INDUNG/PARENT MANAGEMENT COMMUNICATION MODEL TO ESTABLISHMENT OF TOURISM IDENTITY BASED ON SUNDANESE CULTURAL VALUES

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Abstract. The purpose of this research is to know the values of local wisdom of the Indung Parent Management in the development of a region in Purwakarta regency, Indonesia. The object of this study is Purwakarta as one regency located in the northern part of West Java, Indonesia. The content of local wisdom in Purwakarta development is generated by government bureaucrats' communication on Sundanese characters. The present research employed case study method with data collection technique in the form of in-depth interviews, observations, focus group discussions, and literature studies. The results of the research show that the development pattern of the city identity being applied in the Purwakarta regency area refers to the concept of "Indung Management", which means a mother who is protecting her child, and signifies that the government must protect the community. The conclusion of the research indicates that the values of local wisdom in the development of a region are able to provide a distinctive unique and creative identity to embody a friendly city in terms of the culture, environment and welfare as long-term investment in the future.

Key words: *Indung* Management, Sundanese Culture, Local Wisdom, Urban Development

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INTRODUCTION

The development and growth of urban development in an area are going faster along with more easy access to technology obtained by the community, government, and other interest groups in planning the development process. Conversely, the usage of advanced technology in the development concept is not always good in building characters of the people. Development is a criterion of the progress or withdrawal of an area. Therefore, the phenomenon of development and its society is a reality of problems on the infrastructure, social, cultural, economic and political superstructure which today becomes reference for achieving the welfare of a region (Matlovicova et al., 2014, Markovic et al., 2017; Rogerson & Rogerson, 2019). Through the varying development sectors, it is expected to improve the Human Development Index (HDI) and other variants according to the goals of the vision and mission of the local officials.

The regency government of Purwakarta shows a great commitment in the development in all fields, specifically infrastructure. Purwakarta, as a strategic regency of "Pasundan Gate" which is adjacent to the national capital, has its distinctive advantage to actively participate as the development agent for the growth of national development. The existence of regional development becomes the competency for managing competitive regional apparatuses by utilizing the potentials of human resources, natural carrying capacity, and social potentials in an effort of embodying prosperity for the community. Efforts of Purwakarta development are regulated through regional development policy with orientation for the concern and welfare of the community, education excellence, health, agriculture, industry, trade, services and infrastructure development of the region based on the values of local wisdom. In the view of Sartini (2009), the definition of local wisdom is personality, the cultural identity of the community in the form of values, norms, ethics, beliefs, customs and specific regulations accepted by the community and have been tested for their resilience, endure all the time. Under guidance of local wisdom values, the head of (Regent) Purwakarta has laid the foundation for the development under the philosophy of "Indung Management". The concept of "Indung Management" embodied in many strategic policies, urban planning policies, building layout, governance system and village governance management and governance service system, where the concept of "Indung Management" in cultural approach can be used as a reference in establishing the identity of a region, which expresses traditional but still respect the development of science and technology and combine it with the values of religious and philosophy embraced by the community. It is similar to those stated by Perbawasari and Setianti (2013), Egresi and Polat (2016), Baudrillard et al., (2018), Dimitrova et al., (2018) and Mathias (2018) that culture plays a role as a determinant of boundaries, signifying that culture can make a difference or to create a unique organization with other organizations as an identity.

The implementation of local cultural values has become the basic idea of developing "Indung Management" within regency government of Purwakarta. "Indung Management" is a concept of a development approach that combines social-cultural characters of Sundanese which emphasizes humanist and religious situation. Through Sundanese local values applied in the development system, it can be a main attraction for regional heads. In fact, Sundanese local wisdom value is used as a policy in the development process within an administrative region and even Sundanese local culture serves as work culture identity and becomes an effort to attract investors and the public to visit Purwakarta. Sundanese culture is a system value which has the nature of interactive causality, implying that life must be balanced with the principle of silih asah silih asih silih asuh/ penance honeys for the sake of love and care for foster (Anshori et al., 2018; Musthofa, 2018; Moriyama, 2018; Ramadhan et al., 2018; Saringendyanti et al., 2018). These characteristics are implicit in

the development concept of "Indung Management" which was initiated by Regent Dedi Mulyadi for 2 (two) periods of his leadership in Purwakarta Regency. Pros and cons emerge in carrying out and implementing the concept of "Indung Management" in regency government of Purwakarta. However, alongside the content of the concept of "Indung Management" as a part of maintaining cultural value integrated in the development pattern, it can be used as a reference for regional government in developing the potentials of local culture, making it a spirit to build the regional identity.

Local wisdom values become the basis for the development sector, both for infrastructure and governance management (Pinquart & Kauser, 2018). The management of a region's development emphasizes on the importance of local wisdom values in the context of urban development with identity. Identity in the practice of regional development within a region is the cornerstone of the existence of a city that to have a bargaining value for improving tourism visit (Beier & Kramer, 2018; Cocks et al., 2018; Estrada et al., 2018; Oba, 2018). Identity can be a characteristic, attraction, existence, and consistency of a city in the face of competition in tourism industry, which is seen as a very promising prospect in increasing regional income. In terms of the development that has come into realization, Purwakarta is regency in the northern region of West Java with development values based on Sundanese local philosophy. To this day, Purwakarta, under the leadership of Regent Dedi Mulyadi, has received numerous awards from the international world and has hosted several national and international activities related to the preservation of cultural values and harmony and diversity. Activities organized by the Purwakarta regency government can be an alternative for establishing place branding formation regarding the identity of Purwakarta Regency.

Referring to those stated by Ilieş and Ilieş (2015), Sziva et al., (2017) and Wulandari (2013) the place branding is a marketing activity that supports the creation of the name, symbol, logo, word marks or other graphics, to identify and distinguish the objectives, delivering the promise of a memorable, unique travel experience related to the destination, and serving to consolidate and strengthen the memories from the destination experience; all of which are aimed to create images that affect the visitors' decisions to visit these destinations (Ungureanu, 2014). The establishment of Purwakarta regency identity is an effort carried out by the government bureaucrats to deliver and share policy information through formal and informal government communication networks. The efforts of Purwakarta Regency in introducing its regional potential to outsiders requires a consistent identity to be easily recognized by the public as destination target for them to visit Purwakarta. The existence of a city identity becomes a powerful tool to inform and explain the peculiarities of an area with another, in the form of goods or services.

The provision of the identity of an area is the result of the policy decisions of the regency government as legitimate authorities. The existence of a city identity is bale to give a distinct impression for the community regarding the regional potential, so that they have to be able to positively compete in the development participation in the tourism sector. Based on the description above can examine how the concept of development identity is formed in Purwakarta Regency as one that preserves local wisdom values. The objective to achieve in this research is to find out and explain the concept of Purwakarta Regency's identity formation through government communication, based on local wisdom values.

LITERATURE REVIEW
Local Wisdom

Local wisdom in foreign languages is often conceived as local wisdom, local knowledge or local genious (Abubakar, 2018). Local wisdom can also be interpreted as a

thought about life. The thought is based on clear reasoning, good thinking, and contains positive things. Yagi (2018) states Local wisdom can be translated as the work of reason, a feeling of depth, character, form of temperament, and encouragement for human glory. Mastery of local wisdom will carry their souls increasingly virtuous. Local wisdom is an identity/personality of the nation's culture that causes the nation to be able to absorb and cultivate foreign cultures according to their own character and abilities (Orhan, 2017; d'Estrée & Parsons, 2018; Gunko & Medvedev, 2018; Habibi, 2018).

Local wisdom is human intelligence possessed by certain ethnic groups obtained through community experience. That is, local wisdom is the result of certain communities through their experience and not necessarily experienced by other communities. These values will be very strongly attached to certain communities and that value has gone through a long time journey, throughout the existence of the community.

Tourism Identity and Intercultural Communication

Culture is a complex whole, in which the knowledge, beliefs, arts, morals, laws, customs, and other abilities contained by someone as a member of society are contained (Chakrabarti, 2018; Dupré, 2018; Michael et al., 2018; Parra-Cardona et al., 2018). The ideal form of culture is culture in the form of a collection of ideas, values, norms, regulations, etc. which are abstract in nature. This form of culture lies in the heads or in the minds of the people. If the community expresses their ideas in written form, then the location of the ideal culture is in essays and books produced by the writers of the community members. Culture is something that will influence the level of knowledge and includes a system of ideas or ideas contained in the human mind, so that in everyday life, culture is abstract (Billi & Tricarico, 2018). Identity has had a huge influence in the communication process (Anderson, 2018; Korson, 2018; Puyenbroeck et al., 2018).

Identity is formed partly by self and partly in relation to group members. The self consists of various identities and this knowledge of identity is tied to culture. In the interaction of intercultural communication, wrong identities often become worse and can create communication problems. It is often assume that knowledge of other people's identities is based on their membership in their cultural groups. However, this clearly overrides the individual aspects of that person. Dialectical perspectives can help us recognize and balance the individual and cultural aspects of other people's identities. Identity is expressed communicatively in core symbols, labels, and norms. Core symbols are fundamental beliefs and the main concepts that distinguish certain identities. Labels are a core symbol category. Label is a term used to refer to certain aspects of our and other people's identities. Norms are some of the values of behavior that are related to a particular identity.

Planning Theory

Planning theory is divided into two main approaches, namely normative approaches and action approaches. In both approaches first learn how to make decisions in management (Brigevich, 2018; Nadadhur, 2018). This is a difference made in the planning study by Clausen and Garcia (2018). Normative political science related to how planning must be processed rationally. The action of the approach is more directed at the opposite boundaries in trying to fulfill a rational action program. Rational planning theory is based on a holistic view of the system and seeks to provide a comprehensive view of all aspects related to living systems and those not related to life. That part of the system of life includes the system of regions and life on it. A system can be defined as a set of interdependent components with relatively high scope, relevance and stability (Zagalo et al., 2018). The closure of external dependence, to what extent the system components do not interact with other components outside the system. Connectivity measures internal dependence, which is a level limit at which system components interact with each other.

Stability is related to the length of time at which the system ends without any significant changes or disturbances. Thus regional and city planning in essence can be approached through a system approach, by determining the scope, relevance, and system stability.

RESEARCH METHODS

The present research was carried out using a qualitative case analysis. Case studies or field research were intended to intensively examine the background of the condition and the current position, as well as the environmental interaction in certain social unit as it was. A case study is in-depth study of certain social unit of which results give a broad overview and deep understanding of the social unit under study. The research subjects might be individuals, groups, institutions or communities (Danim, 2002). The subjects in this research were informants who met the criteria of being directly involved in the development concept of "Indung Management", either directly or indirectly perceived, namely the concept initiators, concept implementers, and concept evaluators. Of these three criteria in determining the subject, there were names involved in the implementation of "Indung Management" concept, conducted by the regency administration, namely Purwakarta Regent, the heads of relevant Departments, as well as community leaders/the public. Respondents of this study were obtained by the Purposive Sampling method which consisted of the Purwakarta Regent, the relevant Heads of Service as many as 32 respondents, 15 sub-district heads and 21 community leaders. As for data collection, it was done by observation, in-depth interviews, Focus Group Discussions (FGD) and documentation study conducted in 2018.

RESULTS AND DISCUSSION
Result

The development implementation as a whole begins with the conception or idea that pays attention to aspects of the needs of the regional community, the balance of nature, values, life philosophy and life of the local community (Fuschi & Evangelista, 2017; Kheni & Adzraku, 2018; Simon, 2018). The success of Purwakarta development is inseparable from the role of leader figures in communicating their vision and mission to stakeholders. The development process in Purwakarta Regency lies in the efforts of how the government is able to create superior and characterized human resources, build a competitive economic sector of the community, and the way the government can preserve local values in implementing physical development activities within the modern life. The correlation between development orientation and the development process can be seen through the implementation of regional values relevant to the pattern of development in this day and age. One of these regional values is Sundanese values was applied by the regional administration of Purwakarta. There are many Sundanese values which intersect and synergize with these modern concepts of development. The synergy of Sundanese local wisdom values are related to the orientation of development in the fields of human, economic and even environmental resources. One of the concepts of local wisdom conducted by the Purwakarta regency government under the leadership of Regent Dedi Mulyadi is the concept of "Indung Management".

The Indung Management was applied in Purwakarta Regency under the leadership of Regent Dedi Mulyadi from 2008–2018, and the initiator was himself. The concept of "Indung Management", the youngest of nine brothers who then applied to governance life and organizational system. "Indung Management" is expected to bring forth an inspiration for professional implementation of development process. According to Mulyadi (2011), the concept of "Indung Management" was born from a woman with deep

meaning. Firstly, women are a source of beauty; therefore, the development in Purwakarta should pay attention to the aspect of beauty, not just buildings. Secondly, women give birth to various generations, and the affection of a woman (mother) to her children knows no bound. Therefore, in relation to the implementation of development, the government as the "Indung/ Parent" should continue to pay attention to the development process from the beginning to the end for their children. Thus, the concept of "Indung Management" should be a spirit in the development in Purwakarta Regency.

Several implementations in the program of "Indung Management" philosophy become the flagship programs of the Purwakarta Regency government, which are spread over aspects of community life and governance. Meanwhile, the concept realization of the "Indung Management" is applied to explore ideas about basic capital development, health insurance for weak economic communities, foster bureaucratic professionalism, regional development politics, autonomy of regional government, optimization of regional functions, information technology revolution, public service based IT, competency-based education, building people's economy, and creating community independence to work together in a sustainable, characterized development process (Strba, 2015; Gluesing, 2018; Meyer & Xin, 2018). In relation to the implementation of "Indung Management", the professionalism sector of Civil State Apparatus (ASN) is conducted by allowing the government employees to work in neat clothing, instead of requiring them to work in uniforms like other civil servants. However, the Regional Government requires them to wear uniform with different types of clothes and days, including on Monday, the employees are obliged to wear white shirts and black pantsuits; while on Tuesday and Wednesday, they wear traditional Kampret clothing with headbands for men and kebaya for women. On Thursday, they wear Batik and on Friday they wear neat clothing, such as t-shirts and jeans, including sports shoes. By non-bureaucratic official clothing, when the state Civil State Apparatus (ASN) mingle with the community, they will blend more with them, because releasing ranks is usually a limiting factor in getting the information needed in the community for information needs for the relevant agencies.

In terms of development programs in the infrastructure sector, the activities include building uniformity in government buildings, organizing events which are based on the local culture, the preservation of arts and culture, as well as the creation of the icons in Purwakarta Regency locality identified with the philosophy of Sundanese values as regional identity. The existence of identity of a region will make a city easily known and remembered according to its potential, through the development of government and community facilities and infrastructure, preservation of cultural values, tourist destinations, culinary, and policies. Several of the implementation of Purwakarta Regency's identity development is implemented through cultural arts performances, restructuring city parks, the establishment of statues, and distinctive architecture, and giving names to schools after Sundanese figures. Giving names after Sundanese terms within the community is expected to foster Sundanese noble values and social intelligence in a sustainable manner. As for the identity development program in terms of cultural preservation, Purwakarta Regency holds cultural art performances, such as the Tatar Sunda and Cirebonan Cultural Arts Stage events, the Nusantara Arts and Culture Stage, and Asean State Culture and Arts Festival. These cultural arts events are held to welcome important events, such as in commemoration of Purwakarta Anniversary. Meanwhile in terms of urban layout, Purwakarta Regency Government has built many urban parks, thematic sculptures, and typical Sundanese buildings.

In terms of restructuring urban parks, Purwakarta District Government makes excellent programs which are optimally proclaimed and carried out through the

installation of traditionally-decorated Sundanese ornaments. It is intended to the comfort and beauty of the city, where a city park can be a tourist destination for the community in minimizing the burnout level which eventually can increase the citizen's happiness index. The city park built by Purwakarta Regency Government is not limited to certain areas alongside Purwakarta protocol roads, but also on the parks located precisely on the road markings and strategic places close to government offices. In addition to the city park which is the object of structuring, the construction of several statues that complement the city park adds the beautiful atmosphere of each city corner in Purwakarta. The statue built reflects the identity of plural Purwakarta Regency. For instance, ceramic-shaped statue which is the identity of Purwakarta becomes the center for craftsmen from clay and ceramics found in Plered District. These ceramic statues are placed in the city park art intersection crossing into the administrative area of Purwakarta. There are also statues of leather puppet characters that illustrate Purwakarta as part of Sundanese culture that inspired the stories of puppet figures, such as Cepot, Arjuna, and Semar. Lastly, there are statues of national figures from Indonesia's first president and vice president at the city intersection. These national figure statues illustrate that Purwakarta has a spirit of heroism and a sense of nationalism as a part of the Unitary State of the Republic of Indonesia (NKRI). Meanwhile, the implementation of other developments, namely the development process that greatly glorifies the regional value of Sundanese culture in several types of development and ornament of government office buildings and village gates which must be characterized by distinctive architectural patterns, including the elements of Julang Ngapak rooftops, Melati fencing, and Indayu Rahayu Gate.

The concept of "Parent Management" is part of the achievement of the regional development target of the Purwakarta Regency government which formulates the vision and mission under the nine steps of "Ngawangun Nagri Raharja", where the focus point in located in the effort to develop the values of local wisdom as the main basis of development, which translates into various aspects of life. First , in the education system, it is expected that local wisdom can be established and built early through character development contained in the education curriculum in the elementary and secondary schools. Second, in the government system, which should be able to provide exemplary methods as a form of education for the community in terms of behavior patterns of humanist, cultured, and professional employees; Third, in the field of agriculture, livestock and fisheries undertaken by the development of plant-based traditional organic values, such as the use of natural fertilizers. Fourth, in the field of urban layout, it is done by creating a design about the Sundanese-based architectural design concept that implies an understanding of the tropical climate condition of the region and the mitigation of natural disasters; and fifth, increasing the development of infrastructure and superstructure in the areas of Purwakarta Regency through the management of government bureaucracy oriented to professionalism.

The concept of "Indung Management" applied by the Purwakarta regional government will create regency with different characteristics from other districts in West Java, as districts with identities. This is part of a cultural strategy that should be enforced by the government as the authority in the development of its territory. In designing urban development system, it is proper for the cultural stem to provide more value as a legacy of civilized construction that has been tested and undeniably is a unique and definite personality of the Eastern nations. The implementation of Indung Management show in Figure 1. From Figure 1 above, it can be explained that the concept of "Indung Management" in building the Purwakarta region is an idea of the Regent Dedi Mulyadi who served for 2 periods, namely from 2008-2018, based on experience during his life with his parents. In the Purwakarta area development practice, the concept of "Indung

Management" is implied in the vision and mission of the Purwakarta regency government, which is to preserve the local Sundanese cultural values. Purwakarta regency's vision and mission are stipulated in Regional Regulations and Regent's Regulations to have legal power.
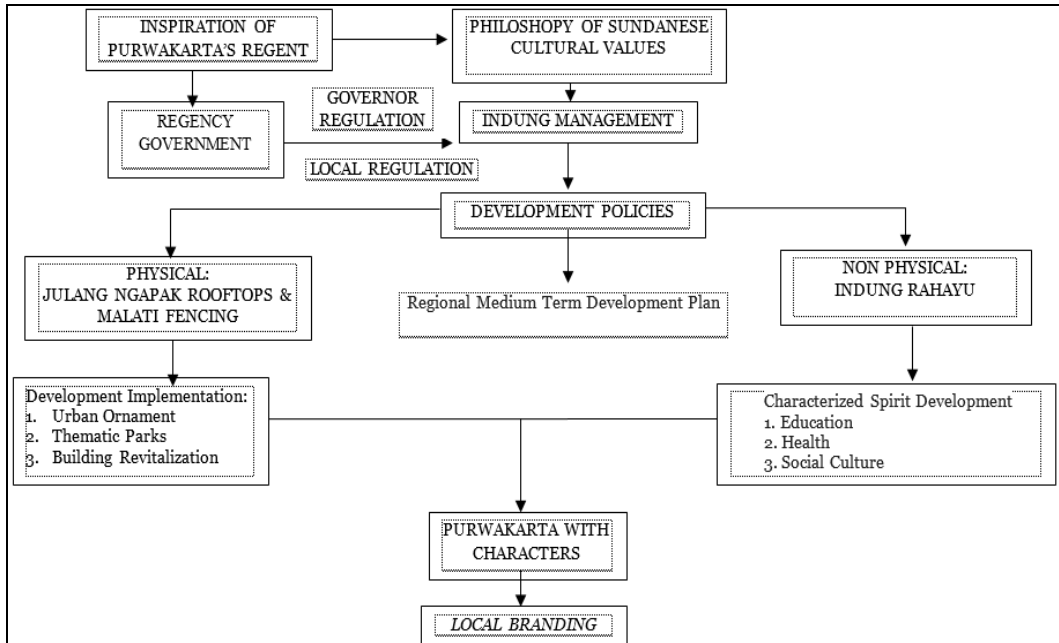
Figure 1. The Implementation of Indung Management In Purwakarta Regional Development

In the implementation of "Indung Management" concept, it becomes a policy that must be integrated with Regional Work Unit (SKPD) programs and are directly related to services for the community. Through the superior programs launched by SKPD, it is expected that it will have a positive impact on the development and improvement of community welfare so that they can realize the identity of the Purwakarta region as an area that has certain characteristics introduced by the term 'Purwakarta with Character'.

In relation to the communication strategy carried out by the Purwakarta regency government in disseminating the concept of "Indung Management" on governance and development, it includes: the mechanism of formal communication, informal communication and face-to-face communication and media communication through gempungan warga, minggoan and Short Message Services (SMS) Center programs. These three programs are implemented in order to determine the extent of information about the needs of people that have been brought into reality and those not received by the community. It is done by face-to-face meeting between government officials and the community, as well as the utilization of information and communication technology, such as SMS. Referring to an expert in communications planning, Middleton (1980) in Cangara (2014), it is defined that communication strategy is a combination of the best of all the elements of communication from the communicator, message, channel (media), receiver (communicant) to the effects designed to achieve optimal communication goals. Therefore, the concept of "Indung Management" is made as the development philosophy in Purwakarta a communication strategy that focuses on the message packaging element through a cultural approach applied to the life sector of the community. The content of Management of the

Parent is delivered systematically through character-building development programs carried out by the official apparatus of Purwakarta district government.

Discussion

Communication is a process of delivering a statement by someone to someone else. Communication is also a process that involves individuals in a relationship, groups, organizations and communities that respond and create messages to adapt to each other's environment. The communication process is that the communicator forms a message (encode) and communicates it through a certain channel to the recipient who causes certain effects (Merolla & Kam, 2018). Communication can be done with Formal, Informal and Non-Formal Communication. Formal communication is a process of communication that is official and is usually carried out in formal institutions through the command line or is instructive based on the organizational structure by actors who communicate as officers of the organization with the status of each - whose purpose is to convey messages related to service interests. A communication can also be said to be formal when communication between two or more people in an organization is based on the principles and organizational structure. Informal communication is carried out between people in an organization, but it is not planned or not specified in the organizational structure.

Informal communication function to maintain social relations of informal group friendship, dissemination of personal and public information as well as the Management Concept of the Parent. The informal communication should not be based on information that is still unclear and inaccurate, look for sources of information that can be trusted, always use common sense and act on positive thoughts. Information in informal communication usually arises through a crowd chain where someone receives information and is forwarded to someone or more and so on so that information is spread to various circles (Liew et al., 2018). The implication is that the truth of the information becomes unclear or blurred. Nevertheless informal communication will be to fulfill social needs, influence others, and overcome the slowness of formal communication which usually tends to be rigid and must go through various channels first.

Non-formal communication is carried out by a communication process that is between formal and official with an informal or informal one. This type of communication is usually in the form of communication related to personal relationships. A large culture usually has a sub-culture (or commonly called a sub-culture), which is a culture that has little difference in terms of behavior and beliefs of its parent culture. The emergence of sub-cultures is caused by several things, including differences in age, race, ethnicity, class, aesthetics, religion, work, political views and gender, There are several ways that people do when dealing with immigrants and cultures that are different from the original culture. The manner chosen by the community depends on how much the difference is between the main culture and the minority culture, how many immigrants come, the nature of the native population, the effectiveness and intensification of intercultural communication.

CONCLUSIONS

The concept of "Indung Management" is a Sundanese cultural philosophy based on inspiration from the leadership of Regent Dedi Mulyadi formulated through the Regional Medium Term Development Plan (RPJMD) as a basis for development policy in managing governance and infrastructure development in Purwakarta Regency. It can be used as the identity of one district regency West Java. Furthermore, the direction of urban layout with local wisdom identity of "Indung Management" can increase the dimensions of the government's economic development for the region and the community. In the end, the urban development identity activities within a region can give effect to the

sense of pride that can encourage the development of other sectors, particularly in expanding employment and opportunities for doing business; therefore, development with urban layout identity can improve/ build tourism business to make it a superior sector that will help propel the economic activities, public revenue and boost local revenue.

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