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ORGANIZATIONAL COMMUNICATION IN IMPROVING PUBLIC SERVICES AT THE SUB-DISTRICT OFFICE LIRIK OF INDRAGIRI HULU REGENCY

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Abstract.

This research was conducted at the Lirik Subdistrict Office Indragiri Hulu Regency. The purpose of this study was to determine the role of organizational communication as well as the supporting and inhibiting factors in the organizational communication process in improving service quality. The method used in this research is descriptive qualitative research. Based on observations made by researchers through interviews and obtain information directly through several office employees and service users. This study uses data analysis techniques consisting of data reduction, data presentation, and drawing conclusions from the research results. The results of this study indicate that: (1) The supporting factors in the organizational communication process are the level of education, and the availability of a complete service system. (2) the inhibiting factors are discipline in carrying out service activities, the lack of public understanding of the stages of service and the dominance of superiors over the work of subordinates. The implications of this research from the results obtained are providing transparent, fast and quality service quality by establishing good working relationships between superiors and subordinates, between subordinates and subordinates as well as between service providers and service recipients. The need to have a positive impact and be able to cover deficiencies in providing services by using the role of organizational communication.

Keywords: Communication, Organization, Public Service

INTRODUCTION

The implementation of organizational communication is very necessary to expedite the duties of employees. The success of the government in carrying out its duties and functions will greatly affect the level of government above it in providing services to the community. Through communication can provide information about work that allows a person to act with a sense of responsibility to himself in serving the community. The existence of this harmonious cooperation is expected to improve the work of employees, because communication is related to the whole process of fostering human behavior in the organization.

An organization needs a system that can support the implementation of work through its duties and functions, in carrying out its duties and functions to achieve goals requires effective

communication between fellow members in the organization. Devito (2011:34) says that communication is the act of one or more people in the organization by using a feedback context to understand each other what is being communicated. The biggest challenge in organizational communication is how to convey information to all parts of the organization and how to receive information from all parts of the organization. This process is related to the flow of information in three ways, namely simultaneously, sequentially and a combination of the two, in which case a good cooperation is needed, both with the leadership, with subordinates, as well as with fellow employees in terms of giving orders/reports or deliberation.

A relationship that is created in the organization both between leaders and employees, with subordinates or with fellow employees greatly affects employee morale. Thus the implementation of organizational communication is needed to expedite the duties of employees. Communication in an organization is a key element in addition to organizational goals and motivation. Public service is a form of service that gets attention by the government, especially those related to services that are in direct contact with the community. People who are in direct contact with their activities and activities with government officials will certainly need public services, either directly or indirectly. The provision of public services is carried out by government agencies through their apparatus that are in direct contact with the user community.

From the results of the study there are still shortcomings in service delivery, where the information (orders) given from the leadership to subordinates has not been running properly, there are still file irregularities, there are still frequent misunderstandings between employees and the community during the service file completion period, from these problems it can be seen that the communication function has not run optimally and it takes the ability of an employee and leader to resolve this.

The following are the types and amounts of service data carried out by the Lirik sub-district office in 2016 to 2020.

Table 1.1 Types and forms of service of the Lirik sub-district office in 2016 to 2020.

No	Year	District Service Data					
		Family card	Identity card	Move Come	Move Out	Birth	Dead
1	2	3	4	5	6	7	8
1	2016	774	861	175	164	44	18
2	2017	981	838	199	229	71	24
3	2018	1162	1103	280	266	80	14
4	2019	536	641	287	293	91	46
5	2020	703	882	165	214	88	28
Jumlah		4156	4325	1106	116	374	130

Source: Lyrics District Office. year 2021

To be able to provide quality public services, government officials must be able to carry out what has become the main task and function as stipulated in the legislation. Officials are required to understand and be able to cooperate with their co-workers to avoid what is called a misunderstanding or miscommunication. Miscommunication can cause an otherwise easy job to become difficult and convoluted. Based on the problems above, the authors are interested in raising the title of the research, namely: "Organizational Communications In Improving Public Services At The Office Of The Lirik Of Indragiri Hulu Regency"

LITERATUR REVIEW

Communication in organizations that play an active role and have a great influence will be carried out by the leadership, both with members and with audiences who are related to the organization, in the context of regular organizational development to achieve the goals and objectives of the organization itself. According to Himstreet and Baty (2006). in "Business Communications": Principles and Methods, Communication is a process of exchanging information between individuals through an ordinary system (common), both with symbols, signals and behavior or actions (Afriaris, 2020). The Communication Process enables leaders to carry out the duties of their members. Information must be communicated to its members so that they have a basis for planning, so that plans can be implemented. According to Ahmad Sihabudin and Rahmi Winangsih (2012:17) Communication is the knowledge and skills that must be possessed in interacting and living between humans (Afriaris, 2020). Communication is an instrument used by humans in interacting with others, both in daily life and in organizational life. (Mulawarman & Rosilawati, 2014). According to Raymond in Hani Handoko (2017:279) the factors that affect the effectiveness of organizational communication are. Formal communication channels, organizational structure, job specialization, ownership of information.

The elements of communication according to Cangara, Hafied. 2014. Namely:

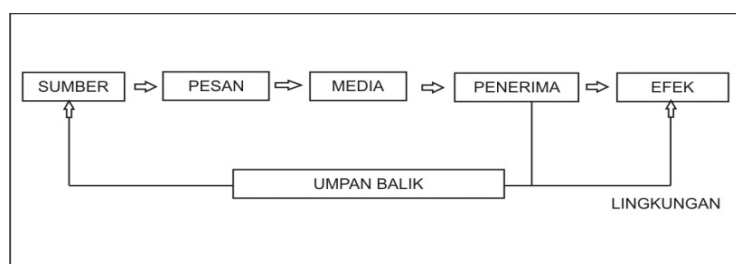


Figure 1. Elements of communication

Where the source is the sender, communicator or encoder. Is the party who takes the initiative or has a need to communicate. Message is something that the sender conveys to the recipient. Messages can be delivered face-to-face or through communication media. media (channels or media). Is a tool used by the source (source) to convey the message to the recipient. The receiver is the destination, decoder, audience, and listener where the receiver is the person who receives the message from the source. Effect (effect) Is what happens to the recipient after he received the message. Feedback is a response given by the recipient as a result of receiving a message from the source.

Organization is the structure of human relations. This structure was designed by humans and the arena is not perfect. Organizations grow and mature through designed schemes and partly through unregulated circumstances. The growth element designed is a rational response to internal pressures to expand or to re-establish relationships because it is functionally necessary. According to Redding and Sanborn (in Muhammad: 2014:65) organizational communication is the sending and receiving of information in complex organizations. Included in this field are internal communication, human relations, management union relations, communication from subordinates to superiors, communication from people of the same level in the organization, communication and speaking skills, listening, writing and program evaluation communications. (Kuswarno, 2001).

Ramsiah Tasruddin, (2014:27) revealed that the pattern of organizational management is based on the following principles: (1) The organization exists primarily to complete the goals that have been set. (2) For an organization, there is an appropriate structure for its goals,

environment, technology, and participation. (3) Organizational work is most effective when there are environmental challenges and personal interests are hindered by the norms of rationality. (4) Specialization will be the level of expertise and individual performance. (5) Coordination and control is best through the practice of authority and private rules. (6) The structure can be designed systematically and properly implemented. Organizational Barriers, Hani Handoko (2017: 282). Hierarchical level, Managerial Authority, Specialization.

Public Service Standards according to the Decree of the Minister of PAN number 63/KEP/M.PAN/7/2003, at least include: 1) Service Procedures, 2) Completion Time, 3) Service Fees, 4) Service Products, 5) Facilities and Infrastructure , 6) Competence of service personnel. According to Zeithaml, Parasuraman & Berry (in Hardiansyah 2011:46) to find out the quality of service that is felt by consumers, there are indicators of service quality that lie in five dimensions of service quality, namely: Tangible, Reliability, Responsiviness, Assurance, Empathy.

RESEARCH METHODS

This research was conducted at the Office of the Sub-District Lirik. The data collection technique used is by conducting interviews with office employees and several informants (community) as service users who are the object of research, Furthermore, this research uses the steps proposed by Burhan Bungin (2009), namely: 1) Data Collection is an integral part of data analysis activities using interviews and documentation studies. 2) Data Reduction as a selection process, focusing on simplification and transformation of rough data that emerges from written notes in the field by making summaries, coding, tracing themes, making clusters, writing memos and so on. 3) Display Data is a description of a set of structured information that provides the possibility of drawing conclusions and taking action. The presentation of qualitative data is presented in the form of narrative text. The presentation can also be in the form of matrices, diagrams, tables and charts. 4) Verification and Confirmation of Conclusions (Conclusion Drawing and Verification). After the data is interpreted, conclusions are drawn based on what has been explained.

RESEARCH RESULTS AND DISCUSSION

The results of the research conducted. The researcher describes by explaining the results of observations and in-depth interviews with key informants and informants that the implementation of public services in the sub-districts whose management process is in the District Integrated Administrative Services (PATEN). Where starting from the application to the stage of publication of the document is done in one place. This one place means enough to go through one table / service counter. This system positions the community members to only relate to the service desk/counter staff in the sub-district. When community members come to the sub-district office to carry out administrative services, there is no need to go to every officer with an interest, such as the section head, sub-district secretary, and sub-district head. Simply submit the file to the service desk/counter clerk, sit and wait for some time, be called to receive the completed document.

Supporting factors

From the results of interviews with several supporting informants in an organizational communication process at the Office, namely the level of education, online system services and the availability of a complete service system. Services that have been based online provide speed in service and are transparent.

Following are the results of interviews conducted with informants "AN": "This office already has internet access to make it easier to serve the community. And this really helps speed up services to the community."

The following explanation was given by the "MK" as follows: "When registering services through the online system during the Covid19 pandemic, we can do it ourselves to get services such as complete files for certain service requirements."

Availability of a Complete Service System. The relationship with the service system here is availability of service guidelines, communication patterns, clear terms of service, time limits, fees or tariffs, procedures, information media, information systems that respect each other from each related unit or units related to the community who need the service itself.

Obstacle factor

Use of information technology. From the results of interviews that have been carried out, the following information can be obtained from the "MIR" informant, namely: "The lack of understanding of our service procedures and the public also don't know how to use the online system, which is a barrier to service."

The following second informant "RHMA" said that: "One of the inhibiting factors is people who have a disability in terms of the internet. They do not know how to register the online system, they do not even know that service information can also be read through information in cyberspace".

Not all people have good skills in using computers and utilizing the internet, especially in the use of services. With a variety of community characters who have received direct service from having different views, starting from the stages of service carried out based on the needs of the community itself, of course, there are different stages.

The communication that often occurs is mostly instructional or formal orders. In the research conducted, there is different information between the first informant and other informants.

The first informant "IML" explained that: "The organizational communication process with all aspects at the Office is going well".

But on the other hand there are different views with the first informant regarding the communication process that occurs.

According to "JSR" said that: "The boss seems to lack trust in the work of subordinates. As a result, services are often hampered because if they are not in the office, automatically the files that will be checked by superiors cannot be processed, and wait for an indefinite time".

Permenpan Number 20 of 2006 in the Center for Service Management Studies (2009: 56), it is stated that the scope or components that must exist in the service standard are the type of service, basis, service law, service requirements, service procedures, service delivery time, service fees, service products, service facilities and infrastructure, and complaint mechanism.

CONCLUSION

Based on the results of research through data collection (data collection), data reduction (data reduction), data display, and verification. So the conclusions that researchers take are:

1) The role of organizational communication in the service process can be applied through the relationship between superiors and subordinates, maximizing punctuality in work, maximizing discipline, influencing the service process, but the research results show that the organizational communication process is not going well, thus affecting the service process.

2) The supporting factor in the organizational communication process is that there is a shortage where the availability of the service system is incomplete. The connection with the service system here is the availability of service guidelines. and as for the inhibiting factor is discipline in carrying out service activities and there are still people who do not understand the application of the online system.

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