

THE ROLE OF LEADERSHIP FROM THE PERSPECTIVE OF INTRA ORGANIZATIONAL COMMUNICATIONS AT THE CENTRAL STATISTICS AGENCY OF PALU CITY

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ABSTRACT

This research aims to find out the role of leadership from the perspective of intra-organizational communication at the Central Statistics Agency of Palu City. This research used a qualitative research method, to find out the facts and phenomena that occur regarding the leadership role from an intra-organizational perspective at the Central Statistics Agency of Palu City. The analysis consists of three stages, namely : data reduction, data presentation, and concluding. The results of the research show that 1) openness, there is a very visible difference in the form of communication carried out by superiors to subordinates (section heads) with employees as the lowest ranks in the organizational level. 2) Empathy, the head of the Central Statistics Agency of Palu City has a high sense of empathy for the problems and work needs of his subordinates, and the situation is not conducive in the environment of the Central Statistics Agency of Palu City. However, for personal interests, the attitude of empathy from the leadership is still lacking. Support, the head of the Central Statistics Agency of Palu City has not fully provided support to subordinates while the support for the fulfillment of facilities and infrastructure is good. 3) Positivity, the work is given by the head of the Central Statistics Agency of Palu City to its employees is responded to with a positive attitude so the positive indicators at the Central Statistics Agency of Palu City are good. 4) Similarity, perception in work which is one of the keys to the success of employees, has been carried out well.

Keywords: Leadership Role, Intra-Organizational Communication

INTRODUCTION

According to Dubin in Wahjosumidjo, (1994:21) "Leadership is the exercises of authority and the making of decisions". In Dubin's opinion, it can be interpreted that leadership is an activity carried out by the holders of power in making a decision. Slamet (1999: 1) the task of the leader is not only to give orders but to encourage and facilitate the improvement of the quality of work carried out by members or subordinates. According to Miftah Thoha (2011: 9) Leadership is an activity to influence the behavior of others, or art influences human behavior both individually and in groups. Based on the definition of leadership above, it can be interpreted that leadership is a person's ability to influence, move, encourage, control other people or their subordinates to do some work on their consciousness and contribute to achieving a goal.

Leadership is very much needed in the ongoing change process, and the Central Statistics Agency has implemented a Leadership Training program that aims to increase the competence of officials within the Central Statistics Agency, one of which is in terms of carrying out intensive communication within the Central Statistics Agency and also externally. However, in practice, intensive communication has not been carried out optimally and comprehensively in several work units. this is evidenced by the initial survey and research conducted at the Central Statistics Agency of Palu City.

According to Miftah Thoha (2010: 163), communication is a process of delivering and receiving news or information from one person to another, to realize proper communication, the news bearer must convey it properly and the recipient of the news receives it not in the form of distortion. So that different perceptions as distractions and obstacles in creating effective communication do not interfere much. Meanwhile, communication in an organization according to Joseph A De Vito in (Miftah Thoha 2011: 168-169) is the sending and receiving of various messages in formal and informal organizations.

Formal communication is communication that is approved by the organization itself and is organization-oriented which contains ways of working within the organization, productivity, and various jobs that must be done in the organization. Meanwhile, informal communication is a socially approved communication that is oriented to its members individually. To find out whether intra-organizational communication is effective or not, according to Joseph A De Vito (Miftah Thoha 2011: 186-189), at least it fulfills the following five things :

a. Openness

An open attitude in communicating is very influential in the implementation of effective communication in the organization. The quality of this open attitude can be realized when interacting with other people and other organizations by responding honestly to the stimulus that comes to him.

b. Empathy

Empathy is the ability for someone to communicate by feeling the feelings of others, understanding the suffering and complaints of others as well as their suffering and complaints.

c. Support

Support is a statement of agreement or pro-something. By supporting interpersonal communication, effective communication will be achieved.

d. Positivity (Thinking Positive)

One of the success factors of communication in an organization is the existence of a positive attitude and attention to a person.

To maintain good and effective communication with other people, it is necessary to develop a good sense of prejudice against anyone who is the interlocutor. Good prejudice aims to foster trust and courage from others to be open, participate, and play a role in togetherness. Positive feelings in general communication situations are very useful for effective cooperation.

e. Similarity

Communication will be very effective if the people who communicate have a sense of similarity with one another. The similarity is a special characteristic. Therefore, if their communication is to be effective, it must be known the personal similarities between them.

James McCroskey, Cari Larson, and Mark Knapp describe the meaning of homophily quoted by Miftah Thoha as follows:

"More effective communication occurs when source and receiver are homophilous. The more nearly alike the people in a communication transaction, the more likely they will share meanings".

Organizational communication is "organizing behavior" that occurs and how those involved in the process transact and give meaning to what is happening (Mulyana 2013:31-33). Intensive communication includes the delivery of information on actual issues related to the agency to employees, internalization of the vision and mission in stages, managing relationships with stakeholders, providing motivation and inspiration, and support to employees, this has not been well established, as evidenced by orders by two officials with the same rank giving different jobs or orders to their subordinates at almost the same time. Communication that exists between a leader and employees at the Central Statistics Agency of Palu City has not been well established so that there is a significant difference in the form of communication carried out by superiors to subordinates.

Researchers found a phenomenon that occurred at the Central Statistics Agency of Palu City, namely the lack of good coordination and communication between officials with the same echelon regarding assigning tasks to their employees, for example giving tasks to field officers in taking population census data, besides the relationship between employees in one field and another felt less familiar, this can be seen from the communication process and their daily interactions. In various activities within the Central Statistics Agency of Palu City. So that it creates a stiff, formal, and tends to be a serious atmosphere that is so dominant when in several fields. An uncomfortable feeling also occurs in each employee when they are in another workspace, making communication that occurs only as necessary and as a formality. The leader's communication with the employees who are at the lower level, namely the employees have not been well connected, the information received by the employee is sometimes incomplete, and the information provided to the employee is only sourced from each section, this results in the information being different only according to the needs of the section. So that the duties and functions of lower-level employees do not run or are carried out properly by their duties and functions, because they will only work according to the instructions of the section where they work, while an employee has duties and functions that are not limited to sections or fields. There is also a significant difference in the form of communication carried out by superiors to subordinates (section heads) with employees as the lowest ranks in the organization, there have even been several incidents that should not have occurred between employees, because of information blockage. The concern for fellow employees, even the leader to lower-level staff, is still very lacking so that it can hurt work results, while at the Central Statistics Agency itself in carrying out work, almost 50 percent do work in teams so that the role of a leader is very much needed in situations that are not conducive to fellow employees.

This research aims to find out the role of leadership from the perspective of intra-organizational communication at the Central Statistics Agency of Palu City so that strategies for improving the quality of work from the perspective of communication occur within the Central Statistics Agency of Palu City.

METHOD

Types of research

This type of research is descriptive qualitative to provide an overview of the performance appraisal of employees at the Central Statistics Agency of Central Sulawesi Province, after the implementation of bureaucratic reform.

Bogdan and Taylor in Maleong (2007:4) define qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior from phenomena that occur.

Research Informants

Informants in this research were determined as follows :

1. Head of Sub Division of Administration
2. Head of Social Statistics Section
3. Head of Production Statistics Section
4. Head of Distribution Statistics Section
5. Kepala Seksi Neraca Wilayah dan Analisis Statistik
6. Head of Regional Accounts and Statistical Analysis Section
7. Functional Officer
8. Head of Statistical Processing Integration and Dissemination Section
9. Functional Officer

Data Collection Technique

The research data were collected through observation, in-depth interviews, and documentation.

RESULTS AND DISCUSSION

The results of this research are data obtained from observations, interviews, as well as literature books, and several documents that support this research.

a. Openness

An open attitude in communicating is very influential in the implementation of effective communication. The quality of this open attitude can be realized when interacting with other people. As stated by Ibu Puput on April 30, 2021, that :

"We usually get policies or information, rules, and technical tasks directly from our superiors but information or any new rules we usually look for independently via the internet, by opening the website of the Central Statistics Agency. Usually, these rules are rules that must be implemented by all employees who work at the Central Statistics Agency, not only employees of the Central Statistics Agency of Palu City." This was confirmed by Mrs. Resty, one of the General Functional officials, the interview was conducted on April 29, 2021:

"So far, what I have experienced is that information is conveyed directly to the head of the sections first, then the section head will inform the staff again, it's just that the information received by the staff is sometimes different from what they meet because we usually get a warning or direction through WA group regarding the implementation of tasks assigned by the leader. So we usually confuse ourselves. (While chuckling)."

The results of interviews with the two functional officials above show that communication of information delivery from the leaders is more often done verbally but only limited to the heads of the sections so that sometimes the information is not clear to the employees.

The results of the research as a whole with indicators of openness that the communication that exists between the leader and the heads of the sections is good but the employees have not been well connected because they are rarely involved in meetings This results in the information received by employees sometimes being incomplete, and the information provided to employees is sourced from each section, this results in the information being different only according to the needs of the section.

So that the duties and functions of lower-level employees do not run or are carried out properly by their duties and functions, there are also significant differences in the form of communication carried out by superiors to subordinates (sectional heads) with the ranks of employees as the lowest ranks in the organization level.

b. Empathy

Empathy is a person's ability to know what other people are going through at a certain moment from the other person's point of view through the eyes of others. A leader not only gives orders or information but must also have a sense of empathy for the ranks below him, such as the interview conducted by the researcher with the informant, namely Ibu Yunarti, one of the young statistical functional officials interviewed on 29 April 2021 that:

"What I have experienced so far is that there is still a lack of empathy or concern for superiors and sometimes it varies for employees, such as the incident during the covid-19 who received health facilities only for section heads, even though we were sick because we were doing office work during this pandemic, so I feel that I was treated differently from the others. Then sometimes the leader doesn't understand how we work in the field. If we're in the office, they think we don't have anything to do, even though we're waiting for confirmation from the respondents in the field. Just imagine if the leader were me, what would it be like?"

From the results of the interview above, it can be seen that the leader does not care and understand what his subordinates feel, which the leader knows that his subordinates must work during working hours without caring about what happens to their subordinates. Interview with one of the informants on April 29, 2021, about differences of opinion between leader and subordinates. The results of the interview on 27 April 2021 with Mr. Sabri as a skilled statistician said that:

Even in the division of work, it should be evenly distributed among all employees, but the type of work we do in the field has different levels of difficulty in each area, so the leader usually looks at the abilities of his subordinates, and sometimes the division of work is not the same between field employees, but the leader always reminds and guides us that our work is teamwork, so we have to work together to solve the problem.

From the results of interviews with the two informants above, the researcher can conclude that the leader of the Central Statistics Agency of Palu City is very concerned about the division of work of his subordinates, but due to differences in the ability and work expertise of each employee, there is an accumulation of work in one person so that it can cause delays in completing work. Caring and empathy from a top-level leader who always recommends completing work together is an effective way so that the workload is not only on one person, so it should be that those who have more ability and expertise can transfer their knowledge to other employees.

Based on the results of the overall research interview with the empathy indicator described above, the researcher can conclude that: the head of the Central Statistics Agency of Palu City has a high sense of empathy in meeting the work needs of his subordinates, and the situation is less conducive in the Central Statistics Agency of Palu City, but for personal interests, the empathy attitude of the leader is still lacking, this research can be seen from one of the results of this interview.

c. Supporting

Josep A. Devitodalam (Miftah Thoha 2011:186-189), revealed that open and empathic communication cannot take place in an unsupportive atmosphere. A supportive attitude can be shown with a descriptive not evaluative attitude, spontaneous not strategic, and provisional not very sure. Defensive communication can occur due to personal factors (fear, anxiety, low self-esteem) or situational factors in the form of communication behavior of other individuals. A supportive attitude can be realized in the organization if fellow employees are willing to respect the ideas, opinions of fellow employees and give serious attention when communicating.

A supportive attitude can be seen from a descriptive, not evaluative attitude. As stated by one of the functional officials, Ibu Puput on April 30, 2021, that:

"According to the top-level leadership in our department, we are the ones that have a rather heavy job so he doesn't control our work much, I think maybe because there is already a head of the finance section who works to control each of our tasks and work. However, sometimes we feel that the No. 1 leader does not support our work, because the attention given to us is different from other sections. This provokes bad feelings that result in poor communication."

Researcher interview Mr. Eko was conducted on April 28, 2021, that:

"As long as I have worked at the Central Statistics Agency of Palu City from November, it seems that there has never been an appreciation that has made our work team or employees feel flattered, but if the appreciation is like a word, it's never been limited to WA groups, that's what happened in our section, moreover there is no reward yet. In other sections, I don't know.

"The interview above shows that the top-level leader of the Central Statistics Agency of Palu City do not want to interfere with the finance department because the work in that section is a tough job carried out by people who have special financial skills and have been regulated in financial legislation for sure, but as a leader, it is necessary to know and provide support to all lines of work within its jurisdiction.

A leader does not only provide facilities and infrastructure as one of the supports for the work, but it takes a caring attitude from the leader in encouraging subordinates by giving work enthusiasm to subordinates to get satisfactory results for all parties. As stated by the following informant, Mr. Eko Budiyanto conducted on 28 April 2021 that:

"What I know is that if there are employees who do good work, they will be given a speech through the WA group only by way of giving no reward, but if there are employees whose work is not good, they will certainly be given a speech so that it becomes an encouragement or boosts the employee. It's also embarrassing to report in the WA group if the name is mentioned and then the achievement of the job is not good enough so that it can be specifically called a morale booster, maybe something else is not good enough to encourage employees to work.

The interview above shows that the head of the Central Statistics Agency of Palu City has not been able to provide the support that can encourage their subordinates to be able to work more

optimally, in this case, the leader should be able to provide motivation that encourages subordinates to work better, such as providing rewards, taking part in the formation of fieldwork teams and giving the enthusiasm to work to subordinates.

Giving work enthusiasm to subordinates is a person's interaction with certain situations faced. Giving enthusiasm or good work motivation is a new fighting force for people who are given work assignments so that people carry out work activities optimally as expected. In addition to the support of the spirit of giving rewards or appreciation, a leader must also be able to give and receive ideas, suggestions, and criticisms for progress and harmony within an organization.

According to Mrs. Yeni, the interview was conducted on May 3, 2021, that:

"We usually convey ideas, suggestions, and criticisms at meetings with the leader, and are accepted by the leader, but I don't know if the leader accepts our suggestions or our ideas completely because he usually just keeps quiet. That's what we experienced with the old leadership, which is still new and the meetings have only been a few times, the meeting agenda is still about the situation during this pandemic period."

Yeni's statement is almost in line with that of the informant, Mr. Muhamad Ikbal. Interview conducted on May 3, 2021:

"There are suggestions and ideas from friends from other sections that the leader accepts and then conveys them to us in a meeting forum but usually these ideas or suggestions are only limited to meetings. It is rare to implement because maybe he can see from the conditions in the office and whether it is by the existing rules."

In the interview with the informant above, the researcher can conclude that the head of the Central Statistics Agency of Palu City does not fully accept ideas, suggestions, and criticism from his subordinates, but tries to involve all parties who are related to the existing problems. This is what the head of the Central Statistics Agency of Palu City has done by involving all parties related to suggestions for ideas and criticism for themselves and the work of their subordinates.

From the results of research and interviews with all informants with indicators of support, researchers can conclude that the head of the Central Statistics Agency of Palu City has not fully provided support to subordinates, this is evidenced by the results of interviews where there is a lack of attention from the leader towards subordinates whose work is already very good, and the lack of motivation or support for employees in encouraging work and the lack of motivation or encouragement to subordinates at work, while the support for the fulfillment of facilities and infrastructure is good.

d. Positivity

One of the factors for successful communication in an organization is a positive attitude and concern for others. Then the positive attitude and concern are communicated, it will have a positive impact and develop into good attention from people in an organization. And vice versa if communication occurs starting with a negative feeling which is then communicated to other people, it will have a negative impact which leads to a communication failure. As stated by the informant of Mrs. Nyoman, one of the heads of the Sub-Division at the Central Statistics Agency of Palu City. Interview conducted on May 3, 2021:

"All employees must be in charge of our department because our job is to coordinate the planning, development, administrative control, and environmental resources of the Central Statistics Agency of Palu City. The activities of the Administration Sub-Section consist of program

development, finance, personnel, public relations, law, and general affairs. So how should we respond properly to each problem from each section, for example regarding human resources who are none other than employees within the Central Statistics Agency of Palu City scope, several problems exist in the Central Statistics Agency of Palu City but our attitude must be to be able to see each of these problems positively and try to solve it well if there are obstacles we face, then we will immediately lead the way, positive in the sense that he also tries to find a solution to the problem without being arrogant or looking at this problem from the negative side."

From the results of the interview above, it shows that the attitude taken by the head of the Central Statistics Agency of Palu City if there is a problem is to try to solve it properly without having to be arrogant or with an emotional attitude. A leader should also pay special attention to the existing problems so that the leader feels obliged to help solve these problems.

Every organization needs a positive work environment. This is important because employee productivity will be greatly influenced by the work environment. As a result, productivity can be increased and good relations between coworkers can be created, a conducive and comfortable working situation and the atmosphere is one of the factors in improving employee performance to be more productive and good results. The intended work environment includes communication between superiors and subordinates, teamwork, network, reward and punishment, schedule of organized activities.

As revealed by the informant who was conducted through an interview with Mrs. Nyoman, the interview was conducted on May 3, 2021:

"In this office we are family, so all the Central Statistics Agency of Palu City employees are family from the Central Statistics Agency so whatever is experienced by other employees we feel, but maybe not all employees have this feeling. And maybe some don't know each other very well. So there are still minor conflicts between fellow employees, whether it's a work problem or a personal problem.

"The results of the interview above show that in solving problems at the Central Statistics Agency using the family principle, which means that if it can still be solved together without having to involve many people and top-level leaders, but if there is a dead-end then the leadership is involved in solving the problem. As expressed by Mrs. Yunarti in the interview on May 3, 2021, namely:

"Positive thinking is very much needed in accepting jobs, although there are often questions in me, why am I always given jobs that are not my expertise, but my name is also a subordinate so I have to accept it and try to do well."

The conclusion of the researcher from the results of interviews with informants with positive indicators that positivity or positive thinking is good, where there is a tendency to act on employees to give positive assessments of work and co-workers as well as a leader. In communication between leader and subordinates as well as fellow employees should show each other a positive attitude, and resolve all problems as a family and consider all employees are family to create good communication relations and will create a pleasant atmosphere, so that termination of communication relations cannot occur.

e. Similarity

According to Miftah Thoha (2010: 196), this similarity is a special characteristic, because humans are not the same, so even twins are found to have differences. The fact is that in this world

there are brave people, there are rich people, there are people who are not beautiful, some are boxers, lecturers, and many others who show differences. Communication will be more effective if the people who communicate are in the same atmosphere. This doesn't mean that people who don't have anything in common can't communicate. They can communicate. But if there is communication going on, they want it to be effective.

As stated by one of the informants, Mrs. Resti, the interview was conducted on May 4, 2021, that:

"Our work is mostly in the field and is carried out as a team, before carrying out our work we usually gather first or a team meeting and then we will talk to each other about what to do or what to prepare, well that's when we usually can express each other's feelings and wishes."

The results of the interview above, it shows that communication between employees or field officers who will carry out data collection work always holds meetings and meetings to unite the perceptions and objectives of the data collection. The leader always calls for every employee within the Central Statistics Agency of Palu City to align the vision and mission of the Central Statistics Agency of Palu City with the Vision and Mission of these employees, but do all of them know and understand the aims and objectives of the vision and mission of the Central Statistics Agency of Palu City?

According to Mrs. Dra. Ni Nyoman in an interview conducted on May 3, 2021:

"At the Central Statistics Agency of Palu City, there are 23 employees but we have field officers who are not State Civil Apparatuses but freelance daily workers who are carried out when collecting data or taking data in the field, which I know they do not know well what the goals and objectives of the Central Statistics Agency of Palu City vision and mission are, What is important for them is to work according to the work assigned to them so that this is the responsibility of the field coordinators who are none other than the State Civil Apparatus at the Central Statistics Agency of Palu City, to unite language, goals and a sense of togetherness despite differences in status.

The interview above shows that the Central Statistics Agency of Palu City always emphasizes on its employees, both State Civil Apparatuses and freelance, to carry out work by the vision and mission of the Central Statistics Agency of Palu City. In every fieldwork, the coordinator has an important role to provide an understanding and purpose of the work.

We often hear the terms shared vision and mission in an organization. This is a tough task for a leader to unite so many characters of his employees or subordinates for one goal according to the vision and mission of the organization, as well as how to unify the goals of achieving work programs from different fields. As stated by Ms. Yeni, the interview was conducted on May 4, 2021, that:

"The head of the Central Statistics Agency of Palu City in his direction always says that every employee at work must align the vision and mission of the office with the personal vision and mission for the smooth and implementation of work programs.

"This was confirmed by Mrs. Puput during an interview on May 4, 2021:

"Before we go out in the field, the division of tasks will be carried out and then there are instructions that we must do, so that's where we are always reminded about the vision and mission of the Central Statistics Agency and unite perceptions, the goals of our work. In the division of

work tasks, I think it is by our needs and expertise, although there may be some that are not appropriate, with our sense of togetherness, we can handle all problems in the field well."

From the results of the interview above, the researcher can conclude that the emphasis on vision and mission is always carried out by the leadership to their subordinates, and the division of tasks is carried out according to the needs and expertise of employees at the Central Statistics Agency of Palu City. For the progress and smoothness of a job, there is a target that is the goal of the work or task given by the leadership, but in carrying out the work it must be supported by a sense of equality and openness of information.

The conclusion of the researcher from the results of interviews with informants with indicators of similarity at the Central Statistics Agency of Palu City is good, that the head of the Central Statistics Agency of Palu City always emphasizes to all his subordinates to align the vision and mission of the Central Statistics Agency with the implementation of the work and goals of all employees in the Palu City. Central Statistics Agency of Palu City and this has been done by almost all employees of the State Civil Apparatus. Transparency and disclosure of information have always been carried out by the Central Statistics Agency of Palu City for the sake of achieving maximum results, this has also been carried out by the Central Statistics Agency of Palu City. The sense of similarity between employees, both superiors and subordinates are also good. The same perception in work is one of the keys to the success of employees so that there are no conflicts of opinion and feel the greatest among others, this is what the Central Statistics Agency of Palu City strives for so that every employee has a harmonious communication relationship.

CONCLUSIONS

Based on the results of the research and the discussion above, the conclusions of this research are :

1. Openness, communication that exists between leader and heads of sections is good, but with employees of the Central Statistics Agency of Palu City, it has not been well established, so there is a significant difference in the form of communication carried out by superiors to subordinates (sectional heads) with employees as the lowest ranks in the organization.
2. Empathy, the head of the Central Statistics Agency of Palu City has a high sense of empathy for the problems and work needs of his subordinates, and the situation is not conducive in the Central Statistics Agency of Palu City environment but for personal interests, the attitude of empathy from the head is still lacking.
3. Support, the head of the Central Statistics Agency of Palu City has not fully provided support to subordinates; this is evidenced by the results of interviews where there is a lack of attention from the head towards subordinates whose work has been very good, and lack of motivation or encouragement to subordinates in their work.
4. Positivity, positivity indicators at the Central Statistics Agency of Palu City are good where the attitude shown by employees is a tendency to act on employees to give positive assessments of work and colleagues as well as to the leadership.
5. Similarly, the attitude of similarity at the Central Statistics Agency of Palu City is good, the sense of similarity between employees, both superiors and subordinates are well

established where the common perception in work, which is one of the keys to the success of employees, has been carried out well too.

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