

# THIS STUDY BY IRLAN FERY GIVES A COMPREHENSIVE OVERVIEW OF ITS TOPIC, „THE EFFECT OF CORPORATE CULTURE ON GOOD GOVERNMENT GOVERNANCE.... “

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*The author starts with a definition of the influence of corporate culture on best government practice and narrows the focus on regional governments in South Sumatra. He refers to other regions, eg Java, Bali and East Papua as well. Indonesia is seen as the larger framework or context of the investigation, while the regional attention is cast on Palembang - Indonesia City. The study was supported by the Indonesian Ministry of Research, Technology and Higher Education, and uncovered several facts, one of which is how a large wealth of natural resources can be managed by sensible government spending.*



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Showing us that good government governance or application of best practices depends on corporate culture and that it can vary from region to region in the Indonesian archipelago, this research furthermore reveals an intriguing dichotomy, namely that of availability of rich resources and good governance in one region as opposed to a lack of revenue in other districts or local governments. In the latter, services to the community are disrupted, mainly due to a lack of strong fiscal spending, based on sensible accrual-based accounting measures, or on good people management.

The author also shows us gaps between potential not matched in one area and abundance of wealth, as input, output and outcome of activities, in other districts of Indonesia. The gap between potential for and abundance of wealth has then resulted in the weakening of regional service delivery.

He goes on to define the funds released by state government to bridge that gap and help create better service levels, to overcome the difference between what-could-be and what-is-available- in-abundance in relation to:

- 1) Area; 2) Population (by numbers or by ethnic, religious belongings?);
- 2) 3) Fiscal Independence; 4) Local Government Performance.

Anchoring his insights on the Government Institution Performance Accountability System (SAKIP), the author suggests various variables for performance measurement., eg productivity, output of goods and services and outcome of activities. Assessing government output meant a systematic evaluation of how efficient and effective good services were to the community, whereby efficient was defined as relationship between input and output, between what is needed and what is produced, whereas effectiveness of service looked at the quality of goals achieved and how relevant the response by the community was.

These major shortcomings were then listed:

- + Local governments are not seen as very effective.
- + State project funds of Rp 183 trillion were not used up.
- + In 2015, 50 % of Indonesia's special allocation funds remained untouched.
- + Low enforcement agencies reduced effectiveness of regional development.
- + Budget waste by organizations in regional as well as central state entities.
- + East Java's overall financial performance decreased in 2014.
- + Financial management accountability in the major islands was low, which became obvious in employment and expenditure irregularities.
- + Lack of internal control structures and sensible organizational culture.

On the up-side, he noted that corporate governance has positive effects on Islamic banking and that a strong link existed between corporate governance and state-owned enterprise performance.

From these detailed, first-hand regional findings, the author then converts back to a more general discussion of governance and its effect on a 1997 Asian crisis that affected Indonesia the worst and that could only be upstaged by the signing of a Letter of Intent, LOI, directed at the

International Monetary Fund, IMF, so that economic reforms could be initiated by a process of good legal governance.

Having outlined the more universally measurable variables and variants of organizational culture, eg its setting of boundaries, its creation of identity for members, its commitment to a wider common good, its social glue effect and its function as a mechanism to establish meaning among and control of workers' attitudes, a list of variants in aid of implementing best practices in good governance follows. These variants are then explained by method and scientific principles applied, eg use of Likert Scale and Structural Equation Models, and form the groundwork, the basis of a general evaluation, presented in form of a table and a percentage-based internal parameter model on page 8 and 9

In conclusion it can be said that this comprehensive and detailed study serves up a well-balanced list of findings from regional practices in South Sumatra, and combines some disruptive local indicators with a more general discussion of organizational culture and its effect on principles of best governing practices, especially in view of sensible Indonesian state spending in relation to vast regional differences in service delivery, output efficiency and the gulf between potential for and abundance of natural wealth of resources. Subsequently, the results of the study allow for improvement in organizational and corporate culture in the South Sumatra region.

Backed up by a convincing list of cross-references and other relevant sources, of scientific, academic, financial and political origins, this research by Irlan Fery constitutes a surprisingly fresh and clearly revealing array of insights from relevant and sincere efforts, drawing on good skills of analysis, comparison, presentation and overall evaluation. The specific project parameters can also work in aid of eradicating weak accounting practices that combine with a dangerous slide into corruption, administrative incompetence and chaos, lack of good management and mis- to non-spending of legally assigned state funds.

Furthermore, the variables presented and discussed can also serve as input for a computer software that increases information flow and dissemination among corporate organizations and regional government units.

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