

STUDIES ON THE IMPLEMENTATION OF MANAGEMENT STRATEGY IN PROGRAMS PRESERVATION CULTURE (Case Study on Tourism and Culture Department West Java Province)

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Abstract: Culture preservation lack becomes an essential problem of a few of West Java cultures loss. Culture is composed of language, archeological, history and traditional value, museum, also arts. In 2010 42 arts which evolve and 398 undeveloped arts, moreover 244 art that extinct There is Tourism and Culture Department in West Java that have a function to preservation the culture by develop programs which according to the culture preservation regulations. Such as Constitution no. 11 of 2010 on Preservation of Cultural Property includes Protection, Development and Utilization, Regulation No. 5 In 2003, on the Maintenance of Language and Literature. Regulation No. 6 of Maintenance Art. Regulation No. 7 on the Management of Archaeological, Historical, Traditional Values and Museum. And various culture nomenclature is a strategic issue in a sustainability of Tourism & Culture Department's program. This situation causes an inefficient and lack in culture preservation development. This research has been done to review and to provide an input in an implementation of management strategy in culture preservation program done by Tourism and Culture Department of West Java Province. Hunger, D and Wheelen, T (2003) management strategy model implementation was used. This is a program that used to optimizing the role of organization in strategy implementation to achieve the culture preservation.

Keywords: Culture preservation, Strategic Issue, Strategic management, SWOT, Tourism & Culture Department Program

INTRODUCTION

Culture is system of ideas, act, and masterpiece of human being in social life as a learning outcomes (Koentjaraningrat, 1973). Management in the culture aspect means as tools to define the culture strategy in the future (David. F, 2005). Culture context in Tourism and Culture Department province of West Java mean as a

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protection, development, and preservation of culture which consist of language, archeology, historical, traditional values, art, and museum. Those culture become an assets and potency of West Java area. Constitution no. 11 of 2010 on Preservation of Cultural Property includes Protection, Development and Utilization, Regulation No. 5 In 2003, on the Maintenance of Language and Literature. Regulation No. 6 of Maintenance Art. Regulation No. 7 on the Management of Archaeological, Historical, Traditional Values and Museum as a guidance of regulations to develop programs by the Tourism and culture Department. The obstacle of programs implementation is nomenclature culture which high varicosity And it became a strategic issue which caused inefficient and unproductive program. So the preservation program by the Tourism and Culture Department is not good enough, it shows at several implementation program on five culture category which are:

1. **Language:** The responsibility of Tourism and Culture Department through doing the protection, development, and preservation of culture especially on language culture. But the development of local language nowadays is decrease and uncontrollable. Moreover the globalization and nation language also generate the undakusukbasa as Sundanese ethic.
2. **Archeological:** as stated in constitution number 11 of 2010, the archeological culture heritage should be protected, developed and used. the archeological including the historical sites or cultural heritage in province of west java are 1786 but only 691 maintainers which protect, maintained, developed, and used the heritage by the Tourism and Culture Department as stated on the constitution.
3. **History and Traditional value:** the collection of complexity local wisdom data is a need to achieve the cultural preservation program. There were cultures which lost and not maintained from west java cultural order and its shows that management of Tourism and Culture Department is not optimal yet
4. **Museum:** Museum purposes as preservation of culture institution are to education media, and able to strengthen a national identity, and improve the economy around museum. There were 35 museums on west java, but only 12 museum which already maintained well by the government
5. **Arts:** there are several challenges while doing the culture preservation like inheritance of arts and revitalization the extinct arts in west java in west java only 42 arts which evolve and 398 undeveloped arts, moreover 244 art that extinct. That condition caused by management of Tourism and Culture Department while implement strategy is less optimal

The aims of cultural preservation are to create a solid culture and fulfill the human life for present and future. And to achieve the cultural preservation

goals the requirement of strategic implementation assessment is needed. So this study conducted to review and provide an input for strategic implementation management of Tourism and Culture Department in west Java

LITERATURE REVIEW

Management definition is the integrated process by which authorized individual create, maintain, and operate an organization in the selection an accomplishment of its aims (Bittel, L. 1978). (Atmosudirjo, P. 1982) defines management as a control and utilization of resources based on a plan to achieve or finish a certain goal. While (Follet, M.) states that management is an art in finishing work and delegating it to others. Management strategy is a collection and action which formulated and implemented plans to obtain the organization goals (Robinson, et.al. 1997). Ricky W Griffin defines management as a process of planning, organizing, coordinating, and controlling resources to achieve goals effectively and efficiently. Effective means that goal can be achieved according to plan, while efficient means that tasks are done correctly, organized, and in accordance with schedule. The term 'management' has not been translated to Bahasa Indonesia unanimously up until now. Culture strategy is actually wider than arranging a certain policy about culture

Management strategy is an art and science to formulate, implement, and evaluate cross-function decision that allows an organization to achieve the goals. In a contrary, (R. Griffin, 2004) states that management strategy is a comprehensive and sustainable management process to formulated and implemented effective strategy as one of the ways to respond an opportunity as well as business challenges.

In implementing strategy, one of the management strategy models is used. This model is called Hunger. J, and Wheelen, T. (2003) that contains program, budget, and procedure to optimize organization role in cultural management strategy practice to achieve cultural preservation. However, only one aspect of program has been done on this research.

A program (program) according to Griffin, R (2004), is a single-use plan for a large range of activities. The program may consist of a variety of procedures to introduce new product lines, opening a new facility, or changing the organization's mission. As part of its strategy for growth plan. The aim of the program was made by J. David Hunger and Thomas L. Wheelen (2003) is to create a work able strategy in action (action-oriented). The process of designing and preparing the budget program, divisional and companies, will direct the management to develop standard operating procedures(standard operating procedures /SOP). SOP contains details of the various activities required to complete a program of the company.

METHODOLOGY

The method used to realize or implement strategies in the organization, focusing on the achievement of the strategy and strategy implementation. Management strategy is divided into four basic elements, namely environmental scanning, strategy formulation, strategy implementation, and evaluation and control. Environmental monitoring is divided into two first observation of the external environment to observe the opportunities and threats, both internal observation which aims to look at the strengths and weaknesses. Strategic factors is called the SWOT means Strength, Weakness, Opportunities, and Threats. Further evaluation and determination of the interaction of the company's mission to do. The first step in formulating the strategy is the mission statement, which plays an important role in defining goals, strategies, and company policies. The Company implements strategies and policies through a variety of programs. Finally, performance evaluation and feedback to ensure precise control of the company's activities. Implementation of the strategy is the number of activities and options are needed in strategic planning, which is done through the development program.

ANALYSIS RESULT

The data used in this research are the open interviews with cultural managers, artists and humanist, enclosed questionnaire, observation, the government policies about cultures program guidelines. The technical analysis used explanatory study which started with data selection based on the propositions and then by the triangulation validation data are done. The selection data based on prepositions of cultural programs Tourism and Culture Department which elevated the culture preservation according to Constitution no. 11 of 2010 on Preservation of Cultural Property includes Protection, Development and Utilization, Regulation No. 5 In 2003, on the Maintenance of Language and Literature. Regulation No. 6 of Maintenance Art. Regulation No. 7 on the Management of Archaeological, Historical, Traditional Values and Museum. The data analysis used Miles-Hubermn model for before and after conducted data, also analyzed the resulted data such as data reduction, description, and conclusion. Then the resulted data will be formulated by CDC program software (Conwal Incorporated and Centers for Disease Control and Revention) EZ-Text 3.06 Version.

Next the data obtained will be analyzed using SWOT, and the culture analysis in West Java based on matrix SWOT is show on Table 1.1 below.

Table 1
Analysis SWOT on Tourism and Culture Department culture programs

<i>Internal Factors Strategy</i>	<i>Weighting</i>	<i>Rank</i>	<i>WS</i>	<i>Information</i>
Strength:				
The extinction cultures solved by the preservation. By the preservation the development of economics also increase	0,8	4	0,32	When in the preparation and implementation of the program correctly
There are regulation as guide to build the programs (Constitution of Culture preservation and District regulation number 5, 6, and 7)	0,7	4	0,28	Musrenbangda but less effective
Musrenbangda as program facilitation	0,5	3	0,15	It should be done without the politically motivated
The programs are not affected by politics	0,5	3	0,15	Policy dominant leadership Revision of the regulation
And if the leader issued a policy, the aim of Tourism and Culture Department should culture preservation	0,6	2	0,12	
Regulations No 5, 6, and 7 are guidelines to develop the programs	0,8	2	0,16	
Constitution Number 11 year 2010 about the culture preservation as policy government to preservation the cultures	0,8	3	0,24	
Weakness:				
The Information data about the culture are unavailable	0,8	3	0,24	The data availability on Department of Tourism and Culture
The unavailable data as program base	0,6	3	0,18	
The developed programs not based on the regulation	0,7	2	0,14	
The overlapping of task, principal, and function	0,5	2	0,10	
The revision of regulation (Local Regulation Number 5, 6, and 7)	0,6	3	0,18	task, principal, and function for each field
Invalid data	0,7	3	0,21	
The revolution of implementation strategy	0,5	2	0,10	A good negotiator needs

The unsuccessful fulfillment of people expectation then good communication and negotiation should be built	0,5	2	0,10	
Tourism and Culture Department programs do not lead to politics	0,4	3	0,12	Policies must be saved
Total	1.00		2.79	

<i>External Factors Strategy</i>	<i>Weighting</i>	<i>Rank</i>	<i>WS</i>	<i>Information</i>
Opportunity:				
Collaboration with people while programs grounding and program implementation	0,9	5	0,45	Support to each other
Awareness of people about the cultures	0,7	3	0,21	
The planner should involve to direct the program so the vision and mission accomplished	0,5	2	0,10	
Compiler program can be done together in order to achieve goals.	0,7	3	0,21	
Cultures information are easy to find	0,7	3	0,21	
Counties and cities together preserve the province culture	0,8	4	0,32	
Local event is supported and developed by the Province	0,8	4	0,32	
Threats:				
Cultural treasures that have not been recorded	0,8	4	0,32	Regional autonomy
Cultures asset information are unavailable	0,6	4	0,24	Doing research
The researches about culture cant done	0,8	5	0,40	Region can't distinguish the value
Preparation and implementation based on the leaders policy	0,7	3	0,21	Data collection
People doesn't understand about the culture regulation	0,6	3	0,18	tasks and function
The variety of public expectation	0,5	3	0,15	Less socialization
The cultural damage	0,4	4	0,16	about regulation
To develop programs which appropriate with the region culture	0,5	4	0,20	Pick the importance one and according to ability
				Emergency
				Do the regional event
Total	1.00		3.68	

Table 2
Internal/External Matrix

		High	Moderate	Low
		3.68	3.0	2.0
Culture Manage Program (I)	Strong	GROWTH Concentration through vertical integration	STABILITY Beware	GROWTH Concentric diversification
	Average	GROWTH Concentration through horizontal integration	GROWTH Concentration through horizontal integration STABILITY No profit strategy changes	GROWTH Conglomerate diversification
	Weak	RETRENCHMENT Turnaround	RETRENCHMENT Captive Company or Divestment	RETRENCHMENT Liquidation

Cultural Community Program (E)

In the IE matrix in Table 3 below the position of the preparation and implementation of programs exist on concentrations through horizontal integration where high external internal whereas in an ordinary position, thus the authors assumed that the preparation and implementation of internal programs is not optimal and needs to be reassessed. The implementation of the strategy on the development and implementation of the program is the strategy adopted the strategy of concentration through horizontal integration, which means that the strategy adopted over consolidation, i.e. avoiding the drawbacks preparation and implementation of the program.

Strategy for the Department of Tourism and Culture is improvement and development of the preparation and implementation of program management of the condition of a culture that is based on the expectation community cultural community, accurate data, and regulations and policies that led to the preservation of cultural.

Strategies for community cultural communities is to maintain cultural management with teamwork, while doing research, the understanding of regulation and cultural reconstruction.

The strategic factors analysis for the Tourism and Culture Department programs result are keys factor strategy. On the following table the summary of the keys of factor strategy are available,

Table 3
SFAS (Strategic Factors Analysis Summary) for Tourism and Culture programs

<i>The Key of Factor Strategy</i>	W	R	WS	<i>Term</i>			<i>Comment</i>
				S	M	L	
The extinction cultures solved by the preservation. By the preservation the development of economics also increase (S)	0,8	5	0,40	X	X	X	Preparation and implementation of the program
There are regulation as guide to build the programs (Constitution of Culture preservation and District regulation number 5, 6, and 7) (S)	0,8	3	0,24	X	X	X	The understanding of regulation and its consequence
Musrenbangda as program facilitation (S)	0,7	2	0,14	X			Program control
The Information data about the culture are unavailable (W)	0,8	3	0,28	X			Do the strategy to obtained data
The developed programs not based on the regulation (W)	0,5	3	0,15	X			Understanding of the regulation
The overlapping of task, principal, and function (W)	0,6	4	0,24	X			Should be fixed
The revision of regulation (Local regulation 5, 6, and 7) (W)	0,7	4	0,28	X			Do the revision
Collaboration with people while programs grounding and program implementation (O)	0,5	3	0,15	X			Build a teamwork
Compiler program can be done together in order to achieve goals (O)	0,6	4	0,24				Elevated programs

Counties and cities together preserve the province culture (O)	0,7	5	0,35	Maximize the programs
Local event is supported and developed by the Province (O)	0,6	4	0,24	Do the collaboration event
Cultural treasures that have not been recorded (T)	0,6	5	0,30	Do the research
Cultures asset information are unavailable (T)	0,5	4	0,20	Research about culture
The researches about culture cant done (T)	0,6	5	0,30	Transform the task, principal, and function
People doesn't understand about the culture regulation (T)	0,5	4	0,20	Socialization of regulation
The cultural damage must be facilitated by the program (T)				Reconstruction
Total	1.00	5	3.96	

Table shows the key factors in the preparation and implementation of the cultural program is divided into three periods, namely the handling of short term, medium term and long term.

The following is a short-term treatment that is promote musrenbangda in facilitating programs, complementing the data completeness of information culture, the revision of local regulations, working premises people in the preparation and implementation of the program, the district with the city working together to preserve the culture at the provincial level, improvement and provision for cultural facilities damaged medium-term management program done related problems are not in accordance with existing regulations, people who do not understand about the regulation of cultural heritage, cooperation in the constituent in the preparation of the program with the community culture so that people's expectations will be achieved. Besides optimizing the preparation and deploy programs in accordance with the regulations, socializing on the regulation of cultural heritage to society

Long-term treatment in the program of tourism and culture department is to develop and implement programs based on cultural heritage laws and local regulation number 5, 6, 7 in order cultural preservation is achieved, duties that overlap, the support from the provincial level for events held by area,

CONCLUSION

Based on research about the study of strategic management implementation in cultural preservation context in tourism and culture agency of west java, it may be concluded as follow:

Tourism and Culture Department program in culture may increase cultural preservation accomplishment in line with Law no 11 year 2010 about Cultural site preservation that comprehend of protection, development, and usage, Local regulation no 5 year 2003 about Local Language and Literature Preservation, Local regulation no 6 year about Art Protection, and local regulation no 7 about Archeological, history, traditional value and museum governance. The basis in building and practicing of Tourism and Culture Department program especially in culture sector can be illustrated as:

1. Completed data as guidelines in building and practicing program that manage by cultural community to reach cultural preservation.
2. In terms of building and practicing better program to reach cultural preservation purpose, there are things that should be recognized:
 - Tourism and Culture Department r must be select targeted area for specific program or activities and maintain the existed and fixed schedule event
 - Province level must be limited to manage only, with consideration of existing local system
 - Continuing the previous existing events with yearly cycle, with the main events in province level.
 - Basis of law that existed in govern procedure and program implementation must be as guideline to ensure sustainability of planning, programming, and procedure of implementation which is monumental, but it needs further analysis to adjust with current nomenclature and regulation. There is still weakness since there is no follow-up instruction in city or rural level.
 - Must be directed to traditional value that had influenced by growth of local wisdom, analyze and review the relation with previous program to maintain sustainability in cultural preservation.
3. Planning division directing each program to reach vision and mission of Tourism and Culture Department, interconnected of function and tasks.
4. Guidelines in building and practicing Tourism and Culture Department program, with focus in cultural sector, such as:

- every program must be linked with government policies.
- well informed to people expectation from cultural community.
- Local development planning forum is purposed to facilitate expected program and also cultural community aspiration.
- program must be city/rural need oriented and develop local community resources.
- people must be engaged in motivating and helping in building and practicing program.

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