that occur and effective communication is expected to be a solution for the organisation and can be formed in accordance with the applicable GPG.

According to Robbins and Judge, there are various forms of transmission cultural organisations are transferred to the members, among other things:

1. **Retelling the story.** Heroic stories, violation of the rules, success, workforce reduction, the removal of employee reaction to past mistakes and a lot of rolling in organisation handling organisation. The stories contain the founders of the organisation in the

narrative. The stories are anchoring the present to the past as well as provide explanations and legitimacy to practices that run today.

2. **Ritual.** Is a series of repetitive activities that reveal and reinforce the basic values of the organisation, what is the most important goal, the safety is important and those which are excluded from organisational bias.
3. **Material symbols.** Material symbols convey to employees who are important, egalitarianism level desired by top management, and the kind of behaviour (risk-taking, conservative, authoritarian, participative, individualistic, social) right.
4. **Language.** From time to time the organisation continues to develop terms to describe the typical supplies, office, personnel, suppliers, customers or products associated with its business. New employees often have trouble with various acronyms and jargon are then fully become part of their language. These terms can be a common denominator / collective that unites the members of an organisation. (Robbins & Judge, 2014)

The interviews suggests employees of the local government wanted to show proof than to explain the process of service. Here the communication media also seem less used when communicating in order to achieve GPG indicating the communication media are rarely or even never used in the communication process

in the offices. organisation The data reveals that employees in the local government assume that if they communicate through the media, the disclosure will become rigid in organisational communication. Openness will be felt when the communication is done directly, without media.

From the discussion above, it can be concluded that organisational culture that supports the creation of GPG is a culture that ultimately affect employees in maintaining morality and ethics in carrying out their daily activities.

GPG should has feature abbreviated by TARIF, that they are: Transparency, Accountability, Responsibility, Independent, Fairness. Therefore, decision makers at all levels should assume the responsibility to take initiative and be accountable for their decisions. Those who are deemed to be fair in their decisions are able to establish longer term relationships which are critical for long term sustainable development. Every organisation needs to gain the trust of others not only for financial resources, but also for all other resources that it uses to create value. Trust can only be gained with transparency. Unless the mobilized resources are used effectively, it would not be possible to mobilize additional resources. (Arguden, 2010). Finally, Performance excellence can be gain by organisation. Therefore, excellent communication of organisation is critical for long term success to become part of the culture of the organisation. So, excellent communication occurs when

there is trust in sources and receiver to communicate, and create value for both sides.

Public services provided by the local government has been carried out with responsibility (responsible for work) because employees overwhelmingly agreed to answer the researcher's questions. Freedom from the influence of other parties are very limited in the local government offices. Few employees strongly agreed about independence. Employees are less positive about the statement: public services provided in the offices were influence-free (officers free from any influence).

Regarding justice, employees strongly agreed with the statement that the public services provided in the local government has been conducted with fairness (impartial). In our plan, for the next year, we will extract data from Forum Group Discussion with the public who are customers of the local government offices.

CONCLUSION

Results from the above studies show excellent communication is critical point for implemented GPG as culture in local government in Indonesia. On the basis of this study we can conclude that: 1) the source or leader are the most important things of elements of communication that we conscientious. Organisation will perform with excellence in GPG when the leader can implement it in cultural, next impact is in sociological of local

governance and finally in psychological elements. 2) GPG could disseminated to members if the organisationorganisation culture has features: Process oriented, Professional approach, Open situation, Formal relations, and Fix Regulation. 3) Excellent communication will result when there is trust between sources and receiver to communicate, and create value for both sides. It is therefore possible to conclude that the concept of excellent organisationorganisational communication within the culture of the local government of Indonesia will achieve good public governance and contribute to value added for organisation.

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