

## **Public Service Management for Art Activists at the North Sumatra Cultural Park**

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### **Abstract**

Public service management is an important part of the presence of the state during people's lives which is also related to the recognition of human existence and expression in culture. This study aims to describe the management of public services at the North Sumatra Cultural Park. To answer the research objectives, George R. Terry's theory is used, namely planning, organizing, actuating, and controlling. This research uses the descriptive qualitative method in analyzing the data. Data obtained through interviews in this study were analyzed using qualitative descriptive analysis, namely using data obtained from interviews with informants described thoroughly. The results of research in the field, that from the planning side, the North Sumatra Cultural Park functions as a center for training and art development, holding art performances, carrying out documentation, and collecting art information. In terms of organizing, the organizational structure of the Cultural Park management is generally by the Decree of the Minister of Education and Culture No. 0221/0/1991. In terms of actuating, the function of the Cultural Park as a technical implementation unit according to the Decree of the Minister of Education and Culture No. 0221/0/1991. From the side of supervision (controlling), in this case, as a public facility, an evaluation is needed.

### **Keywords**

Public Service Management, North Sumatra Cultural Park, Arts, and Culture.

### **1. Introduction**

Public service management in the context of a modern state is an important part of the presence of the state during people's lives (Mukarom & Laksana, 2015). The public can be interpreted broadly in various aspects of life. In general, the meaning to the public is often related to the basic rights of citizens, such as administrative matters. Whereas public service is also related to the recognition of human existence and expression in culture (Curry, 1999).

So far, public services are synonymous with services provided by state apparatus at various levels and fields for the needs of the wider community related to certain fields (Afrizal & Sahuri, 2013). In Indonesia, the issue of public services, especially those related to culture, shows how the state views cultural and artistic issues as being part of the public that does not receive wide attention (Dwiyanto, 2017).

Almost every region has a variety of types of regional art, so you can imagine, many types of art later became the characteristics of the area. Art is part of the culture which is a means to pass on the existing culture to the next generation (Nugroho, 2016).

Art as part of the culture becomes a means to express a sense of beauty from within the human soul, this can be seen in various arts that are developing in the present. Art can also determine norms for regular behavior and transmit

customs and values that apply to society (Lefèvre, 2001). On the other hand, art can also strengthen the bonds of solidarity in a society and then become the identity of that society.

Expression of art can be enjoyed through several media, for example hearing media (audio) such as music, sound art, literary arts (poetry), and poetry (Alkaf, 2009). Art can also be enjoyed through visual media such as paintings, posters, building art, dance, and craft arts. Art can also be enjoyed through the media of sight and hearing (audio-visual), such as musical performances, theater, wayang, dance dramas, and cinema films.

About this expression, the performance venue, such as the performance stage (closed, open, & exhibition space) and space for processing, becomes a necessity that cannot be abandoned. Spaces for channeling artistic expression, both traditional and contemporary art, are needed by art actors. Thus, a Cultural Park was built with various public facilities for artistic expression, art learning, and introducing and attracting public interest in art (Wulandari, 2012).

In the development and management of a North Sumatra Cultural Park (TBSU), good and integrated management is urgently needed. This is done to get a more professional building management, both for the convenience of the general public as visitors and artists as users or organizers of performances in the building area. Co-management with management is understood as a discriminating process of planning, organizing, mobilizing, and controlling by utilizing both science and art to accomplish predetermined goals. The purpose of management is that all existing resources such as human resources, equipment, or facilities in an organization can be moved in such a way, as to avoid all wasting time, energy, and material to achieve the desired goals.

North Sumatra Cultural Park (TBSU) is one of the government-owned buildings and is managed by the Department of Culture and Tourism (Disbudpar) of North Sumatra Province. However, the land belongs to the Medan City Government. Now the North Sumatra Cultural Park (TBSU) which is located on Jalan Perintis Kemerdekaan No. 33 Medan, has been moved to the North Sumatra Fair (PRSU) area on Jalan Jenderal Gatot Subroto.

So far, efforts to manage space in the North Sumatra Cultural Park (TBSU) area, which is on Jalan Perintis Kemerdekaan have been functioning optimally by their designation as an art and cultural performance building (Lubis, 2019). Indeed, sometimes it is also used by the general public as a place for wedding receptions, the inauguration of community organizations, competitions, and art and cultural discussions, which have been arranged with a regular and well-organized schedule.

The transfer from the North Sumatra Cultural Park (TBSU) which is located at Jalan Perintis Kemerdekaan No. 33 Medan to the North Sumatra Fair (PRSU) area on Jalan Jenderal Gatot Subroto certainly has an impact on the service aspect in the arts. This, of course, differs between services in the field of art with services in the field of population administration and others. Culture and art are always related to historical aspects, a sense of belonging, and things related to traces, memories, and origins of places. The local government's perspective on relocation is very administrative and technical, without considering other aspects of artistic practice.

From the various problems that the authors present in the background above, the authors are then interested in conducting research that aims to analyze Public Service Management in the North Sumatra Cultural Park for art activists in North Sumatra.

## **2. Literature Review**

### **2.1. Management**

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal (Hasibuan, 2005). Management is a science to make other people willing and willing to work to achieve the goals that have been formulated together. Therefore, management requires a basic concept of knowledge, the ability to analyze situations, conditions, and existing human resources and think of the right way to carry out interrelated activities to achieve goals. In essence, human activities, in general, are managing, to regulate here we need the art of how other people need to work to achieve common goals (Sari & Marlini, 2012).

Management is also understood as a series of processes that include planning, organizing, implementing, monitoring, evaluating, and controlling activities to empower all organizational/company resources, both human resources (human

resource capital), capital (financial capital), and material (land), natural resources or raw materials), as well as technology optimally to achieve organizational/company goals (Solihin, 2012).

According to Schein in Hasibuan (2005), management is a profession that is required to work professionally, its characteristics are that professionals make decisions based on general principles, professionals get their status because they achieve certain standards of work performance, and professionals must be determined a strong code of ethics (Hasibuan, 2005). Meanwhile, according to Terry in Handoko (2016), management is a process or framework, which involves the guidance or direction of a group of people toward organizational goals or real goals (Handoko, 2016).

Management is needed by individuals or groups, business organizations, social organizations, or government organizations to organize, and plan everything to obtain optimal results in the future. Management is needed by everyone because without good management, all efforts made are less successful (Suharyanto et al., 2000; Hidajat et al., 2021). In its development, the management process is the strategic steps taken to achieve the goals of a group and serves as a counterweight to various demands from various stakeholders and other related institutions (Effendi, 2014).

## **2.2. Public Service**

The American Marketing Association states that; "Services are activities or benefits offered by one party to another and are essentially intangible and do not result in ownership of anything, the production process may or may not be associated with a physical product" (Thahir, 2014).

Lovelock said that "service is an intangible product, lasts for a while and is felt or experienced" (Lovelock & Wright, 2002). This means that service is a product that has no form or form so that it cannot be possessed, lasts for a moment, or does not last long, but is experienced and can be felt by the recipient of the service.

Meanwhile, the Ministry of Home Affairs (2004) stated that; "Public Service is Public Service", and defines "Public Service is a process of helping others in certain ways that require sensitivity and interpersonal relationships to create satisfaction and success. Every service produces a product, both in the form of goods and services.

From the several definitions of public services and services described above, in the context of local government, public services can be concluded as providing services or serving the needs of people or the community and/or other organizations that have an interest in the organization, by the basic rules and procedures determined. and aimed at providing satisfaction to service recipients (Kusmanto et al., 2020a; Kusmanto et al., 2020b).

The implementation of public services is carried out by public service providers, namely state/government administrators, economic and development administrators, independent institutions established by the government, and business entities/legal entities that are authorized to carry out some of the duties and functions of public services, business entities/legal entities that cooperate and/or contracted to carry out some of the duties and functions of public services. And the general public or the private sector who carry out some of the tasks and functions of public services that are not able to be handled/managed by the government/local government (Mulyawan, 2016).

There are 3 important elements in public services, namely: The element of the service provider organization (provider) is the Regional Government, this element shows that the regional government has a strong position as a (regulator) and as a service monopoly holder, and makes the Regional Government static in providing services because the service is needed or needed by people or interested communities or organizations. This dual position is one of the factors causing poor public services carried out by local governments because it will be difficult to distinguish between the interests of carrying out the function of the regulator and carrying out the function of improving services.

Service recipient elements (service users) are people or communities or organizations with an interest, this second element is people, communities, or organizations that have an interest or need for services (service recipients), basically do not have bargaining power or are not in an equal position to receive services. services, so they do not have access to good service. This position encourages two-way communication to carry out KKN and worsens the image of services by spreading extortion, and ironically it is considered mutually beneficial.

Satisfaction is given and/or received by service recipients. This element is an element of satisfaction of service users receiving services, the element of satisfaction of service users is the concern of service providers (the Government),



### **3. Methods**

This study uses a qualitative approach. This research approach was chosen as an effort to solve the problem by describing or describing the current state of the object of research based on existing facts and described in the form of words and language obtained from observations, interviews, and documentation.

According to Bogdan and Taylor, qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior (Bogdan & Taylor, 1992). This method was then applied by the authors in conducting research on the policies of the North Sumatra Province Culture and Tourism Office (Disbudparsu) in the management of the North Sumatra Cultural Park (TBSU).

The research focus is the main thing in qualitative research. Basically, according to Lincoln and Guba, problem determination depends on the paradigm adopted by a researcher, namely as a researcher, evaluator, or policy researcher (Lincoln & Guba, 1985). Thus, in this qualitative research, the thing that must be considered is the problem and the focus of the research. The focus used by the author in this study is the management of public services in the North Sumatra Cultural Park using only four criteria for good management theory according to George R. Terry: Planning (Planning); Organizing (Organizing); Movement (Actuating); and Supervision (Controlling).

The types of data are grouped by type and position, from the most obvious to the vaguest and the most involved to the secondary. The main data sources in qualitative research are words and actions, the rest are additional data such as written data sources.

The primary data used is derived from the results of interviews. Interviews were conducted with selected informants using an interview guide regarding the Policies of the North Sumatra Province Tourism and Culture Office in public services at the North Sumatra Cultural Park (TBSU).

Data collection techniques in this study were carried out in three stages, namely: Observation techniques were used to observe directly the events that occurred at the research site. The interview technique was used to directly interview the implementation of the policies of the North Sumatra Department of Culture and Tourism (Disbudpar) in the management of the North Sumatra Cultural Park (TBSU). Researchers directly observe the activities that are being carried out, to take accurate data with the method of taking pictures and writing data to support the validity of the data obtained.

The researcher used a descriptive qualitative method in analyzing the data. Data obtained through interviews in this study were analyzed using qualitative descriptive analysis, namely using data obtained from interviews with informants described thoroughly. Interview data in research is the main data source that becomes the material for data analysis to answer research problems, data analysis begins with conducting in-depth interviews with informants.

After conducting the interview, the researcher made a transcript of the interview results by playing back the interview recording and then writing down the words that matched what was recorded. After the researchers wrote the results of the interviews into transcripts, the researchers then made data reduction by way of abstraction, namely taking data that was by the research context and ignoring data that were not needed. In qualitative research, the stages of data analysis include, among others: data reduction, data display, concluding drawings, and how the problems of managing the North Sumatra Cultural Park (TBSU) are evaluated.

### **4. Results**

#### **4.1. North Sumatra Cultural Park (TBSU)**

North Sumatra in its history has produced many classy artists, for example, Chairil Anwar, Tengku Amir Hamzah, and others. Along with time, and the government system that continues to develop, the existence of art has a long and challenging road. The state, in this case, the central and local governments, has responsibilities related to the arts. Therefore, various forms of regulation were born in the design of laws, ministerial regulations, governor regulations, mayors/regents, and others (Law (UU) on the Promotion of Culture, 2015).

Public services in the arts in North Sumatra can be analyzed from the presence and long journey of the North Sumatra Cultural Park (TBSU) as a representation of the presence of public services by the government in the field of culture,

especially artistic expression. This historical record is very important to see how partiality, attention, and management of public services are carried out by the Provincial Government in the arts.

The history of Taman Budaya was born from the structural aspects of government starting from the policy of the Directorate General of Culture, Ministry of Education and Culture of the Republic of Indonesia in the 1970s. The Director General of Culture at that time, Prof. Dr. Ida Bagus Mantra, witnessed that in many other countries the centers of culture and the arts are alive and well. Such centers are supported by good facilities and infrastructure such as performance halls, art galleries, open theaters, and highly integrated workshop rooms (Decree (SK) of the Minister of Education and Culture of the Republic of Indonesia, Concerning the Organizational Structure and Work Procedure of Cultural Parks, 1978).

This fact inspired his thoughts about the importance of cultural and artistic centers being established in every province in Indonesia. At the very least, these cultural centers can serve as a showcase for the rich variety of regional arts and culture in this country which has the motto *Bhineka Tunggal Ika* (Unity in Diversity).

In 1978, with input from artists and scholars, based on the Decree of the Minister of Education and Culture, cultural centers called Taman Budaya were established in several provinces in Indonesia, including North Sumatra Province (Wulandari, 2012). At that time, institutionally, Taman Budaya was a Technical Implementation Unit (UPT) in the field of culture which was directly responsible to the Director General of Culture based in Jakarta. The task of the Cultural Park is to carry out the development of regional culture in each province.

Thirteen years later, in 1991, the organization and working procedures of the Cultural Park underwent a change based on the Decree of the Minister of Education and Culture of the Republic of Indonesia No. 0221/O/1991. Then in subsequent developments, Cultural Parks throughout Indonesia were placed in the structure of the Regional Government by Law Number 22 of 1999 and Government Regulation Number 25 of 2000 concerning Regional Autonomy.

North Sumatra Cultural Park is the Technical Implementation Unit (UPT) of the North Sumatra Culture and Tourism Office, a park to accommodate the artistic expression of the community as a place for performing arts, competitions, and exercises. North Sumatra Cultural Park is a government office of the North Sumatra Tourism and Culture Office. This office has several closed rooms for dance practice, theater, main stage, and open stage. The Cultural Park also houses several dances, theater, painting, and music studios that hold rehearsals on a rotating and scheduled basis (Sinabariba, 2019). The North Sumatra Cultural Park is also the administrative office of the North Sumatra Province Tourism and Culture Office. The location of this Cultural Park is on Jl. Pioneer of Independence No.33, Gaharu, East Medan, Medan City, North Sumatra.

The North Sumatra Cultural Park was formed as a result of the cultural congress in Bali in 1977. The existence of the North Sumatra Cultural Park after the realization of the 1977 cultural product in Bali was issued by the Decree of the Minister of Education and Culture of the Republic of Indonesia Number 0276/0/1978. In North Sumatra, it is clear that there is a cultural life, especially in the arts, on this basis, at the cultural congress in Bali, which was attended by artists and humanists, it was decided that there should be an official institution from the government to be a means of channeling the talents of the artists. one of the Cultural Parks in Indonesia. In 1991 with the Decree of the Minister of Education and Culture No. 0221/0/1991 the realization of the work program of the Cultural Park was rolled out time after time to raise the status of arts in North Sumatra. With the existence of the Cultural Park, the arts are in the management, development, and development of arts which are not only the responsibility of the community.

In 2002, with the decision of the Governor of North Sumatra, the status of the Cultural Park of North Sumatra, which was formerly under the Directorate General of Education and Culture facing autonomy, the Governor of North Sumatra, issued Decree 061 of 2002 stated that the duties of the Cultural Park were apart from managing, fostering, as well as being a facilitator.

The North Sumatra Cultural Park is currently under the Department of Culture and Tourism of North Sumatra Province. The tasks that are carried out in the implementation of Taman Budaya's current duties are related to art coaching and training, namely guiding artists, studios, and art organizations and also conducting training for people who are interested or wish to be able to know art itself. In addition to fostering art training, it also carries out art instructional activities. Performing arts includes aspects, namely performances, exhibitions, performances, and



activities that can be shown to the wider community. In addition, the task of Taman Budaya is also to carry out documentation and information on arts which includes auditive and visual written documentation and information. In this Cultural Park, it is closely related to administrative activities as a support for technical activities in Taman Budaya as a UPT in the field of culture which is under the Department of Culture and Tourism of North Sumatra Province, the administrative field includes household affairs, equipment, correspondence, staffing, and finance. These five affairs which are under the administrative field will operationally assist the implementation of operational tasks from art coaching and training, performing arts, and art documentation/information. Currently, the North Sumatra Cultural Park is not only known locally or regionally. Now the Cultural Park with art studios, art organizations, and even the artists themselves has shown something very exciting.

North Sumatra Cultural Park has international, private, and government partners and also has core partners, namely artists, journalists, and employees as well as the community as art lovers themselves. Research activities, coaching, lectures, seminars, and others that have been carried out by the North Sumatra Cultural Park well and have shown results through ordinary people becoming an art community. This shows that the existence of the North Sumatra Cultural Park is not only known in the community in the area but the local government itself has carried out collaborative efforts with the Cultural Park on how to perform professional arts.

North Sumatra Cultural Park (TBSU) is a government-owned agency engaged in the arts and culture that was established in 1978. North Sumatra Cultural Park is located on Jl. Pioneer of independence No. 33, Medan-20235, North Sumatra. Starting November 7, 2022, the Governor of North Sumatra, Edy Rahmayadi, officially moved him to the North Sumatra Fair Area (PRSU) on Jalan Gatot Subroto, Medan. The area is 1.6 hectares, consisting of a multi-mass building, with 1 Conch Stage or an amphitheater as a performance venue, an open stage, 2 Hal B and C rooms for dance exhibition and discussion rooms, a field, an office, and a mosque.

#### **4.2. Public Service Management in North Sumatra Cultural Park (TBSU)**

Regional governments can regulate and manage their government affairs by the principles of autonomy and assistance tasks, which are aimed at achieving community welfare, through improvement, service, empowerment, and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice, and regional specificity in the system of the Unitary State of the Republic of Indonesia (Jones, 2015).

To achieve community welfare, public facilities such as the North Sumatra Cultural Park (TBSU) were built. In its management, good and integrated building governance management is needed (S. S. Hasibuan, 2016). This is done as a manifestation of government programs in the context of implementing community welfare through development and services. The implementation of development and services for the welfare of the community is certainly not just physical development. However, good and professional management is also needed to achieve a comfortable building for artists and the general public (Mardiasmo, 2004).

Good and integrated management is of course very necessary in the implementation of the governance of this building. But in fact, the facts on the ground often show something less desirable. Such as the bad image of the building facilities, inadequate human resources, the level of security that is not guaranteed, etc. This seems to have become a separate portrait experienced by the North Sumatra Cultural Park (TBSU). Complex problems as described in the background will become a common sight that we will encounter when we visit this performing arts building (Sinabariba, 2019). This happens because the building management does not pay attention to the aspects of good management in managing and running public services for art activists in North Sumatra.

Through regulations managed by the Provincial Culture and Tourism Office (Disbudpar), the author of the management of the North Sumatra Cultural Park (TBSU) is by the policies made by the relevant agencies using good management criteria according to George R. Terry, namely planning, organizing, , actuating, and controlling.

From the planning side, the North Sumatra Cultural Park functions as a center for training and fostering the arts, holding art performances, carrying out documentation, and collecting art information. There are various kinds of arts in the North Sumatra Cultural Park. The types of arts that are trained here are: Dance; Music Art; Painting Fine Arts; Theater Arts and Literary Arts

In terms of organizing, the organizational structure of the Cultural Park management is generally by the Decree of the Minister of Education and Culture No. 0221/0/1991, consisting of: The Head of the Cultural Park has the task of leading the implementation of the duties and functions of the Cultural Park; Sub Division of Administration, tasked with carrying out administrative and household affairs; Functional Personnel, are tasked with carrying out art processing in carrying out the duties and functions of the park according to their expertise and needs. This group consists of cultural technical personnel and functional personnel(Figure 2).

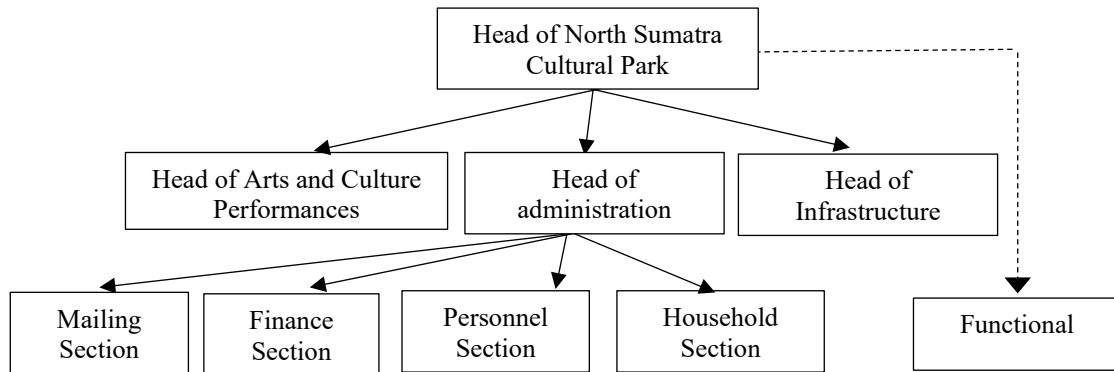


Figure 2. Organizational Structure  
Source: North Sumatra Cultural Park (TBSU) Office

In terms of actuating, the function of the Cultural Park as a technical implementation unit is (Minister of Education and Culture Decree No. 0221/0/1991): Carry out activities, excavations, research, and improvement of art in the form of lectures, work gatherings, workshops, and so on; Carry out the processing and experimentation of works of art; Carry out art performances and exhibitions, and art fairs as art and cultural activities for the community; Carry out documentation, publication, and information on arts and culture both written, auditive (sound), and visual (pictures); Carry out household administration affairs for the Cultural Park.

From the control side, the North Sumatra Cultural Park has evaluated its success in achieving the goals and targets of art development in North Sumatra in the TBSU annual program. Take steps to clarify and correct any deviations that may be found in managing communities and studios operating in the TBSU area and Perform various alternative solutions to various problems related to achieving the goals and targets of developing arts and culture in North Sumatra. The Cultural Park has the task of carrying out art processing as an element of regional culture and carrying out regional development within the scope of the Province.

From a control perspective, in this case, as a public facility, the North Sumatra Cultural Park has the following functions: Supporting the existence of the City community center; Accommodate traditional and contemporary arts and cultural activities; Accommodate the creative potential of the community in the arts and culture; Center for scientific documentation and research; The place where cultural festivals are held; Places of cultural tourism attractions for tourists.

## 5. Conclusion

Through regulations managed by the Provincial Culture and Tourism Office (Disbudpar), the management of the North Sumatra Cultural Park (TBSU) is by the policies made by the relevant agencies using good management criteria according to George R. Terry, namely planning, and organizing, , actuating, and controlling. From the planning side, the North Sumatra Cultural Park functions as a center for training and art development, holding art performances, carrying out documentation, and collecting art information. In terms of organizing, the organizational structure of the Cultural Park management is generally by the Decree of the Minister of Education and Culture No. 0221/0/1991. In terms of actuating, the function of the Cultural Park as a technical implementation unit is (Minister of Education and Culture Decree No. 0221/0/1991). In terms of controlling (controlling), as a public facility, the North Sumatra Cultural



Park has evaluated its success in achieving the goals and targets of art development in North Sumatra in its annual program.

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