

CHAPTER IV

CLOSING

4.1 Conclusion

In conclusion, the "*ewuh pakewuh*" culture can be viewed as a positive cultural value that is evident in daily interactions within the workplace. Employees who embrace this culture tend to be more cautious when expressing opinions or criticism and prioritize maintaining harmonious relationships with their colleagues. This cultural norm encourages a respectful and considerate work environment, where the focus is on preserving mutual respect and avoiding conflicts. However, while this culture supports the creation of a peaceful and cooperative atmosphere, it is essential to balance it with openness and transparency to ensure that communication remains clear and decision-making processes are effective.

The "*ewuh pakewuh*" attitude is particularly noticeable among employees with Javanese cultural backgrounds, where there is a strong sense of deference and respect towards superiors or senior colleagues. This deference often manifests in a reluctance to challenge authority or offer direct criticism, as employees may feel hesitant to disrupt the established hierarchy or cause discomfort. Despite this, the relationships between superiors and subordinates generally remain strong and supportive. Leaders often demonstrate their commitment to their teams by stepping in to assist with tasks when staff are absent or unavailable, such as preparing materials or printing documents themselves. This practice of mutual assistance and respect not only strengthens the bond between leaders and their teams but also contributes to a positive and productive work environment. By fostering an atmosphere where employees feel valued and

supported, the "*ewuh pakewuh*" culture can coexist with a more open and progressive approach, ultimately leading to a more cohesive and effective working relationship within the organization.

On the other hand, the bureaucratic reforms implemented during Joko Widodo's administration have had a significant positive impact on the professionalism of civil servants (ASN). These reforms have led to the adoption of a more transparent and objective performance assessment system, which is based on work contracts or Employee Performance Targets (SKP). By tying performance evaluations and allowances to these assessments, civil servants are motivated to improve their skills, discipline, and adherence to high standards despite of the persistent of *ewuh pakewuh* culture.

4.2 Recommendation

Based on the finding in this research it is revealed that *ewuh pakewuh* culture is not perceived as mainly negative, rather a number of positive features is acknowledges. The finding of this research is still limited due to a number of weaknesses described in the methodology. however, for the improvement of similar research in the future several recommendations can be suggested as follows:

1. In further research, it is recommended to conduct this research in other ministries / institutions since the case in Ministry of Transportation doesn't represent the same situation in other ministry or institutions
2. In further research, it is recommended to conduct the research over a longer period, ideally one year and involve a larger number of respondents to obtain

more comprehensive and accurate data, and to analyze the cultural differences across bureaus and their impact.

3. In further research, it is suggested to implement face-to-face interviews as it is hoped to make informants more comfortable and open to the researcher.
4. In further research, it is suggested to conduct the research on other bureau to analyze the work culture on other bureau in Ministry of Transportation.