

## Effectiveness of Organizational Communication in Distribution of Village Funds to the Community in Air Joman District, Asahan Regency

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### Abstract

This study aims to explain the organizational communication mechanisms that occur in two state institutions, namely sub-districts and villages in the management of village funds in Air Joman sub-district, Asahan district. This study uses a qualitative approach, data is collected using several methods, namely direct observation of objects research, interviews with informants determined purposively, including six village heads and village heads in the Air Joman sub-district, Asahan Regency, community members and employees in the Air Joman sub-district government. Researchers also reviewed several documents relevant to the study theme. Both documents sourced from villages, sub-districts and through digital tracing. The research results show that organizational communication at the sub-district level occurs up to down, where the sub-district head and the sub-district secretary have a big role in distributing information. Communication within the scope of duties and discussions regarding work issues are carried out in a formal atmosphere. Organizational communication is considered effective if organizational members do what they have been told in the meeting, not based on feedback between the parties involved

**Keywords;** communication, organizational communication, and village funds,

### INTRODUCTION

From the start, village funds were seen as an important step for the development of a better Indonesia for the long term, considered capable of unraveling the problem of development inequality between rural and urban areas, encouraging participatory development that involves the wider community, breaking the classic up to down development pattern where power dominates. Development decisions become development that originates from the bottom up. People are given the authority to decide what they want for themselves. Overall, village financial management can solve the problem of poverty in Indonesia as a whole

This optimistic view does not appear to have reached the expected point. Village independence in managing its finances still faces various problems that still require further resolution. Moreover, currently the number of poor people is dominated by village residents rather than people living in urban areas. The Central Statistics Agency (BPS) in 2021 recorded that 13.7 percent of poor people were in rural areas and only 7.6 percent of poor people were in urban areas (BPS, 2021).

The large number of poor people in rural areas shows that village funds have not been able to substantially get village people out of the poverty line. Empirically, there are several fundamental issues that become obstacles in the implementation of village funds, including the issue of coordination between government institutions that have an interest in managing village funds. Ineffective communication between government institutions has an impact on

the distribution of village funds to the community, both in terms of distribution time, accuracy of program targets and the effectiveness of programs proposed by the village.

Juridically, the provisions for village funds are explicitly regulated in Government Regulation (PP) number 60 of 2014. Village funds come from the APBN and from 2015 to 2021 amount to Rp. 400.1 trillion with details. There are at least three government organizations that are actively involved in managing village funds, namely district government, sub-district government and village government. These three government organizations have their respective authorities and functions in accordance with the mandate of applicable law. This study seeks to understand the dialectic of the relationship between three government institutions which substantially play an important role in realizing the basic ideals of the village funding program, which include overcoming the problem of poverty and development inequality between villages and cities.

This study attempts to look at the dialectic phenomenon of organizational communication relationships in the administrative area of Air Joman District, Asahan Regency. Air Joman District has 7 (seven) sub-districts and villages with an area of 98.74 Km<sup>2</sup> with a population of 49,663 people with a population density of 503 people/Km<sup>2</sup>. (BPS Asahan Regency, 2019). Empirically, the management of village finances and their distribution to the community in the Air Joman administrative area does not face problems that hinder the distribution of funds to the community. However, if we look more closely at the communication between village government administrators with the community and with sub-district officials, it shows a dynamic pattern, especially during the Covid-19 pandemic where the distribution of village funds has become the most important part of the community's economic recovery program as a response to uncertain conditions (distribution). ) due to the pandemic. As an emergency stimulant fund, the community hopes for accelerated distribution, while the village government is very dependent on the decision of the government above it in the form of a legal umbrella and certainty regarding distribution times.

### **Organizational Communication**

The quality of communication built by communication participants (communicants and communicators) has a significant role in realizing the organization's vision. Failure to communicate (miscommunication) between communication participants has negative consequences and has far-reaching impacts that can affect overall organizational performance. Because of its considerable influence, it is not uncommon for companies, government and private organizations to spend large investments to maintain relationships between employees, superiors and subordinates so that they always work together. Tight competition between employees to achieve individual desires often gives rise to friction which makes relationships between employees quite vulnerable. Therefore, organizational communication governance is quite important for companies and government and private organizations.

However, the path to achieving effective organizational communication is not easy. The set of norms and values that are enforced are often not able to unite members of the organization as a whole. Moreover, the regulations issued are coercive and far from employees' voluntary choices. Therefore, comprehensive efforts are needed to achieve this in

the form of communication skills that not only force oneself to be heard, but one must volunteer to be a listener, accepting other people's ideas about themselves.

Redding and Sanbor (in Muhammad, 2011: 65) assess that organizational communication is a complex message transformation effort. Organizational communication activities are carried out in dynamic ways and are not focused on just one method that is considered ideal. Communication within an organization can be carried out in the form of internal communication, human relations, managerial union relations, up to down and vice versa, horizontal and vertical communication, communication skills, listening skills, and communication skills in order to evaluate programs.

Organizational communication has different characteristics than communication in other forms, such as mass communication, interpersonal communication, intercultural communication and so on. Every organization, especially formal organizations, has a clear hierarchy, each has its own position based on the system formed by the organization. In general, organizational communication has a clear and standard system, there are value boundaries that are mutually agreed between the organization's leaders and its members which must be obeyed and carried out. If there are members of the organization who do not operate based on agreed norms, there will be consequences that they will receive.

The magnitude of the influence of hierarchy in an organization itself influences the form of communication that prevails in the organization. Pace and Faules (2001: 32) realize that natural relationships cannot be separated from each individual. Therefore, according to Pace and Faules, organizational communication can also be flexible and may change in response to external and internal environmental forces.

## **Research Methods**

This study uses a qualitative research approach, (Moleong, 2006) qualitative research is an approach to conducting research that is oriented towards natural symptoms or phenomena. Given its orientation, it is basic and naturalistic in nature and cannot be done in the laboratory but in the field. This study involves three elements which are used as sources of information; Air Joman sub-district government, village heads in the Air Joman sub-district and village residents who were selected randomly. Data is collected through several methods; direct and participatory observation, structured interviews and review of various relevant documents

## **Results and Discussion**

### General description of Air Joman District

Air Joman is one of 25 sub-districts in Asahan district - North Sumatra. Geographically, this sub-district is at an altitude of 6-16 meters above sea level with an area of 98.74 km<sup>2</sup> out of a total of 3,702.21 km<sup>2</sup> in Asahan district. To the north, this sub-district borders Silau Laut sub-district, to the south it borders Sei Dadap sub-district and Simpang Empat sub-district. Meanwhile, to the east it borders Tanjung Balai City and to the west it borders Kisaran sub-district and Rawang Panca Arga sub-district (more detailed regional boundaries can be seen in the map image above).

Air Joman District is inhabited by 48,856 people, making it the district with the third largest population after West Kisaran City (59,071 people) and East Kisaran City (73,611

people). The entire population is spread over six villages and one sub-district, namely the villages of Binjai Serbangan, Air Joman, Air Joman Baru, Punggulan, Pasar Lembu, Banjar, and Subur. Information on the distribution of the village population can be seen in the following table;

Table 4.1. Area and population distribution of Air Joman District

Desa/Kelurahan	Luas		Penduduk		Kepadatan Penduduk (orang/km <sup>2</sup> )
	(Km <sup>2</sup> )	%	Jumlah	%	
[1]	[2]	[3]	[4]	[5]	[6]
001 Binjai Serbangan	15,25	15,44	19.428	34,00	1.273
002 Air Joman	14,00	14,19	7.634	13,36	545
003 Air Joman Baru	12,00	12,15	5.006	8,76	417
004 Punggulan	7,00	7,09	11.083	19,40	1.583
005 Pasar lembu	10,20	10,33	4.241	7,42	415
007 Banjar	7,10	7,19	4.866	8,51	685
008 Subur	33,19	33,61	4.869	8,52	146
Jumlah	98,74	100,00	57.127	100,00	578

Sumber; BPS, 2021

To meet the daily needs of Air Joman residents, they have various sources of income. Apart from the agricultural sector, residents are also very dependent on the service sector such as trade, hotels and restaurants. This is because the Air Joman sub-district is close to the city center and district government. The service sector which includes trade, hotels, housing, transportation and communications reaches 2,963 people. Labor absorption in this sector is below agriculture, forestry, plantations, fisheries and aquaculture, which absorb labor reaching 7,123 people.

#### Communication Patterns in Village Fund Management in Air Joman District

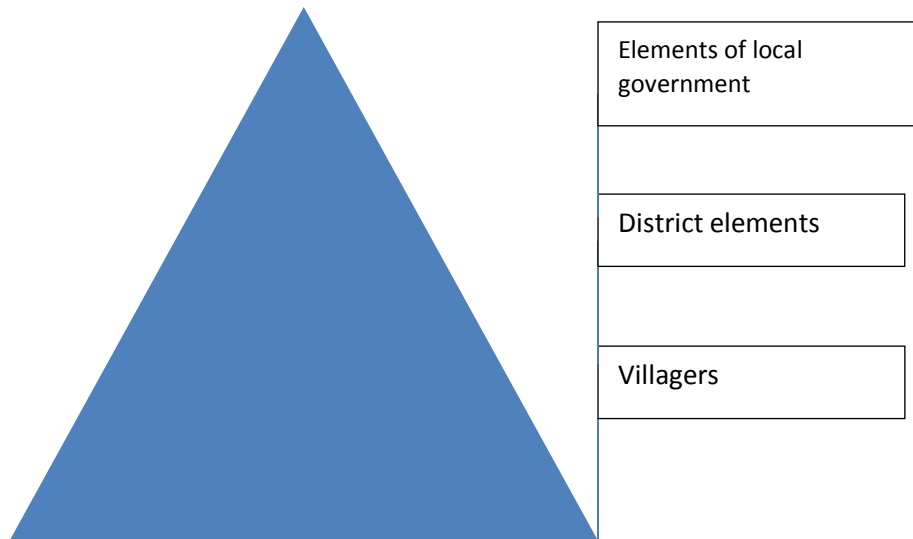
Village meetings held to produce development programs can be used as a comprehensive assessment of how communication patterns occur in the village. Village deliberations occur through planning stages that have been carried out previously, so that the communication that occurs is planned and organized. The output of this village meeting is to produce a village development plan for one year which is contained in the RKD (Village Needs Plan) document.

The existence of a village meeting to discuss development planning and village benefit is the main step as well as a very important first step to take. In order for village development to truly originate from village communities, it is necessary to hold formal meetings involving residents represented by parties who can present village residents.

The communication pattern developed in the village financial (funds) discussion system uses a bottom up pattern, namely a communication pattern originating from the lower

level. The flow of information in this communication system comes from the community as parties at the lower levels in the village organizational structure and then flows to superiors. Referring to the village deliberation mechanism, the superior parties involved consist of several elements; village, sub-district officials, village assistants (facilitators), and elements of regional (district) government. The communication mechanism of this pattern can be illustrated in the following picture;

Bottom Up Communication Patterns in Village Fund Deliberations



This bottom-up development concept has long been practiced in rural development to encourage participatory village development. Village residents in this development model are placed as development subjects who are involved in planning, carrying out development, controlling the progress of development and also evaluating how far development has progressed.

Participatory development was acknowledged by the head of Hessa Air Genting village, Muhammad Basri (44), as an important instrument for all village residents to foster community awareness of their village. He realizes that residents' concern for village problems is very valuable social capital, but so far social capital has not been utilized and accommodated into real activities. As he expressed in the following interview excerpt:

"I see that they (the residents) really care about the problems of their village. They are worried about various problems that could damage the peace and security of the village. If we ask them one by one, none of them wants our village to be destroyed, we all hope that this village will progress. Based on this awareness, I then invited them (residents) to take part in village deliberations. so that everyone can convey what they want" (interview at, )

Referring to observation data, interviews and a review of several relevant documents, it is known that residents and village and sub-district governments feel they benefit from communication patterns that come from below. These benefits include several things as follows;

1. Improve communication skills at every level of employees and society: when every employee actively participates in the decision-making process using bottom-up communication, overall communication between members of the organization will improve significantly.
2. Foster a sense of enthusiasm to build villages voluntarily, independently and without coercion. Based on interview data conducted by Air Joman residents, they feel ownership of what they have built
3. Involved in sharing solutions: before the existence of village funds, residents felt that they were not involved in providing solutions to the problems they faced or the problems faced by all levels of society. Residents assess that their involvement as solution providers increases their sensitivity to the problems of fellow citizens which will result in faster problem solving and more efficient solutions.
4. Increase collaboration; Both Air Joman employees and members of the community at all levels are given the opportunity to discuss problems, exchange ideas, and build trust across sectors that has never been possible before. However, at this stage, people with low social status do not have high self-confidence to engage openly with people who have good social status.

## **Discussion**

Organizational communication has a different typology than communication in other forms. Organizational communication has individual as well as structural dimensions. Organizations which consist of various individuals have their own mechanisms for communicating, interacting and organizing themselves. Meanwhile, organizations as social institutions have limited values and norms that must be adhered to collectively. Those who are in it voluntarily are required to follow the provisions and limits agreed upon by the leadership and fellow members.

The concept of organization itself is relatively diverse. Experts have different views regarding organizational communication, but from all of them there are several general things that can be concluded as summarized by Muhammad Arni (2005: 65) which are classified into three concepts, namely:

- a. Organizational communication occurs in a complex open system that is influenced by its own environment, both internal and external.
- b. Organizational communication includes messages and their flow, goals, direction and media.
- c. Organizational communication includes people and their attitudes, feelings, relationships and skills

Humans in the midst of a society. Humans can only survive in society if they live life as a dynamic activity of interaction and cooperation in a network of positions and behavior. This activity of interaction and cooperation continues to develop regularly so that a forum is formed where humans gather which is called an organization. Communication is a basic activity. humans and with good communication an organization can run smoothly and

successfully and vice versa if there is a lack or absence of communication then the organization will stall or fall apart.

This study shows a clear correlation between the effectiveness of managing an organization, including effectiveness in managing communication, and village welfare. Villages as the smallest sub-state of the state government structure contribute greatly to the development of human resources. The format of village development in Indonesia has taken various forms.

During the New Order era, development was based on a national development blueprint. This development pattern tends to be uniform from one region to another throughout Indonesia. The main provisions that form the legal basis for the administration of village government in this period are Law Number 5 of 1979 concerning Village Government. In its implementation it cannot be separated from

various shortcomings or weaknesses. The weaknesses that occurred during the development period in this era are valuable lessons, which need to be responded to with an optimistic attitude. These weaknesses can be used as positive energy to improve future programs (Faisal, 2019)

Village funds that are well managed and planned in a participatory manner with measurable results are expected to be able to get the village out of the chaos of poverty which has long been considered a source of income for the community. According to BPS records (2022), of the total 26.16 million poor people in Indonesia, 14.34 million of them are in rural areas and 5.74 are in Sumatra. (read; <https://www.cnnindonesia.com/economic/20220715115822-532-821946/bps-call-the-majority-of-poor-people-in-the-village>).

Village communities are also often associated with a condition of underdevelopment. There are several factors that state the backwardness of village residents in the view of Simon Kuznets (Jhingan, 2014: 8-9), namely;

1. Failure to fully utilize productive potential using the existing level of technological knowledge or failure due to resistance from social institutions
2. backwardness in economic performance compared to several leading economic countries of the time.
3. underdevelopment can mean economic poverty, deep meaning failure to provide adequate living expenses and assets objects that satisfy the majority of the population

Developing village communities, including through village funds in Air Joman District, is not only the government's task, but community support and participation is needed, considering that almost all of Air Joman's residents live in rural areas (only one village is included in the sub-district). In the implementation of village development from period to period of the Government until now, it turns out that it has not been fully optimal in liberating village communities, especially poor communities, from the shackles of poverty and backwardness. A participatory communication approach makes it easier for the government as a policy maker to understand the problems faced by the community, understand what they really want and the right program based on the input submitted.

Is it through participatory village financial management as described in the researcher's findings section?

## Conclusion

The organizational communication process in Air Joman District is classified into two groups; communication between employees in sub-district organizations and organizations in village communities. Organizational communication at the sub-district level occurs up to down where the sub-district head and the sub-district secretary have a large role in distributing information. Communication within the scope of duties and discussions regarding work issues are carried out in a formal atmosphere. Organizational communication is considered effective if organizational members do what they have been told in the meeting, not based on feedback between the parties involved. Organizational communication in Air Joman District is also oriented towards the goals to be achieved from the implementation of village funds, namely increasing village independence, citizen participation and realizing collective welfare of village communities. Meanwhile, the success of the sub-district as an institution that develops the tasks of regional government lies in the extent to which the institution is able to supervise village development activities in a transparent, fair and equitable manner.

Communication process at the sub-district level. Organizational communication at the village level is oriented towards the level of citizen participation in planning village development, citizen involvement in developing the village based on what they have mutually agreed on in the planning documents. Furthermore, organizational communication is declared effective if it is able to monitor the continuity of the program being implemented and finally how evaluation is carried out to assess whether the program has run as expected. The communication pattern built in government is bottom up, namely a communication pattern that is oriented towards the involvement of lower society (grass roots). The message comes from the community to be conveyed to the village leadership, then forwarded to the sub-district government, then to the regional government. The communication media used to accommodate the aspirations of residents is village deliberations as a social space that brings together people from various different backgrounds. Meanwhile, messages can be in the form of complaints, suggestions, input or complaints.

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