Cultural Innovation Strategy In Public Service Organization: Study on The Audit Board of The Republic of Indonesia Training Center

Fajar Novi Riyanto1, Dorien Kartikawangi2
1Department of Communication Studies, Universitas Indonesia, Jakarta
(fajar.nr@gmail.com)
2School of Communication, Atma Jaya Catholic University, Jakarta
(kartikawangi@gmail.com)

Abstract
The demands of the times have made many public service organizations change to adapt to their environment. The demand for service excellence makes organizational managers strive to make innovations, including innovation with an organizational culture approach. This approach, according to Gareth Morgan (1986) discusses a process of formation of reality that allows humans to see and understand certain events, actions, objects, speech, or situations in different ways. The role of organizational culture appears to be very important in influencing the behavior of members of the organization in these two decades of globalization. Organizational culture is able to provide a sense of identity for the members of the organization and be a differentiator between one organization with other organizations. Thus, a shared perception given by a dominant culture will allow the organization to direct its employees in the same direction. Therefore important for the organization to ensure that the applied culture can be understood and manifested in real action in its environment. This study aims to determine the strategy, implementation, and evaluation of the diffusion of innovation from organizational culture conducted through internal communication within the public service organization that is The Audit Board of The Republic of Indonesia Training Center (Pusdiklat BPK RI). The research method used a qualitative approach with post-positivist paradigm as well as the evaluative type of research. Data collection was done by an in-depth interview, observation, and document study. The results showed that the strategy and implementation of cultural innovation through internal communication applied by management resulted in a positive evaluation. However, the process of diffusion of innovation does not go smoothly because the nature of organizational culture is an abstraction, so that it takes a long time adjustment in the internalization process in the organization. In addition, there are different types of innovation adopters within public service organizations due to positioning and adopter function within the organization.

Keywords: Diffusion of Innovation; Organizational Culture, Internal Communication in an Organization

Introduction
Communication is the lifeblood of an organization. Like a system in the human body, the pulse is the connector of all parts of the body. Many studies have revealed the importance of communication in an organizational environment. Dale Level (1972), which conducts research among 72 business supervisors, results in the conclusion that “communication satisfaction” has a strong relationship with “morale”. While Charles O’Reilly and Karlene Roberts (1976) also conducted similar research on a series of research programs in the US Navy that resulted in the conclusion that quantity and quality of communication have a strong positive relationship with organizational performance (Harjana, 2007).

Organizational communication has two dimensions, namely internal communication and external communication. Internal communication is the communication that occurs among the members of the organization in order to
carry out its duties and obligations to achieve organizational goals, whereas external communication is communication between organizations and the environment outside the organization especially for adjustment to environmental needs (Goldhaber, 1993).

In most modern organizations today, internal communication is considered important to support organizational performance. In fact, it is not uncommon for organizations to hire professional consultants to help manage internal communications within their organizations. The consultants are assigned to facilitate communication within the organization so that the vision and mission of the organization can be accepted by all members of the organization. The motive is certainly for the maximum performance of organizational members so that the organization’s goals can be achieved effectively and efficiently.

The importance of internal communication is not only recognized by business organizations, but almost all organizations begin to understand the importance of this role of internal communication, including public service organizations in government. Like other organizations, public service organizations also want to demonstrate the best quality performance to satisfy the needs and convenience of stakeholders.

Pusdiklat BPK RI as one of the public service organization in the field of education and training of employees of The Audit Board of The Republic of Indonesia (BPK RI) is also required to provide excellence training services. Pusdiklat BPK RI was established with the mission to develop the competence of BPK RI human resources, state auditors and another stakeholder through education and training on audit, management, and financial responsibility of the state (Renstra Pusdiklat BPK RI 2016-2020).

The role of Pusdiklat BPK RI in supporting the performance of BPK RI must be supported by reliable human resources. Therefore, the existing human resources within the organization must have qualities and capabilities that can support the success of vision and mission of Pusdiklat BPK RI. But sometimes with the internal mutation system at BPK RI, human resources who entered Pusdiklat BPK RI not too familiar with the core business organization that focuses on training and employee education. The main task of Pusdiklat BPK RI is very different from the main task of BPK RI which perform state audit. The differences in perceptions may have an impact on the performance of individual employees who decreased so that the impact of organizational performance will also be disrupted.

In addition, Pusdiklat BPK RI is also changing the teaching system in the organization from training systems into learning system in order to meet the demands of the world of financial auditing work is increasingly complex. Training system assessed by Pusdiklat BPK RI management is still conventional with on class learning, while the learning system is a continuous learning that leads to the practical so that formed a professional both in the field of examination and within the organization.

The existence of changes in the learning system makes Pusdiklat BPK RI management required to provide better education and better service. The demand for such service excellence cannot be implemented without the support of all elements of the staff at Pusdiklat BPK RI. Therefore, begin to create an innovation culture
organization “Service Excellence” which is expected to become a new power to encourage employees to clean up in the service of sincerity.

According to Pace & Faules (2013), organizational culture can be seen from a managerial perspective. The purpose of cultural analysis in this perspective is to streamline organizational management. Managerial perspective sees culture as a tool that can be used to improve situations that are not aligned with organizational goals. In addition, this perspective also assumes that cultures can be managed and directed to generate greater organizational benefits within a wider range (national/multinational).

This study aims to determine the strategy and implementation as well as to evaluate the diffusion process of organizational culture innovation through internal communication within Pusdiklat BPK RI. The results of this study are expected to provide strategic input in the diffusion of innovation in organizations, especially those engaged in public services to improve service performance.

Literature Review

Internal Communication of an Organization

Kalla (2005) defines internal communication as all communications both formal and informal that occur within the organization at all levels / organizational structures. So important is this internal communication that Smith (2005) mentions that managers who underestimate the power of internal communication are a danger for their organization. Referring to the above opinion means necessary an effective internal communication to support the organization to achieve their goals.

According to Bovee and Thill (2003) to make effective internal communication is to maintain an open communication climate, a commitment to upholding the ethics of communication, an understanding of the difficulties of intercultural communication, the use of a reciprocal centered communication approach, the wise and responsible use of technology to obtain and share information, and the creation and processing of messages effectively and efficiently.

Smith and Mounter (2008) mentions there are nine activities of internal communications conducted by the organization, namely: Face to face - one to one, Face to face - en masse, Print Media, Broadcast and Audio Visual, Internet, Corporate Glue - Games, Events, Environment, and Corporate Social Responsibility (CSR).

Organizational Culture

Robbins (2003) defines organizational culture as a shared perception embraced by members of the organization. Littlejohn (2002) explains the organizational culture is something that is generated through daily interactions within the organization, not just the job task, but all kinds of communication.

Perhaps the most interesting aspect of culture as a concept is that it shows us about the phenomenon that lies beneath the surface, which is powerful in its impact but not visible even to a fairly conscious level. In the sense that, the culture within a group shows its personality or Individual character. We can see the resulting behavior, but often we cannot see the forces below it that cause some kind of behavior (Schein, 2004).

Specifically Robbins (2003) describes a number of cultural functions that develop within an organization, namely: culture has a role in setting the boundaries of an
organization, culture brings a sense of identity to members of the organization, culture facilitates the emergence of a commitment to something wider than personal self-interest, culture enhances the stability of the social system, and culture becomes the mechanism of meaning and control that guides and shapes the attitudes and behaviors of members of the organization.

**Diffusion of Innovation**

The diffusion of innovation explains the process of an innovation communicated through certain channels over time to group members of a social system (Rogers, 1983). Rogers also emphasizes four key elements in the process of diffusion of innovation, namely: Innovation, communication channels, time, and social systems.

Members of the social system can be divided into adopter groups (innovation recipients) according to their innovation level (pace of accepting innovation) as follows (Rogers, 1983):

1. Innovator. This type is the type that finds innovation. They devote much of their life, energy, and creativity to developing new ideas.
2. The Early adopters are usually influential people and have more access because they have more orientation into the social system.
3. The Early majority is usually a pragmatic person, comfortable with advanced ideas, but they will not act without a clear proof of the benefits they gain from new ideas.
4. The Late Majority are pragmatic conservatives who hate risks and are uncomfortable with new ideas so that they later get innovated after they get an example.
5. Laggard is the final class that views innovation or a change of behavior as something that has a high risk.

The process of diffusion of innovation begins from the knowledge stage, then proceeds to the stage of persuasion, then goes into the decision-making stage, proceeds to the stage of implementation, and the final stage of confirmation. Chart of the process of diffusion of innovation is shown in the following figure.

*Figure 1. Model Process Diffusion of Innovation (Rogers, 1983)*
Research Methodology
This method of research uses post-positivist paradigm, which is a post-positivist paradigm that focuses on fixing the weaknesses of positivism that rely solely on observation of the object under investigation. In general, the post-positivist paradigm considers a reality to exist according to the laws of nature. But on the other hand, this paradigm also sees that humans can not possibly get the truth from reality if the researcher distance from reality or not directly involved with reality. The research approach used is a qualitative approach that will produce detailed depth and richness of data through direct quotation and thorough description of the program situation, events, people, interactions, and observed behaviors (Patton, 2005). While this type of research is evaluative, because this research tries to identify the communication strategy conducted by the organization and evaluate the implementation of the strategy.

The data used in this research are primary data and secondary data. Primary data obtained from the results of in-depth interviews conducted to management and employees of Pusdiklat BPK RI, and training participants. While the secondary data obtained from the evaluation report of the training implementation in 2016 that has been done by Pusdiklat BPK RI.

This study uses Interactive analytical techniques, proposed by Miles and Huberman (1992). Data analysis Miles and Huberman use four components, namely: data collection, data display, data reduction, and conclusion where the activities of the four components are not linear but rather a cycle of interactive work.

Results
Organizational Culture Innovation “SUKSES”
Pusdiklat BPK RI as an educational institution for BPK RI employees is required to always develop and adapt to changes in their environment and technology. It is clearly recognized by the management of Pusdiklat BPK RI. Therefore Pusdiklat BPK RI management makes an innovative learning by changing the learning system from the previous training system into a learning system to be applied within the organizational environment.

The innovation is named ELSI. ELSI is an abbreviation of Excellence Learning System. The system is designed to be able to provide learning that leads to practice. The learning process is done continuously, in the sense that after the education process is complete, the training participants are required to fulfill the field work assignment in their respective work units. Then the work is put into writing to be submitted back to Pusdiklat BPK RI as part of the assessment for graduation determination to the next learning stage. This system is directed to develop capability and capacity stakeholders. In addition, ELSI also developed to build the spirit of service excellence in the Pusdiklat BPK
The development is done by culture approach. This approach is called management as the 3C approach shown in Figure 2 below.

![3C Excellence Learning System Approach](image)

In order to meet the changing demands of the learning system, management of Pusdiklat BPK RI must change the work system of its employees from the previous self-service into excellence service. Therefore, it takes a special approach to be able to change the attitude and behavior patterns of employees in Pusdiklat BPK RI, so that the training service can satisfy all parties. Finally, an organizational culture approach was chosen that management considered to touch the humanism side of the employees in order to change to better serve.

The adoption process of organizational culture innovation begins by conducting organizational checkups by external communication consultants. The result found an entropy which identified as something that inhibits service excellence in Pusdiklat BPK RI, as employees prefer to be in comfort zone and reluctant to change, difficulty communicating, lack of empathy and reluctance to serve others. The results of the organization’s checkup are then used as a reference by the management of Pusdiklat BPK RI to prepare the sustainable therapy. Then the mapping and the survey are conducted to all employees by filling out the questionnaires to gather input, suggestions, criticism, wishes, hopes, and dreams of employees for Pusdiklat BPK RI. The results of the formulation of dream, hopes, and desires are then formulated into an organizational culture innovation approach “SUKSES”.

SUKSES is an abbreviation of semangat pembelajaran (spirit of learning), utamakan pelayanan (service excellence), kredibilitas (Credibility), solid (Solidity), empati (Empathy), and sinergi (Synergy). The spirit of learning is the soul of employees in Pusdiklat BPK RI must continue to improve and learn to become better. Service Excellence is the main task Pusdiklat BPK RI duty that employees must do excellence service in Pusdiklat BPK RI environment. Credibility will be obtained if the organization continues to improve the quality of education, training and services in Pusdiklat BPK RI. Synergy is a form cooperation of all elements in Pusdiklat BPK RI to support their vision and mission. Empathy is the attitude and behavior that must be owned by all employees in Pusdiklat
BPK RI, and solid which shows the strength of Pusdiklat BPK RI to meet a variety of global change that occurs in the working world.

Communication Strategy and Implementation of “SUKESE” Culture

Changes in employee attitudes and behavior toward the service excellence are expected to occur after the implementation of cultural innovation “SUKESE”. Therefore the management tried to apply some internal communication strategies and implementation that can be identified by researchers as follows:

Create a Cultural Mascot of SUKESE, ELSI “The Learners”.

ELSI is a dolphin that is considered as a representation of the learning process. Animals who can learn to follow the instructions of their trainers and can work together as a whole within the team. ELSI is manifested in a variety of souvenirs given to stakeholders and officers on Pusdiklat BPK RI, such as ELSI dolls, pins, books, pens, bags, hats, clothes, and various other souvenirs. In addition, ELSI logo is also printed in all publications Pusdiklat BPK RI, ranging from calendars, magazines, the backdrop to all Pusdiklat BPK RI activities, banners are installed in every corner at Pusdiklat BPK RI, and wall displays that fill the walls of Pusdiklat BPK RI. It is intended to show to stakeholders that Pusdiklat BPK RI starts to improve service excellence and give persuasion to all officers Pusdiklat BPK RI that culture “SUKESE” is our culture together that we must run together.

Create a roadmap strategic plan of Pusdiklat BPK RI 2016-2020.

The roadmap starts from 2015 as a zero point and is called the year of innovation. 2016 as the year of harmonization representing harmonization between work units, between systems, and between time starting from this year. 2017 as the year of reincarnation. This year is expected to change the culture of SUKESE has already started to show its impact and focus of organizational development has begun to change from the facilities and infrastructure to the human resources. The year 2018 as the year of adaptation where the influence of “SUKESE” culture is expected to have touched all levels of structure in Pusdiklat BPK RI. 2019 as the year of reflection, where the new organization is considered stable and therefore required a routine evaluation to maintain the stability of the organization. 2020 is called the year of achievement where Pusdiklat BPK RI is expected to play a bigger role in the global arena.

This strategy is a long-term communication strategy that requires the empowerment of employees in a proper target. Therefore, in its implementation required assistance in the empowerment of employees so that the organization’s work direction can be in accordance with the annual roadmap that has been arranged. This is done through coaching and mentoring method. As a result of interviews with the head of Pusdiklat BPK RI known that methods are also as a means of added value for the organization to create ideas of change in the organization. The coaches and mentors also came from the Pusdiklat BPK RI employees who previously included mentoring and coaching training from international coach professionals who referred to the
international coach standard. Coach and mentor will also be in the assessment before becoming a companion in the work unit respectively.

**Monthly theme setting in every work activity at Pusdiklat BPK RI.**

The monthly theme is adapted to the annual theme contained in the Pusdiklat BPK RI strategic plan. In other words, in every year there will be 12 themes of monthly work at Pusdiklat BPK RI. In each monthly theme there is a focus of management work that should be prioritized by all Pusdiklat BPK RI employees. Implementation by management through this strategy by using “community time” approach.

Community time is a socialization of the culture of SUKSES using internal communication activity face to face: en masse, which involves all employees into a specially designed event according to the monthly theme. Messages and information submitted are expected to be accepted in one sense and at the same time. It is necessary to avoid misunderstanding in the implementation of SUKSES culture in Pusdiklat BPK RI environment. This activity is planned twice a month, which is filled with an employee of the month election at first “community time” and book discussion/sharing experience in second “community time”.

**Organizing events in Pusdiklat BPK RI.**

These events involve the entire officers and conducted inside and outside the organization. The goal is to increase the intimacy and sense of brotherhood between employees, both at the staff level to management. By gathering of all those who play a role in the Pusdiklat BPK RI environment into a particular event, the management expects to more easily internalize the meaning and message of the SUKSES culture.

The implementation of this strategy is implemented by holding a family outing and organizing sports events between employees. The outing is usually done every year and conducted outside Pusdiklat BPK RI to refresh the atmosphere and tighten the intimacy between employees. In addition, sporting events between employees are also held every certain moment, such as at the anniversary of BPK RI every year. It is expected to strengthen the internal communication of employees and foster the spirit of sportsmanship between employees.

**The addition of learning facilities and other supporting facilities for employees and stakeholders in the framework of the change process.**

In order to improve the quality of Pusdiklat BPK RI services to stakeholders and increase employee morale in working, so management Pusdiklat BPK RI trying to add learning facilities and other supporting facilities. This is done to increase the intensity of interaction between employees and training participants. The interaction is expected to foster a sense of togetherness within the Pusdiklat BPK RI environment that will ultimately foster the SUKSES culture that is being socialized by management.

Learning facilities built in the form of knowledge gallery that has been built and placed in every wall and corner of Pusdiklat BPK RI building. In addition, it is also built as
a learning studio based learning audio visual. The studio was built with the concept of cinema in order to involve many people in the learning process.

Sports facilities are also built to support the interaction between employees and training participants. Facilities built include badminton court, futsal court, basketball court, and fitness room. The existence of such adequate sports facilities, it is expected that internal communications built between employees and training participants in the field that will ultimately be useful in the work of each person. The form of internal communication “environment” is done through improving the environment around Pusdiklat BPK RI so that employees and stakeholders feel comfortable when working in Pusdiklat BPK RI and comfortable in learning for training participants.

Evaluation of Cultural Implementation “SUKSES”
Satisfaction Survey of Training Participants in 2016

Pusdiklat BPK RI has conducted a series of quantitative assessment procedures to determine the level of satisfaction of the training participants in 2016. The survey data is secondary data obtained by researchers from subdivision planning, evaluation and reporting in Pusdiklat BPK RI. The results of the survey indicate the level of satisfaction participants training to facilities and infrastructure, instructor, and the learning material given as seen in Table 1 below.

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Semester 1</th>
<th>Semester 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Value</td>
<td>Predicate</td>
<td>KPI</td>
</tr>
<tr>
<td>1</td>
<td>Facilities and Infrastructure</td>
<td>3.83</td>
<td>good</td>
<td>Achieved</td>
</tr>
<tr>
<td>2</td>
<td>Instructor</td>
<td>4.08</td>
<td>good</td>
<td>Achieved</td>
</tr>
<tr>
<td>3</td>
<td>Learning Material</td>
<td>4.02</td>
<td>good</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

Evaluation of satisfaction assessment using scale 1-5 with number 1 for not good / not satisfied and scale 5 for the predicate very good / very satisfied. Key performance indicators (KPI) Pusdiklat BPK RI based on the strategic plan of Pusdiklat BPK RI 2016-2020 for satisfaction assessment of facilities and infrastructure is at 3.80, KPI for satisfaction assessment of instructor and the learning material is at 3.75.

Satisfaction assessment of facilities and infrastructure includes the assessment of seat, sound system, supporting media, consumption, toilets, committee, and facilities homestead. The average assessment of satisfaction of Pusdiklat BPK RI facilities and infrastructure got 3.83 points in semester 1 and 3.81 in semester 2. Overall in 2016, the average satisfaction level of facilities and infrastructure in Pusdiklat BPK RI get good predicate and KPI is achieved in every semester.

Satisfaction assessment of instructors includes the use of spoken language, mastery of materials, how to answer questions, generate participant motivation, build active participant participation, relevant actual examples, management of learning
time, slides, use of supporting media, and facilitator cooperation. The average results of satisfaction on the instructors got 4.08 points in semester 1 and 4.05 in semester 2. Overall in 2016, the average satisfaction level of instructors in Pusdiklat BPK RI get good predicate and KPI is achieved in every semester.

Satisfaction assessment of learning materials includes material quality, material substance can be applied in the work, material relevance to the current condition, material substance in accordance with the purpose of the training, the writing of the material/module is easy to understand, case study/exercise about facilitating the participants to understand the material, and the effectiveness of softcopy. The average results of satisfaction on the instructors got 4.02 in semester 1 and 3.98 in semester 2. Overall in 2016, the average satisfaction level of learning material in Pusdiklat BPK RI get good predicate and KPI is achieved in every semester.

From the secondary data above, it is known that overall in 2016 the satisfaction level of training participants are in the good/satisfied level. It shows that the training participants feel comfortable with the organization environment, communication climate and learning system in Pusdiklat BPK RI. Physical improvement and human resource development at Pusdiklat BPK RI through various of diffusion of innovation strategies has given positive change in fulfillment of satisfaction to stakeholders.

Evaluation From Training Participants in 2017

The evaluation was done through in-depth interviews with the informants of the training participants. From the interviews, it was found that the training participants felt many changes that occurred in Pusdiklat BPK RI. Starting from the reception of the participants, the improvement of facilities and communication with the training committee had undergone significant changes. As the statement of three informants, reception of participants starts from the gate by friendly security. Then the receptionist of guest house directly gave welcome tea and greeted with a smile. The most visible changes are from guesthouse which already likes a hotel. Officer clerk who served at the guesthouse also has started oriented to excellence service. Informants also revealed that the construction of facilities in Pusdiklat BPK RI plays a role in improving the comfort of teaching and learning in Pusdiklat BPK RI. When compared to the training in 2010, the facilities owned Pusdiklat BPK RI not yet as complete as now. Training participants who want to find activities/entertainment to fill leisure time in Pusdiklat BPK RI must get out of Pusdiklat BPK RI area which is located some distance from the highway. But now with the addition various learning facilities and sports, training participants do not need to get out of Pusdiklat BPK RI area if only to fill the spare time because the various facilities already provided by Pusdiklat BPK RI.

Some innovations that have been implemented by Pusdiklat BPK RI management makes the training participants feel more comfortable. Implementation of these innovations began to be seen from the physical building, the attitude of employees in serving the training participants, and management of learning that began arranged neatly. However, there are still some suggestions from the training participants to improve the management of Pusdiklat BPK RI in the future. The suggestion is much focused on the addition of facilities and infrastructure and spatial arrangement in Pusdiklat BPK RI, such as the
addition of shuttle buses to transport to the highway, the lack of sunlight into the classrooms, up to the management of a better dining room. Therefore, diffusion of innovation strategy needs to be more touching the environmental side of the organization besides the human resources that have been done through organizational culture.

**Evaluation From Employees of Pusdiklat BPK RI**

Implementation of diffusion of innovation conducted by Pusdiklat BPK RI not running smoothly and acceptable employees easily. The communication approach used by management has not been able to touch the personal side of the employees. SUKSES Culture that began to be applied to create service excellence for human resources in Pusdiklat BPK RI considered employees have not given positive changes to improve the working patterns of other employees. From the results of interviews with staff informants at Pusdiklat BPK RI, it is known there are employees who have not understood the meaning and purpose of SUKSES culture. It is because the approach of organizational culture used by management is not visible and no concrete example that can be used as a reference to run it. Informants feel that the SUKSES culture difficult to be implemented because it is considered as something abstract. Informants actually consider changes in attitude patterns that occur in Pusdiklat BPK RI not because of the SUKSES culture implemented by management, but because of the attitude and individual character a good employee. But if it is not seen as something positive by management, it is feared will provide saturation for employees in Pusdiklat BPK RI.

According to researchers, the implementation of SUKSES culture must be accompanied with a personal approach from management or agent of change in continue. The approach is very useful to motivate employee morale in charge of administrative / supporting duties that do not face to face with the stakeholders. If the employee who directly handles the training service have shown a change in the pattern of service as a positive evaluation shown by the training participants, but not so with the staff/officers of Pusdiklat BPK RI who do not have direct service tasks with stakeholders. Observation results indicate that management does not go down directly to monitor and approach employees to increase morale. Human resources approach is only done through official events such as community time and events.

On the other hand, management is also aware of the lack of maximum application of organizational culture in Pusdiklat BPK RI. The deficiency is recognized by the subdivision head of planning, evaluation and reporting at Pusdiklat BPK RI who stated that the SUKSES culture approach does not run smoothly. However, the evaluation will continue to be done to maximize the internalization of this SUKSES culture in Pusdiklat BPK RI. Therefore, coaching and mentoring is established to support other employees who have not been touched by this organizational culture. Supports from employees to other employees are considered to be easier to touch the level of individual employees.

The Head of Pusdiklat BPK RI also explained that the implementation of SUKSES culture requires more time and effort to be accepted by the employees. Further explained that SUKSES culture is used to change the attitude of employees in terms of service excellence and generate the character, attitudes and positive habits of employees so that organizations can continue to grow and develop with new innovations. But there are time constraints for employees to accept this cultural innovation. In the diffu-
sion stage of innovation, management realizes that it takes time for an innovation to be accepted by adopters. The new organizational culture is socialized starting in 2015 and has been running within two years. This is considered by management as something reasonable if the employee has not been able to clearly accept the meaning and purpose of the SUKSES culture. That is because there has not been a significant change in the behavior of employees, but organically, management feels that the change towards service excellence has begun to appear.

In a more concise evaluation of the implementation of internal communication strategy in order to socialize the culture of SUKSES can be seen in Table 2 below.

### Table 2. Results of Cultural Evaluation of SUKSES

<table>
<thead>
<tr>
<th>No</th>
<th>Research Subject</th>
<th>Evaluation Result</th>
</tr>
</thead>
</table>
| 1  | Participants Training 2017 | 1. Service is better than before  
2. Facility improvements add to the satisfaction and comfort of the training participants/stakeholders |
| 2  | Internal Staff   | 1. Organizational culture is abstract and there is no real form  
2. Culture should not only be socialized continuously, but done and exemplified |
| 3  | Management       | 1. Implementation of SUCCESS culture takes time  
2. It still runs in accordance with the target in strategic plan of Pusdiklat BPK RI 2016-2020  
3. There will be periodic evaluation of the implementation of SUCCESS culture |

**Discussion**

The process of diffusion of cultural innovation SUKSES in Pusdiklat BPK RI as explained by Rogers (1983) emphasizes four main elements namely: innovation, communication channel, time period, and social system. Innovation is the first element in the process of diffusion of cultural innovation SUKSES. Implementation of SUKSES culture is a new innovation that was first applied in Pusdiklat BPK RI. This idea arises because based on organizational checkup results, a special approach is needed to change the work patterns of employees in Pusdiklat BPK RI. The result is decided to incorporate organizational culture elements within Pusdiklat BPK RI in order to have a common perception and meaning between management and employees about what the organization wants to achieve.

The second element in the process of diffusion of cultural innovation SUKSES is communication channels. The management of organization uses various communication channels to socialize cultural innovation of SUKSES. In order to strengthen the common perception of the whole employees, the internal communication channel is used through community time and events. However many employees feel that the method is less effective with the socialization of community time done every week. Repeating the explanation of SUKSES culture makes many employees bored because the culture of this organization does not appear visible. Employees feel it will be more effective with a direct example by the management of how SUKSES culture is implemented in real and can be seen directly by employees. According to researchers, it should be the attention of all management and not only from top management alone.
Communication channel must be built by giving concrete examples so that it can be seen by employees in terms of service excellence behavior.

Communication channels in cultivating SUKSES in Pusdiklat BPK RI when viewed personally can be done through coaching and mentoring. Coaches and mentors were also given briefings, especially in terms of the culture of SUKSES in Pusdiklat BPK RI. That understanding is then personally transferred to Pusdiklat BPK RI employees through the change agents of the coaches and mentors. Thus expected to create behavioral changes that can encourage individual performance, so that organizational productivity can be achieved.

The third element in process of diffusion of cultural innovation SUKSES is the time period. The process of diffusion of innovation will not take place quickly and easily. Rogers (1983) makes the time dimension a central element in process of diffusion of innovation. Likewise, the process of diffusion of cultural innovation SUKSES in Pusdiklat BPK RI also takes time in the process of acceptance within the organization. Management of Pusdiklat BPK RI recognizes that there is a rejection in process of cultural infiltration, so that process of diffusion of innovation will obviously take a long time. The researcher concludes that SUKSES culture is still running in the corridor that has been planned in the strategic plan of Pusdiklat BPK RI 2016-2020.

The social system is the last element in process of diffusion of cultural innovation SUKSES. The social system in Pusdiklat BPK RI is a social system consisting of BPK RI employee both civil servants, contract workers and outsourced employees who are interconnected and work together to run the organization in Pusdiklat BPK RI. Within the social system, there are factors that influence the innovation-decision process that includes social structure, social norms, opinion leaders, and agent of changes.

The social structure of employees in Pusdiklat BPK RI which has the main tasks that directly related to the training participants come from honorary or outsourced employees, such as cleaning service, homestead and catering. This makes it easier for management to provide an understanding of the culture of SUKSES to them. While for civil servants in Pusdiklat BPK RI, the nature of bureaucracy makes them must obey the boss, although in terms of acceptance of the culture SUKSES not fully understood. But in the level of cultural socialization of SUKSES to management, cultural infiltration has not been fully successful. This relates to status and position that can not be arranged by the Head of Pusdiklat BPK RI, but through the Decree of Mutation issued by the head office of BPK RI.

System norm in Pusdiklat BPK RI is set according to basic values of BPK RI, namely independence, integrity, and professional. SUKSES Culture serves as an added value of the basic values that have been embraced Pusdiklat BPK RI to strengthen the process of service conducted by the organization to stakeholders. SUKSES culture also formed a new power to develop human resources that synergize with the pattern of human resource development conducted by the head office BPK RI. This organizational culture is considered the most appropriate and compatible with the basic values BPK RI, so as a guide in regulating the pattern of work and the behavior of employees in Pusdiklat BPK RI.

Opinion leaders in process of diffusion of innovation in accordance with the results of data analysis is Head of Pusdiklat BPK RI as a leader of the organization. Head
of Pusdiklat BPK RI is considered as the main speakers in the socialization and implementation of communication strategy. In addition, there is the head of planning, evaluation, and reporting which is the second person in process of diffusion of innovation in Pusdiklat BPK RI. Both of these people who become opinion leaders in internalizing organizational culture in Pusdiklat BPK RI. The agent of changes in process of diffusion is actually new will be formed through the coaches and mentors who have done briefing before. These agents are expected to bring change that can touch to the personal level of employees.

Broadly speaking, the process of adoption of cultural innovation SUKSES in Pusdiklat BPK RI described researchers into the picture below.

![Figure 3. Adoption Process of SUKSES Culture. Adopted from the process of Diffusion of Innovation, Rogers (1983)](image)

The process of cultural adoption of SUKSES starts from the stage of knowledge. SUKSES Culture began to be introduced as an organizational culture in Pusdiklat BPK RI through the Decree of Head of Pusdiklat BPK RI No: 1.c / K / X.7 / 01/2015 dated January 20, 2015. The decree is based on the results of an organization check up involving all employees in Pusdiklat BPK RI, which indicate the need for improvement in terms of human resources through organizational culture. Based on the decree, the culture of SUKSES began to be introduced to all employees that the pattern of work and service in Pusdiklat BPK RI embrace the meaning and value of SUKSES, namely Semangat pembelajaran (spirit of learning), Utamakan layanan (service excellence), Kredibilitas (credibility), Sinergi (synergy), Empati (empathy), and Solid (solid).

The process of socialization and internalization of SUKSES Culture is done after this innovation known to be an organizational culture in Pusdiklat BPK RI. This stage is called the stage of persuasion. In this stage, the communication strategy was formulated by opinion leaders in Pusdiklat BPK RI, namely the Head of BPK RI Training and Head of Planning, Evaluation, and Reporting. Both of these people as well as a cultural innovator SUKSES that spearheaded and influenced employees of Pusdiklat BPK RI to implement the culture of SUKSES in Pusdiklat BPK RI. In addition to being an innovator, they are also early adopters of SUKSES culture and become role models of change in Pusdiklat BPK RI.

Implementation of communication strategy that has been formulated in this stage of persuasion is done in various ways through community time, events, coach-
ing, mentoring, and the making of promotion media of SUKSES Mascot, ELSI “The Leaners” (pins, pocketbooks, bags, souvenirs, banners, And learning galleries). The result of persuasion done by the management will influence the employee’s attitude in determining their choice, whether to adopt SUKSES culture or not. SUKSES culture is an invisible thing, some employees feel still need time to be able to accept this culture as a reference work in Pusdiklat BPK RI. SUKSES Culture is still regarded as something abstract and still needed concrete form in the field. But for employees who more often interact with the training participants and who is responsible for events organized by Pusdiklat BPK RI, SUKSES culture is more easily accepted and can be applied directly. This is what resulted in the SUKSES culture will have different acceptance time for each employee, depending on the position and function of their work within the organization.

After the persuasion stage, the process of adopting the cultural innovation of SUKSES continues into the decision-making stage. In this stage, the adopters will decide whether to make a culture of SUKSES as a work culture for himself or not. This is also related to individual satisfaction, including in the issue of reward and income. For those who get an employee of the month award, SUKSES culture is likely to be more accepted as employees feel that they will be an example to others. In addition, with the many employees involved in various events in the organization, whether it is the job of a training committee or event committee, will increase their income as more and more activities. It will increase individual employee satisfaction, and finally SUKSES culture will be strengthened in him. Therefore such employees are worthy of being called early majority because they are indeed one step ahead to follow new innovations.

Employees who lack interaction with training participants and not much involved in the committee of events in Pusdiklat BPK RI tend to be indifferent to SUKSES culture. Routine work patterns of civil servants cause them to be reluctant to change following the SUKSES culture that is being internalized by management. Although this culture is actually to touch the human resources of employees to change towards service excellence, because the personal approach used through coaching and mentoring will be running, then the results have not been so visible. Therefore, it needs a deeper intensity of personal approach for employees who are not actively involved in the training and events process. Employees like this are worth mentioning as a late majority in Pusdiklat BPK RI. In this case, the role of management as an initiator is crucial to ensure the coaching and mentoring program successfully by monitoring that implementation.

The last adopted innovation group in Pusdiklat BPK RI is the laggard group. This group is not much in Pusdiklat BPK RI and usually comes from employees who have entered the age of retirement or employees who are sick because of the influence of age. They tend to run office tasks like regular routines that do not want any changes in the comfort zone. Employees of this type will not be affected even though efforts to disseminate SUKSES culture are made as attractive as possible. The characteristics of cultural adopters of SUKSES are more succinctly presented in Table 3 below.
Table 3. Characteristics of cultural adopters of SUKSES (Riyanto, 2017)

<table>
<thead>
<tr>
<th>No</th>
<th>Innovation Adoption Type</th>
<th>Characteristics</th>
<th>Adopters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Innovator</td>
<td>1. An organizational culture initiator&lt;br&gt;2. As a producer of messages&lt;br&gt;3. As opinion leaders</td>
<td>Top Management and Head of Planning, Evaluation, and Reporting</td>
</tr>
<tr>
<td>2</td>
<td>Early Adopter</td>
<td>1. The first people to implement an organizational culture&lt;br&gt;2. Comes from among officials within the organization&lt;br&gt;3. As a consumer message</td>
<td>All management of Pusdiklat BPK RI, including top management</td>
</tr>
<tr>
<td>3</td>
<td>Early Majority</td>
<td>1. People who deal directly with stakeholders&lt;br&gt;2. People who get the main duties and functions related to the core</td>
<td>Employee of the month, Training Committee, Events Committee, and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Late Majority</td>
<td>business of Pusdiklat BPK RI, such as training committee and events committee in Pusdiklat BPK RI.&lt;br&gt;3. The largest group in adopting innovation in organizations&lt;br&gt;4. As a consumer message</td>
<td>in generally Pusdiklat BPK RI employees are already in the type of early majority adopter as evidenced by the positive evaluation result from training participants on service at Pusdiklat BPK RI</td>
</tr>
<tr>
<td>5</td>
<td>Laggard</td>
<td>1. People who are not directly in touch with stakeholders&lt;br&gt;2. The main duties and functions within organization only as a support of core business organization&lt;br&gt;3. Received less attention directly from management&lt;br&gt;4. As a consumer message</td>
<td>Administration sections within the organization, people who have main duties and functions as a support within the organization</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employees who are preparing to retire, have chronic illness and are old and reluctant to change</td>
</tr>
</tbody>
</table>
The fourth stage is the implementation stage. Implementation stage is the implementation of SUKSES culture from an early adopter, early majority, and late majority. For employees who decide to accept the organizational culture as a part of their individual work culture, there will be a change in attitude and behavior patterns in their work environment. This can not be seen in a short observation time because of the nature of an organizational culture is an abstraction and depends on the individual character of each employee. But in generally based on the results of in-depth interviews with the informants, there has been a change to the culture of SUKSES in Pusdiklat BPK RI. From the original mindset employees are still self-service, now many employees who start thinking service excellence. This is especially apparent after an employee of the month program, employees are more motivated to implement SUKSES culture. Likewise, the evaluation results from training participants who on average show good results/satisfaction to service in Pusdiklat BPK RI. It shows that most of Pusdiklat BPK RI employees have implemented SUKSES culture which impacts their service to stakeholders.

The Confirmation stage is the last stage in the process of cultural adoption of SUKSES. In this confirmation stage, the adopter will decide that he or she will continue to be an SUKSES culture adopter or will stop. SUKSES Culture in Pusdiklat BPK RI is an organizational culture that is mandatory for all employees in Pusdiklat BPK RI. In other words, every employee who works in Pusdiklat BPK RI must apply the service excellence culture in daily work at Pusdiklat BPK RI. In implementation this cultural innovation of approximately two years there is a refusal in the process of diffusion of innovation and it is considered reasonable by management. It is because the innovation that is abstract, implicit, and not visible. However, according to the roadmap of Pusdiklat BPK RI strategic plan 2016-2020, it is still on the track and the process of socialization and internalization of organizational culture is still ongoing, especially the internal communication approach through coaching and mentoring.

While for the employees who are included in the type of late majority and laggard adopters, the longer of culture is applied in Pusdiklat BPK RI, SUKSES Culture will be the dominant culture in Pusdiklat BPK RI. The more dominant organizational culture, the employees who still survive in late majority and laggard positions are expected to change following the flow of organizational improvement through the service excellence behavior.

As for stakeholders, SUKSES culture may not be seen from their point of view. However, in terms of services provided Pusdiklat BPK RI employees will show that the SUKSES culture continues to run in Pusdiklat BPK RI. Thus the role of management is needed to guard the implementation of SUKSES culture in order to create a strong and dominant organizational culture. This is to ensure that SUKSES culture is used as an organizational identity that must be obeyed by all members of the organization in order to realize service excellence in Pusdiklat BPK RI.

The process of diffusion of cultural innovation SUKSES basically adopts the diffusion of innovation from Rogers (1983). However, the intangible nature of organizational culture innovation makes the process of diffusion of cultural innovation SUKSES requires bridges to make it happen through internal communication of organization. This internal communication process which is then transformed into various internal communication strategies that have been described in the discussion in the previous chapter. However,
the implementation process of the internal communication strategy does take a long time to be accepted by adopters.

This research specifically identifies the strategy of internal communication conducted by management in order to realize the organizational culture of SUKSES in Pusdiklat BPK RI and to evaluate the implementation of the strategy. The results can certainly be a reference and consideration for other organizations when deciding to approach the organization using organizational culture. In addition, the tendency of adopters in adopting a cultural innovation within public service organizations depends on their position and function within the organization. If a candidate adopters occupy a position and function in terms of service directly, then the tendency to adopt an organizational culture will be greater than those who are not confronted. However, this study has not been supported by statistical data to measure the percentage of these trends. Given statistical data on the level of these trends, it will further complement the results of research on cultural innovation in public service organizations.

Conclusions
Public service organizations are required to provide an excellent service system that prioritizes the interests of stakeholders. Therefore, strengthening the understanding of the vision and mission of the organization is a very important role in improving service excellence in the organization. On the other hand, public service organizations also rely heavily on human resources to carry out their duties. This makes management of the organization must implement an innovation that can touch the character of attitudes and behavior of their employees. Organizational culture approach is one of the innovations that can be done by the management in the field of public service.

Pusdiklat BPK RI as one of public service institution in education and training, using cultural innovation approach in increasing the capacity and capability of the organization. Organizational culture began to be internalized by Pusdiklat BPK RI management from 2015 through various internal communication strategies. The process begins with an organization checkup that results in an entropy that must be sought immediately. Finally, the cultural approach SUKSES is considered capable of providing strengthening from the human resources to change the attitude and behavior patterns toward service excellence.

Positive evaluation in service resulted in Pusdiklat BPK RI after the implementation of SUKSES culture. However, due to the nature of organizational culture is an abstraction, that is difficult to describe clearly and in detail, the acceptance of this innovation requires different adoption times. In addition, the adoption of organizational culture innovation also depends on the characteristics of each member of the organization and the position of adopter in the organization. The role of management as opinion leaders and organizational change agents who formed an organization is needed to provide personal motivation to all members of the organization. This is to ensure that the spirit of serving continues to be embedded in everyday life in their work and fosters SUKSES culture to become a dominant culture within the organization.

The academic recommendation of this study suggests a statistical test of the level of trend adopters when adopting organizational culture innovations. This is related to the evaluation of cultural innovations that require statistics for management to measure the exact level of employee understanding of SUKSES culture. It is also recommended
to improve one-to-one internal communication intensively to the organization’s members to ensure that organizational culture messages are received correctly and measurably. While the practical recommendation of this study is that the management in public service organizations more often to refresh work positions by conducting internal mutations regularly and fairly to avoid social jealousy within the organization.

References


