Communication Relations Of The Secretariat Of The Regional House Of Representatives Of North Sumatra Province In Improving Legislative And Executive Harmonization (Perspective Of Islamic Communication)

Luthfi Solihin[1], **Syukur Kholil**[2], **Elfi Yanti Ritonga**[3]
Email: luthfisolihin4004213030@uinsu.ac.id , syukurkholil@uinsu.ac.id, elfiyanti@uinsu.ac.id

Universitas Islam Negeri Sumatera Utara

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Abstract

This research looks at the communication relations of the Secretariat of the Regional People's Representative Council of North Sumatra Province in improving legislative and executive harmony (Islamic communication perspective). The research results show that the communication relationship between the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province in improving legislative and executive harmonization can be concluded as follows: First, the communication relationship between the Secretariat (DPRD) of North Sumatra Province in increasing legislative and executive harmonization, namely: Secretariat (DPRD) North Sumatra Province has prepared agendas, logistics and meeting schedules between legislative and executive members, controlled information and documentation, has prepared meeting minutes and reports, has organized joint activities between the legislative and executive and has made public information. Second, the strategy used for North Sumatra Province Secretariat (DPRD) Communication Relations in Improving Legislative and Executive Harmonization, namely: The North Sumatra Province Secretariat (DPRD) has implemented a strategy to increase routine coordination and collaboration, implemented a strategy to strengthen internal communication, built a strategy of trust and relationships personal, implementing alignment of goals and shared vision to be able to work together better. Third, factors that influence obstacles to North Sumatra Province Secretariat (DPRD) Communication Relations in Improving Legislative and Executive Harmonization, namely

differences in goals and interests, lack of transparency in communication, limited human resources (HR), unclear duties and responsibilities, political and social instability and differences in understanding of policy and the legislative process.

I. Introduction

The Regional Government System The position of the two institutions will determine the pattern of their relationship. The relationship between the regional legislature, in this case, the DPRD and the Regional Executive or Regional Government, has undergone several changes in line with the laws and regulations governing the Regional Government. (Juanda, 2014; Raharjo & Rahman, 2022; Sugianto, 2017). The enactment of Law No. 32 of 2004 also brought several changes in the position and relationship between the DPRD and the Regional Government. There is a clear separation of roles between the Regional Government as the Regional Executive Body and the DPRD as the Regional Legislative Body, providing a new paradigm in the relationship between the DPRD and the Regional Government. Just like what is embraced by Law No. 5 of 1974 in Law No. 32 of 2004, the DPRD has an equal position and becomes a partner for local governments. Equality and partnership show a condition and role that is "equal" between the two. (Juanda, 2014; Lestari, 2015).

The strengthening of the role of the DPRD cannot be separated from the pattern of legislative-regional executive relations because the two institutions are the organizers of local government in a broad sense. The strengthening of the role of the DPRD gives rise to the impression and assumption that the regional legislature dominates the regional executive body. This view is not entirely correct if it is associated with a parliamentary atmosphere and a check and balance mechanism that colors the relationship between the legislature and the regional executive, as mentioned above. (Asrizal et al., 2023)In the context of this discussion, it is interesting to see the emergence of a new relationship pattern between the DPRD and the Regional Government and the impact of this change on the implementation of local government.

From the description mentioned above, at least it can give a general indication of how the current situation is developing in connection with a paradigm change in the implementation of government in the region. In Law No. 32 of 2004, the position of the DPRD is empowered by expanding its rights and authorities, as well as the accountability of regional heads in peraffirmative. Questioning the function of the DPRD will inevitably

come into contact with the regional executive's legislative relationship because legislative functions are carried out jointly by the executive-legislature (joint authority), such as the making of Regional Regulations. Implementing this function will play a decisive role in the relationship pattern between the two.

In addition, the relationship between the DPRD and the Regional Government, which has parliamentary nuances, although not pure, will be more or less related to the check and balance mechanism. The relationship between the DPRD and the Regional Government will be primarily determined by the laws and regulations that govern it. However, it is also necessary to pay attention to the extent to which its application in the field does not create the impression of the dominance of one institution over another.

In the relationship between the legislature and the executive, of course, it is inseparable from communication, such as Islamic communication, where in this case, Islamic communication is indeed never separated from the word da'wah, from the quotations of the verses of the Qur'an and its explanation, it can be seen that Islamic da'wah is nothing but an activity of communicating the teachings of Allah contained in the Qur'an and as-Sunnah so that people take it to become their way of life. The implementation must be carried out through communication, such as always being in contact with Allah and brotherhood with fellow people. (Reska Apriana, 2019).

This means that in the implementation of Islamic da'wah, we must use a type of communication, namely communication between Allah and His People or vice versa, as well as communication between humanity itself. Given its position, degree, and function, it can be said that communication between Allah and humanity or vice versa is vertical. In contrast, communication between fellow human beings is horizontal communication. Thus, it can be understood that Islamic da'wah is, in principle, an "Islamic communication," or in other words, Islamic da'wah is a communication science with an Islamic nature. (Mudzakiy, 2023; Reska Apriana, 2019).

In practice, there is often miscommunication between the executive and the legislature. This lack of coordination between the executive and the legislature causes a tug-of-war of interests in the process of discussion and determination, making it slow to enact a Regional Regulation. This reality occurs in the process of making regional

regulations; obstacles in their implementation, both caused by the local government (executive) and the DPRD (legislative), occur.

This happens because of the political power possessed by the executive and legislature. According to (Syahruni & Cangara, 2014)Political power is the ability to influence the government's general policy, from the formation process to the consequences it causes. The relationship between the executive and the legislature that does not show positive signals is caused by selfishness in each party, where they both feel that they have strong legitimacy because the people directly elect them. If we understand normatively, the executive and the legislature are two government institutions that have differences in each institution; the executive institution represents the government, and the legislative institution represents the community as a representative institution. This is where the important role of the Secretary of the DPRD (executive) is needed in building communication relations between the executive and the legislature, where the Secretary of the DPRD has the task of organizing secretarial administration and financial administration, supporting the implementation of the duties and functions of the DPRD, and providing and coordinating the experts needed by the DPRD by the financial capabilities of the Region. Departing from this phenomenon, the researcher conducted a more in-depth study of the Secretariat of the Regional House of Representatives of North Sumatra Province's communication relationship in improving legislative and executive harmonization.

2. Research Method

This research was conducted on the communication relationship of the Secretariat of the Regional House of Representatives of North Sumatra Province in improving the harmonization between the executive and legislative institutions, requiring identification and a deep understanding to see the context of events that encompass research problems and processes that occur in the relationship between executive and legislative institutions. The location of this research was the Secretariat of the Regional People's Representative Council of North Sumatra Province, Jl. Imam Bonjol No. 5, Medan, Petisah Tengah District, Medan Petisah District, Medan City, North Sumatra Province and the Governor's Office of North Sumatra Province, Jl. Pangeran Diponegoro No. 30, Madras Hulu District, Medan Polonia District, Medan City, North Sumatra Province. The time for conducting the research starts from September 2023 to July 2024. Data collection uses Triangulation. So that the data analysis used is a flow model with several stages, namely, data reduction, data display and verification (Hasibuan et al., 2022; Purwaningsih, 2012; Widarti et al., 2024)

3. Results and Discussion

Communication Relations of the Secretariat of the Regional House of Representatives of North Sumatra Province in Improving Legislative and Executive Harmonization

To improve the effectiveness and harmony of local government, the Secretariat of the Regional House of Representatives of North Sumatra Province plays an important role in facilitating communication between the legislature and the executive. The Secretariat of the Regional House of Representatives of North Sumatra Province The North Sumatra Province has built several important aspects of communication relations, including:

1. Coordination of Meetings and Meetings

Coordination of meetings is a process that involves planning, organizing, and executing effective meetings between the two institutions to discuss policy, supervision, and decision-making. This coordination aims to ensure that the executive and legislature have the same understanding, can overcome differences, and work together to achieve common goals that benefit society. (Jufri, 2023; Yusuf & Sodik, 2024).

The Secretariat of the Regional House of Representatives of North Sumatra Province is responsible for arranging the agenda, logistics, and schedule of meetings between members of the House of Representatives and executive officials. Working meetings, plenary sessions, and informal discussions on public policy, budget planning, and other strategic issues were conducted during these meetings. Therefore, the Secretariat of the Regional House of Representatives of North Sumatra Province ensures that communication runs smoothly and is structured.

Part of the strategic plan to create structured communication between legislative members and the executive, such as local government officials, is to facilitate meetings and coordination by the Secretariat of the North Sumatra Provincial Regional House of

Representatives. This facility ensures smooth interaction, information exchange, and effective decision-making to achieve common regional development goals. In the context of the relationship between the executive and the legislature, it is important to maintain a harmonious relationship and avoid prolonged divisions or tensions. Meetings and meetings should aim to find a standard solution, not to worsen the situation. If there is a difference of opinion, it is best to resolve it immediately and constructively.

2. Organization of Information and Documentation

Information and documentation organization is an effort to manage, store, and distribute relevant data, documents, and information between the two institutions. This information organization aims to enable the executive and legislature to communicate effectively, work together smoothly, and make the right decisions based on available data. With good management, the information needed by both institutions can be accessed at any time and strengthen transparency, accountability, and coordination in implementing public policies.

The Secretariat of the Regional House of Representatives of North Sumatra Province controls information and documentation to ensure that legislative work is clear, effective, and accountable. With effective data management, all executive officials and members of the North Sumatra Provincial Regional House of Representatives have access to accurate and up-to-date data, which is essential for decision-making.

By applying the principles of good information organization and documentation, the Secretariat of the Regional House of Representatives of North Sumatra Province can improve operational efficiency, accelerate decision-making, and maintain compliance with regulations related to information management. The Quran offers several principles related to information management and documentation, such as maintaining the truth of information, giving mandates, and record-keeping. In Islam, effective information control is highly valued for honesty, justice, and responsibility.

This concept suggests that information management must be honest and transparent, primarily related to the public or the public's interests. Where information must be stored in trust, carefully recorded, checked for truth, and conveyed honestly for

the common good, these principles from the Quran become an important foundation for information management and documentation.

3. Preparation of Reports and Meeting Minutes

Preparing reports and meeting minutes is an important step in documenting the results of discussions and decisions taken during meetings. These reports and minutes serve as official records that can be used for future reference, evaluation, and follow-up. (Hazh, 2024; Thaib et al., 2024)One important responsibility of the Secretariat of the Regional House of Representatives of North Sumatra Province is preparing minutes and meeting reports to ensure that all discussions and decisions made in meetings are recorded accurately and systematically. Reports and minutes of meetings are helpful as an official reference for members of the North Sumatra Provincial Regional House of Representatives and the executive to evaluate the legislative process, recall the decisions made, and follow up on the results of the discussions. (Jazuli, 2019; Sepriano et al., 2023).

The Secretariat of the Regional House of Representatives of North Sumatra Province can ensure that every legislative process and decision is well documented and accountable by compiling accurate and complete minutes and meeting reports. This also helps to keep the work process of the North Sumatra Provincial Regional People's Representative Council more transparent and accountable to the public and the executive.

The preparation of minutes and meeting reports is closely related to the principles found in the Qur'an regarding record-keeping, accuracy, and fairness in the delivery of information. Islam teaches the importance of recording events or agreements clearly and honestly to avoid misunderstandings and maintain trust between the parties involved. The writer must record the facts accurately when compiling minutes or meeting reports. In preparing meeting reports, the verification principle is fundamental because the minutes must record statements or decisions appropriately and thoroughly to ensure that all information has been checked for truth.

4. Organizing Joint Activities

Organizing joint activities is a collaborative effort that aims to unite the two institutions and achieve closer understanding and cooperation. These joint activities can

take the form of work meetings, panel discussions, workshops, and field visits to see firsthand the implementation of policies in the field. (Harahap et al., 2023; Siregar & Sagena, 2023). The main goal is to strengthen employment relations, increase the effectiveness of decision-making, and ensure that government policies and programs run according to the aspirations and needs of the community.

The purpose of coordinating joint activities between the Regional People's Representative Council of North Sumatra Province and the local government is to increase legislative and executive cooperation to achieve regional development goals. This program allows people to work together on various things, such as working visits, seminars, workshops, regulatory socialization, and special meetings to discuss joint policies.

In Islam, organizing joint activities, especially working together to achieve reasonable goals and benefit society, is essential. The Quran shows how practical and systematic cooperation is needed to achieve justice, goodness, and unity.

The Quran encourages people to cooperate in good things, not sin or enmity. This principle is particularly relevant for organizing joint activities where everyone must work together for a beneficial purpose. This shows that deliberation in Islam is an important way to make joint decisions, including organizing activities or projects that involve many parties.

5. Public Information

Public information is any form of data or documents owned, stored, or managed by the executive (such as governments and ministries) and legislatures (such as parliament or representative councils) that the public can access. (Oktiva Hadiasih, 2013; Sahib, 2023)This information disclosure aims to support transparency and accountability and encourage public participation in the government process. Both executive and legislative agencies must publicly convey certain information unless it is classified as a state secret or potentially endangers the public interest. (Gandini & Handayani, 2024; Lutfi & Satriawan, 2014).

One important step taken by the Secretariat of the Regional House of Representatives of North Sumatra Province to maintain transparency, accountability, and

public trust in the legislative process is to provide public information. By providing the right information, the public can understand the functions, policies, and decisions of the North Sumatra Provincial Regional People's Representative Council and how these policies affect their lives.

Transparent information shows the North Sumatra Provincial Regional House of Representatives' commitment to acting honestly and responsibly, which builds public trust in the legislature. When the public knows how and why each policy is made, they will appreciate and support the North Sumatra Provincial Regional People's Representative Council more because they will feel that the decision is made transparently and fairly.

The Secretariat of the Regional House of Representatives of North Sumatra Province can strengthen the relationship between the community and the legislature by prioritizing transparency and facilitating public access to information. This will increase public trust and build synergy between the government and the community to realize fair and sustainable development.

With good public information disclosure, the executive and legislature can increase transparency, strengthen public trust, and encourage the public to participate in development actively. Providing appropriate, accurate, and easily accessible public information is also important in maintaining the accountability of both institutions in carrying out their respective duties. The Council Secretariat takes these steps to increase public participation and transparency in the legislative process by providing the public with broad access to information related to the functions and policies of the Council.

In Islam, public information must be disseminated with the principles of honesty, transparency, and prudence so that the information is useful, does not pollute, and maintains community harmony. The Quran provides directions about disseminating information, such as verifying, being honest, and being precise when conveying information or news. The following Qur'anic verses relate to these principles.

The dissemination of public information can be done with full responsibility, transparency, and prudence using the principles outlined in these verses. The Qur'an

teaches that public information must be conveyed honestly and clearly so as not to cause division and always benefit the wider community.

Strategies Used for Communication Relations of the Secretariat of the Regional House of Representatives of North Sumatra Province in Improving Legislative and Executive Harmonization

To improve harmonization between the legislature (North et al.'s Representative Council) and the executive (Regional Government) in the Secretariat of the North Sumatra Provincial Regional People's Representative Council, North Sumatra Province, an effective communication strategy is needed that can reduce communication barriers and strengthen the working relationship between the two institutions. Here are some communication strategies that can be implemented:

1. **Improved Coordination and Collaboration Routine**

Increased coordination and regular collaboration are important steps to ensure that these two institutions can work together effectively to achieve the goals of transparent, accountable, and people-oriented governance. Strong coordination between the executive and legislature is important for formulating and implementing appropriate public policies and ensuring that the interests of the community are accommodated. (Sentanu & Yustiari, 2024; I. Setiawan & Johannes, 2024).

Meetings such as coordination meetings, discussion forums, or workshops may help both parties understand the issues at hand. Monthly or quarterly meetings between members of the House of Representatives and executive officials are held to ensure that policies discussed or implemented are to the needs of the community and the region. These meetings also allow initial collaboration between the legislature and the executive in formulating policies.

This reduces the possibility of policies not being agreed upon by both parties. To create a compelling and harmonious relationship in local government, the legislature and the executive must work together more often. If there is no good cooperation, miscommunication or dissent will increase, which can slow down the process of policy-making and implementation.

Increased coordination and regular collaboration between the Secretariat of the North Sumatra Provincial House of Representatives and the executive is key to creating a harmonious and productive working relationship. By holding regular meetings, strengthening communication using technology, and developing a joint team, both parties can efficiently formulate and implement regional policies. Implementing these strategies will accelerate the decision-making process and strengthen the sustainability of regional development while maintaining transparency and government accountability.

Collaboration between the executive and legislature does not always run smoothly. Both will often face challenges, such as differences in ideology, interests, or goals. In facing this challenge, both must be patient and continue to try to find solutions together. Patience will lead both parties to a better solution.

Openness and good communication are essential in any executive and legislative meeting. These two institutions must be able to

speak thoughtfully and avoid language that can aggravate the atmosphere. The relationship between these two institutions can be well established by increasing deliberation, mutual respect, maintaining trust, and focusing on the public interest. Increased coordination and regular collaboration based on these principles will help create effective policies, improve people's welfare, and maintain government stability.

2. Increased Transparency and Information

Increasing transparency and access to clear information is essential to increase synergy between the legislature (DPRD) and the executive (Regional Government). (Akla, 2019; Rahman et al., 2024). This strategy allows both parties to work together in a more open and accountable environment where they can understand their respective duties and responsibilities in creating and implementing policies. Good transparency can also increase public trust in local governments and reduce stakeholder conflicts. This step improves inter-institutional relations and strengthens the foundations of local democracy.

One important step towards a synergistic and accountable government is to increase transparency and information between the legislature (DPRD) and the executive (local government). If the policy formulation and implementation process are

transparent, these two institutions can work together better, understand their respective roles and responsibilities, and avoid misunderstandings or overlapping policies. With easily accessible information, legislators can appropriately oversee the implementation of executive programs and provide helpful criticism.

With this cooperation, the role of legislative control and supervision is strengthened, and public trust in the integrity of the local government process increases. The community can participate in monitoring transparent policy developments, increasing the legitimacy of decisions made and ensuring that all programs are running according to regional development goals.

3. Strengthening Internal Communication

An important step to improving efficiency and harmonization between the legislative and executive institutions is improving internal communication at the Secretariat of the Regional House of Representatives of North Sumatra Province. Strong communication allows all parties to work better, reduce misinformation, and work better together in formulating and implementing policies.

Strengthening internal communication is very important to ensure a harmonious and productive relationship between the DPRD, the executive, and the secretariat staff. By creating a clear and organized communication system, increasing the use of technology, and increasing the involvement and coordination of all parties, the harmonization process in policy-making and its implementation will be more effective and efficient. All parties can work together better, reduce disagreements, and help achieve development goals faster.

4. Building Trust and Personal Relationships

Building trust and personal relations between the legislature (DPRD) and the executive is crucial to creating a harmonious work environment. Strong trust and good personal relationships can help speed up decision-making in local government, improve communication, and reduce the likelihood of conflict. In addition, trust and good personal relationships will strengthen collaboration between the two parties in making and implementing policies that benefit the community.

The Secretariat of the Regional House of Representatives of North Sumatra Province has developed an open communication strategy. Clear and transparent communication channels can adequately convey information about policies, programs, and activities, reducing misunderstandings. This system lets all parties quickly get the information they need for better decision-making.

5. Alignment of Shared Goals and Vision

The legislature (DPRD) and the executive must work together to achieve common goals and visions and achieve effective and efficient government. When both institutions have the same goals and vision, they can work better together, accelerate policymaking, and optimize the implementation of programs that benefit the community. Unclear differences in priorities can lead to conflicts, unclear decision-making, and even delays in implementing public policies.

As an executive institution, the Secretariat of the Regional House of Representatives of North Sumatra Province has built a strategy to provide high-quality services that focus on executive and legislative needs. As a clear guide on what we want to achieve together, it has developed an excellent collaboration strategy between the legislature and the executive and supports the common goals and vision. To strengthen collaboration, perhaps we can improve communication between the legislature and the executive, for example, through forums or regular meetings.

6. Empowerment of Inter-Commission Communication

Empowerment of communication between commissions is an effort to increase the effectiveness of interaction and coordination between commissions in executive institutions (such as ministries or government agencies) and legislatures (such as the DPR or DPD). Good and coordinated communication between the two institutions is essential to resolve policy issues, accelerate the legislation process, and increase the effectiveness of policy implementation. Empowering communication between commissions can reduce tensions, increase transparency, and ensure that the interests of the community remain the main focus.

Empowering communication between commissions within the Regional People's Representative Council (DPRD) is crucial to creating effective synergy in the legislation and

supervision process. Commissions in the DPRD have different roles and functions and often have to work together to formulate complex policies. Therefore, empowering communication between commissions will strengthen coordination and collaboration, minimize overlapping tasks, and ensure that each policy produced can accommodate various perspectives and needs of the community. For more details, below are outlined some strategies taken by the Secretariat of the North Sumatra Provincial Regional House of Representatives to empower communication between commissions.

Empowering communication between commissions is essential because it acts as a liaison for effective and efficient decision-making. In a government or organization, the executive and legislative commissions often deal with specific issues that require collaboration and coordination. If communication between commissions does not run well, the policy-making process can be hampered, even causing misunderstandings that impact the policies taken. For more details, below are outlined some strategies taken by the Secretariat of the North Sumatra Provincial Regional House of Representatives to empower communication between commissions.

Factors Affecting Communication Relations Barriers of the Secretariat of the Regional House of Representatives of North Sumatra Province in Improving Legislative and Executive Harmonization

Many factors can cause obstacles to communication relationships in order to improve legislative and executive harmonization. Here are some factors that can cause obstacles in communication relationships, including:

1. Differences in Purpose and Interest

The communication relationship between the legislature (DPRD) and the executive (Regional Government) is often disrupted by the difference in goals and interests between the two institutions. While both have the primary goal of improving the well-being of society, the means used to achieve them and the underlying interests can be very different. (Jumadin & Wibisono, 2019; Khamim, 2021).

The legislature and the executive have different interests and priorities when performing their functions. While the legislature prioritizes oversight and control tasks,

the executive implements more specific development policies and programs. These differences can lead to conflicts or disagreements that hinder communication.

Communication between the legislature and the executive often suffers from problems due to a lack of transparency and unbalanced access to information. Misinterpretation or dissatisfaction may increase if the DPRD Secretariat does not get sufficient executive information about policies and programs. The lack of executive transparency can interfere with harmonization.

Each institution has its own culture and way of communicating in the workplace. For example, the legislature often talks more freely about the public interest, while the executive may be more bureaucratic. Differences in these methods can lead to communication problems that impact inter-agency relationships.

The political interests of legislative and executive members can affect harmonization. Some legislators may be too focused on their personal or party political agendas, ignoring the importance of working with the executive. Likewise, executive political interests can lead to actions inconsistent with the legislature.

2. Lack of Transparency in Communication

One of the significant obstacles in communication between the legislature and the executive is the lack of transparency in delivering information. When the information needed by the DPRD is not provided clearly or promptly by the executive, this can lead to miscommunication and mistrust and ultimately worsen the relationship. Differences in how data or reports are interpreted between the executive and the legislature can sometimes trigger disharmony. For example, if an executive delivers a report that does not correspond to the reality on the ground, this can trigger tension and worsen communication relationships.

Improving the communication between the executive and the DPRD Secretariat requires both parties to be more transparent, build trust, and equalize perceptions of common interests. In the long run, bureaucratic simplification and supportive technology can help improve the harmonization and effectiveness of communication. The lack of transparency in communication between the legislature (DPRD) and the executive (Regional Government) can be one of the biggest obstacles to increasing harmonization

between the two institutions. Low transparency can lead to misinformation, mistrust, and misunderstanding, which in turn worsens the relationship between the legislature and the executive and hinders the effectiveness of the policies taken.

3. Limited Human Resources (HR)

The limitation of Human Resources (HR) is one of the main obstacles to increasing harmonization between the legislature (DPRD) and the executive (Regional Government), especially in the context of effective communication and cooperation. When both institutions have limitations in human resource capacity in terms of quantity, quality, and competence, this can affect decision-making, policy implementation, and supervision of existing policies.

The lack of resources such as workforce, time, and budget at the DPRD Secretariat inhibits communication with the executive. For example, lacking an expert workforce or employees who understand complex issues can slow the communication and coordination process. Have limited capacity and skills. Communication can become ineffective and unproductive without adequate training and development.

If there is an imbalance between the number of staff in the executive and legislature, for example, if the executive has more employees with various technical skills while the DPRD lacks staff who can conduct in-depth policy analysis, then communication between the two institutions can be hampered. The DPRD may find it difficult to carry out effective supervision without adequate human resource support.

4. Unclear Duties and Responsibilities

The lack of clarity of duties and responsibilities between the legislature (DPRD) and the executive (Regional Government) can be a significant obstacle to improving the harmonization and effectiveness of communication between the two institutions. When duties and responsibilities are not well defined, various problems can arise, ranging from miscommunication to overlapping authority, ultimately hindering proper decision-making and efficient policy implementation.

Complex regulations and lengthy bureaucracy are often the main obstacles to effective communication. Suppose the communication process has to be carried out using various formal rules and procedures. In that case, it will hinder the flow of information

and the rapid coordination required for harmonization. Seeing the obstacles that occur, namely misunderstandings about the duties and functions of each party, can lead to misunderstandings in communication. Cooperation will be difficult if DPRD members do not understand the role of the executive and vice versa.

When authority is unclear, there is a potential for abuse of authority by both parties. The executive may feel that they have the right to make decisions that should be the responsibility of the DPRD. At the same time, the DPRD may consider that they have the right to interfere in the operational affairs of the government, which should be the executive's responsibility.

5. Political and Social Instability

Political and social instability significantly hinders communication, cooperation, and efficiency between the legislature (DPRD) and the executive (Regional Government). This instability can take many forms at the national and local levels, and often affects local governments' policymaking, decision-making, and policy implementation.

Seeing the political and social instability between the executive and the legislature is often a significant challenge in the government system because it can affect the performance of the two institutions in carrying out their duties and responsibilities. When there is disagreement or tension between the executive and the legislature, this can hinder the legislative process, make important decisions, and even damage public trust in the government; this needs to be coordinated quickly for harmonization.

Sharp political separations can lead to distrust between the legislative and executive branches, which often focus on political struggles rather than collaboration in policymaking. This makes decision-making more difficult and longer, and policies are more often hampered by political conflicts than resolved constructively.

6. Differences in Understanding of Policies and Legislation Processes

Differences in understanding of policies and legislation processes are one of the important factors that can hinder effective communication and coordination between the legislature (DPRD) and the executive (Regional Government) (A. Setiawan et al., 2015)A misaligned understanding of policymaking objectives, mechanisms, and priorities can

create a significant gap in the relationship between the two institutions, which in turn can affect the effectiveness of local government.

Seeing the difference in understanding of policies and legislation processes between the executive and the legislature is natural in a democratic system of government. Each institution has different roles, authorities, and perspectives in formulating and implementing policies. The primary key to overcoming differences in understanding is to build more open and regular communication between the executive and the legislature. Constant deliberation and dialogue can help bridge differences of opinion and create mutual understanding. The executive needs to be more involved with the legislature in formulating policies to feel they have a hand in the decision-making process.

Understanding the policy and legislative process between the executive branch and the legislature is natural in a democratic system of government. Both institutions need to respect their respective roles in the government system. The executive must understand that the legislature can criticize and provide policy input. In contrast, the legislature must understand that the executive is responsible for implementing policies directly on the ground. Openness in this process will strengthen collaboration between the two.

In implementing government administration policies and management related to public services, development programs, and budget and resource management. Executives tend to be more concerned with the effectiveness of policy implementation and the speed of achieving results that the community can directly feel. On the other hand, the legislature has the function of making policies, supervising, and controlling the course of government. The DPRD is tasked with formulating laws or regional regulations (perda), supervising the implementation of policies, and ensuring that applicable regulations use the budget. The DPRD focuses more on the political process, the public interest, and the balance between institutions in the government structure.

4. Conclusion

Based on the analysis and discussion of the communication relations of the Secretariat of the Regional People's Representative Council (DPRD) of North Sumatra Province in improving legislative and executive harmonization, it can be concluded as follows: First, the communication relations of the Secretariat (DPRD) of North Sumatra Province in improving legislative and Executive harmonization, namely: Secretariat (North et al. DPRD) has prepared the agenda, logistics and schedule of meetings between legislative and executive members, controlled information and documentation, has prepared minutes and meeting reports, has arranged joint activities between the legislative and executive and has made the information public. Second, the strategy used for North Sumatra Province Secretariat (DPRD) Communication Relations in Improving Legislative and Executive Harmonization, namely: The North Sumatra Province Secretariat (DPRD) has implemented a strategy to increase routine coordination and collaboration, implemented a strategy to strengthen internal communication, built a strategy of trust and relationships personal, implementing alignment of goals and shared vision to be able to work together better. Third, factors that influence obstacles to North Sumatra Province Secretariat (DPRD) Communication Relations in Improving Legislative and Executive Harmonization, namely differences in goals and interests, lack of transparency in communication, limited human resources (HR), unclear duties and responsibilities, political and social instability and differences in understanding of policy and the legislative process.

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