



The Role Of Camat Communications In Improving The Effectiveness And Work Discipline Of Medan Labuhan District Employees

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Article Info

Article history:

Received : 03 March 2022

Revised : 17 April 2022

Accepted : 30 June 2022

Keywords:

Role, communication, effectiveness, employee discipline

ABSTRACT

This study aims to determine the role of sub-district communication in improving employee discipline and performance at the Medan Labuhan District Office using the path-goal theory of leadership by Robert House. This research was conducted using qualitative methods. This research activity was conducted at the Medan Labuhan District Office. Data collection techniques using interviews, observation and documentation. The results of this study indicate that the role of communication carried out by the sub-district head in improving the effectiveness and discipline of employees' work is as a leader. The coding of messages carried out by a sub-district head is usually in the form of establishing regulations, ethics, penalties, and provisions in the office and the discursive leadership of the Medan Labuhan sub-district as a leader who supervises several employees who work in the organization he leads, the sub-district head in carrying out his duties and obligations. must be able to work in accordance with the group or employees in the agency.

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1. INTRODUCTION

In the company the leader functions as a communicator. Effective leaders usually have good communication skills so that more people can encourage the contribution of the audience they lead. Leadership communication is one of the important factors in causing problems with employees who lack discipline in carrying out their work as employees at the Medan Labuhan District office. Various other problems that arise, namely the presence of employees who are less disciplined with time, lack of morale, and lack of work responsibilities that cause the service provided at the Medan Labuhan District office to be less than optimal. This is allegedly due to the communication flow that is not carried out properly, because the purpose of the communication message conveyed directly by superiors to subordinates, subordinates and

subordinates is often interpreted incorrectly, therefore communication that occurs within the Medan Labuhan District Office area is not going well and also less harmonious communication. The role of the sub-district head must focus on efforts to improve the effectiveness of employees' work and services to the community, and of course these things are very dependent on the efficiency of the Camat's communication with the employees concerned. It takes motivation, sanctions, as well as high supervision and a form of close relationship is needed from the leader to his subordinates. If a leader can communicate well with his employees, then the problems that hinder performance can be reduced and overcome.

By carrying out organizational communication, leaders must provide encouragement, motivation and include information that is essential in their participation for the development of employee performance. Communication plays a very important role in the organization. Communication lies behind every organizational event to reach the target. The meaning of communication, verbal and non-verbal messages are exchanged between the sender and recipient of the message in order to improve behavior. The sender of the message can be private or group. In this case, the recipient of the letter can be a member of the organization, the head of a department, a leader or a group of people within the company or the organization as a whole. (Arni Muhammad, 2001: 4) In an agency the role of a leader is very important in organizational management because the leader is a unit of action to change his subordinates to think and work by setting an example of good character, making a real contribution to achieving organizational goals. The power of a leader comes from the ability to motivate followers because of the nature, attitude and breadth of knowledge and experience, as well as being able to communicate well in personal relationships. The leader is a person who has special skills so that he has the power and authority to guide his followers to get appreciation and encouragement from subordinates towards specific targets. So a leader is a person who has an advantage in terms of expertise to motivate and guide employees in how to implement decisions. (Veithzal Rivai, 2003: 148).

Discipline is the awareness and willingness of the person to comply with all policies in the applicable regulations. (Hasibuan, 2021: 6). An uncontrolled organization resembles a mass of people whose direction is unclear. Although the organizational components have conveyed their motives and are willing to make joint efforts to achieve common targets, but if this is not followed by strong discipline, there is no guarantee if the spirit produces the appropriate impact on the expected. Therefore, the task of the leader is to increase the understanding and willingness of his subordinates to have high discipline.

Thus, researchers are interested in conducting research at the Medan Labuhan District Office because the District has received an award as the best District and Urban Village of Medan City in 2017, which turned out to be several gaps so that the researchers chose the District. And based on the explanation above, it shows us that it is important to conduct research with the title "The Role of Camat Communication in Improving Effectiveness and Work Discipline of Medan Labuhan District Employees"

Leadership Theory

Leadership has been studied from a variety of perspectives such as psychology, political science, business, sociology, history, philosophy and public administration. Although many interpret the definition of leadership, the term is generally seen as a form of social influence. The communication perspective assumes that leadership is a contextual way that engages the performance of interactions or actions that the audience sees in order to move towards important work. Therefore, leadership is based on a person's performance related to interaction, accuracy,

effectiveness and context, which means that the form of communication must be appropriate to the situation so that the audience views this form as leadership. (Stephen W, Volume 2: 710)

Implicit alludes to what is seen as communication. In the book *Discursive Leadership*, Gail Fairhanust distinguishes between two main ways in which command scientists view communication – the psychology of leadership and discursive leadership. Leadership psychology sees communication as a pattern of sending information, so leaders must encode messages correctly and pass them on to the public to inform them and convince the audience to move in a specific direction. Leadership psychology is more centered on character, social variables and structures that bring behavior that is easy to understand. Robert House's path-goal theory of leadership is a good example of how leadership psychology approaches communication. In the House framework, conditions can be interpreted in terms of the form of the command, clarity or significance of the direction to be achieved as well as the means to achieve it. The path-goal model of leadership explains how a leader influences the motivation and work performance of his subordinates, in different work situations.

All leadership theories make assumptions about the way individuals and contexts fit together. Keith Grint argues in his book *The Art of Leadership* that leadership theories and leadership approaches can be distinguished based on their assumptions about the individual and the context. He argued that individuals and situations could be arranged on a non-essential essential continuum. The essentialist end of the continuum articulates the main characteristics of people and situations that direct theoretical attention to particular individual and contextual characteristics. The non-essentialist end emphasizes the idea that we cannot know the essence of an individual or situation and it is not important to know it. By viewing individuals and situations as essential or non-essentialist, Grint underscores an important approach to leadership that has an important impact on the way communication is conceptualized. (Stephen W, Volume 2: 711-712).

2. RESEARCH METHODE

This research was conducted using qualitative methods. The qualitative research method according to Sugiyono is also called a natural approach because the research is carried out in a natural state (natural environment) and this research includes a type of descriptive research based on the basic question of how. Descriptive research aims to describe a situation or a certain area of a realistic population in a systematic and accurate manner. The research was carried out inductively, namely with certain data and truths, actual and subsequent events from certain information or events that were circulated were also described at a higher level of abstraction. This research was conducted at the Medan Labuhan District Office.

Done during working hours and weekdays. The technique used in this research is to use qualitative research techniques, by collecting primary and secondary data sources: Observation is a process that is preceded by observation and then data collection in a systematic, logical, objective and rational way to capture all events in actual and artificial positions. Interviews according to Sugiyono (2007: 72) are conversations between two or more people to share information as well as inspiration using questions and answers, so that meaning can be built into a particular topic. Regarding this research, the interview technique uses questions and answers from many informants directly regarding the main topics that will be analyzed in this study, namely, the Camat and employees from the Medan Labuhan District Office. Documentation according to Sugiyono (2007: 82) states that the document is a record of past events in the form of writing, pictures, or someone's masterpiece. In this study, data collection uses notes from papers, journals and

literature reviews that exist at the research location or other sources related to the object of research at the research location.

The results of the analysis, the following are the analytical techniques that researchers use: Data reduction is an in-depth analysis, categorizing, directing, rejecting and compiling data by drawing final conclusions. Triangulation Triangulation is a technique to strengthen data by using others, when comparing the results of interviews with research subjects. (Moloeng, 2004: 330). Drawing Conclusions When data collection activities are carried out, the researcher qualitatively finds out the meaning in the data, writes down the suitability, describes, possible constructions, causal pathways, and proposals. The validity of the data used in this study are data analysis technology, data triangulation, as well as persistence in observing by collecting facts that describe the existing data and then analyzing it then getting a clear picture of the object that will be studied, which includes data reduction and displaying data and then pulling conclusion.

3. RESULT AND ANALYSIS

As a leader who supervises several employees who work in the organization he leads, the sub-district head in carrying out his duties and obligations must be able to work according to groups or employees within the agency. Based on the results of the researcher's interview with the Head of Sex for Community Development Empowerment, Ms. Ade Hula Oli'i, SE, he gave the task to be carried out by the sub-district head himself in accordance with the tupoksi and their respective divisions. The problem of citizens, whether it's Information on Disability, Business, making Family Cards and all that stuff, goes to the Regency Government. Then Mrs. Wardatul Munawarah as the Civil Service Staff also added that the sub-district head is always responsible for his work, because he will be an example for his employees to provide the best performance for the government and society. He is also active in activities, both inside and outside the district. From the interview above, it can be concluded that the sub-district head as the leader has carried out his duties and responsibilities in accordance with government regulations regarding the duties of the sub-district head, namely:

- a. Coordinate community empowerment activities
- b. Coordinate efforts to maintain peace and public order
- c. Coordinate the implementation and enforcement of laws and regulations
- d. Coordinate the maintenance of facilities and infrastructure and public service facilities.

In this case, the participation of the Medan Labuhan sub-district head in terms of decision making is by involving subordinates to participate, whether in the form of ideas or ideas as long as it is related to the sub-district, but this participation also does not always involve employees where in certain conditions there are interests outside the sub-district, some Most of the participation is stakeholder focused and depends on the specific work situation. Furthermore, in the above interview it was also explained about the division of tasks, which in the division of tasks gives subordinates additional experience, enabling them to become more skilled and take personal responsibility for the tasks assigned to them. Thus, it can be concluded that there is a synergistic effect that can create better quality of work through the process of delegating tasks between leaders and subordinates and employees can feel the role of the sub-district head as a leader.

Then the researcher interviewed with Mr. Bambang Arrafi Sihotang as Finance Staff, it can be concluded that for employees who excel, of course, he is kind and affectionate to his employees and vice versa if the employee makes a mistake, he will be angry and acted upon too even though he excels, meaning he is able to control his attitude. . For the reward given, it is usually given in

the performance result report by verifying the performance, if the performance is not good, then it is not acceded or verified. The rewards given are not in the form of material but in the form of performance appraisals for employees.

4. CONCLUSION

From all the results of research and discussion conducted by the author, the following conclusions can be drawn:

1. The role of communication carried out by the sub-district head in improving the effectiveness and discipline of employees' work is as a leader, something that is always instilled in employees at the Medan Labuhan District Office, namely regarding the responsibility in carrying out the tasks assigned. The only problem is, if the motivation is high, but without the ability and enthusiasm to support it, employees only have great interest but do not have the ability, employee performance must be improved through training and work practices. In the role of providing direction to employees, all efforts made by employees who are under the responsibility of the BKD (Regional Personnel Agency) that have been determined and planned in advance and the agreed regulations are the result of the development of leadership thoughts within the company.
2. Message coding in improving the performance and discipline of employees in the Medan Labuhan Sub-district in carrying out their work as a leader in the Medan Labuhan Sub-district, message coding carried out by a sub-district head is usually in the form of setting rules, ethics, penalties, and provisions in the office. The improvement in employee performance has also been good because since the implementation of a strict attendance system via online so that inevitably employees are required to always be on-time in doing attendance, and if there are violations in the form of delays, they will immediately be subject to sanctions in the form of salary cuts and poor work performance. satisfactory which is directly listed in the application.
3. Discursive leadership of the Medan Labuhan sub-district head as a leader who supervises several employees who work in the organization, the sub-district head in fulfilling his duties and obligations can work according to his group or employees in the agency. In this case, the participation of the Medan Labuhan sub-district head in decision making is by involving subordinates to participate, both in the form of ideas and in the form of ideas as far as the community is concerned, but this participation also does not always involve employees, most of the involvement focuses on stakeholders and depends on specific work context. With regard to the division of labor, which can provide additional experience to subordinates in the division of labor so that employees can become more skilled and can become personally responsible for the work given.

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