

Medan City Government Organizational Communication Transformation: Strategies to Improve the Quality of Public Services and Community Empowerment

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Abstract

This study reveals the fundamental problems in the organizational communication of the Medan City Government which has implications for the low quality of public services and community empowerment, reflected in the public satisfaction index of only 73.42% and community participation which is still at 58.7%. This study aims to analyze communication transformation as an improvement strategy. Using descriptive qualitative methods through observation, interviews, and literature reviews, this study found that ineffective communication leads to convoluted bureaucracy, service delays, and lack of transparency, thereby lowering public trust. To overcome this, the government implements communication transformation through the integration of information technology, such as integrated digital services to accelerate administrative processes, a participatory approach that involves the community in policy planning, and policy transparency through social media and public information portals. In addition, regular training for government officials in the use of modern communication technology and increasing digital literacy among the community is an important factor in the success of this transformation. The results show improved service efficiency, reduced complaints, and increased public participation. The recommendations of this study emphasize the importance of continuous two-way dialogue, inclusive communication policies, and the government's commitment to building transparent and responsive communication to realize more effective

public services and sustainable community empowerment.

1. Introduction

The quality of communication between Medan City government organizations in public services and community empowerment still needs significant improvement. This is based on data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) which shows that the public satisfaction index for public services in 2019 only reached 73.42 out of a scale of 100 (Novriando et al., 2020). This figure reflects that the quality of services provided is still not optimal. In addition, the level of community participation in regional development is also still low, as recorded in data from the Central Statistics Agency (BPS) of Medan City in 2020, community participation only reached 58.7% (Kusuma, 2023).

This achievement is still far from the local government's target of 70% participation (Ramayanti et al., 2022). Not only that, transparency and speed of service are also serious concerns. The Ombudsman of the Republic of Indonesia recorded as many as 120 complaints related to service delays and lack of information transparency during 2021 (Abdurrahman & Iswanto, 2022). This situation confirms the need for more effective communication reforms to improve the quality of public services and community involvement in the city of Medan. The inoptimal organizational communication in Medan City is also reflected in the low level of public satisfaction with public services.

The results of a survey by the Indonesian Survey Institute (LSI) in 2020 revealed that 62% of people are dissatisfied with the public services provided by local governments (Wicaksono et al., 2019). The most frequently submitted complaints include convoluted bureaucracy, non-transparent costs, and slow service completion processes. In addition, the issue of population administration is also still a serious concern, where in 2021, the Medan City Population and Civil Registration Office noted that as many as 15% of residents do not have an electronic ID card (Salam et al., 2020). This condition shows that there is still weak empowerment in the population administration sector.

Not only that, the issue of transparency in budget management also adds to a series of challenges. The North Sumatra Financial and Development Supervisory Agency (BPKP) recorded 25 cases of misuse of village funds throughout 2020 (Rosidi & Sakuntalawati, 2022). These cases underscore the need for deep improvements in organizational communication and public service management to be more efficient, transparent, and community-proactive. This organizational communication problem has a direct impact on the low effectiveness of public services and community empowerment. Many residents complained about inefficient bureaucratic procedures and unfriendly services.

In addition, low transparency makes it difficult for the public to get clear and accurate information about public services. This phenomenon has led to a decrease in the level of public trust in the Medan City government. Limitations in organizational communication also affect community participation in development, which ultimately slows down efforts to empower and improve welfare. This reflects the need for organizational

communication transformation to significantly improve the quality of public services.

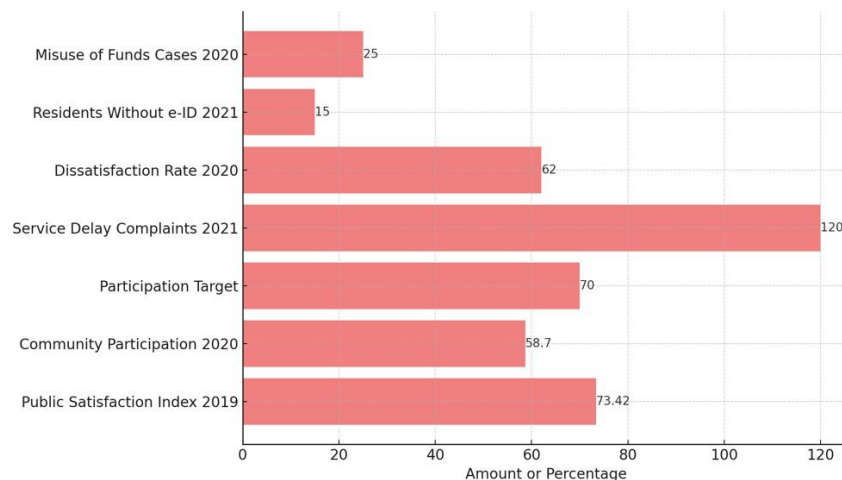


Figure 1. Analysis of Communication Challenges of Medan City Government Organizations in Public Services and Community Empowerment

This diagram illustrates the various challenges faced in the communication of the Medan City government organization related to the quality of public services and community empowerment. The community satisfaction index for public services in 2019 only reached 73.42 out of a scale of 100, while community participation in regional development in 2020 was at 58.7%, still far from the 70% target. In addition, there were 120 complaints related to service delays and lack of information transparency throughout 2021.

The level of public dissatisfaction with public services is also significant, reaching 62% in 2020. In the population administration sector, 15% of residents did not have an electronic ID card in 2021. The issue of transparency in budget management also recorded 25 cases of misuse of village funds in 2020. This data points to the need for profound reforms in organizational communication to improve efficiency, transparency, and community participation.

Previous research has proven the importance of communication transformation in improving public services, as Novriando et al. (2020) found that the *Jogja Smart Service* application in Yogyakarta has succeeded in increasing service effectiveness through the integration of communication technology. Kusuma (2023) emphasizes the use of the SERVQUAL-HOQ method in measuring the quality of public services and identifying aspects that need improvement. Meanwhile, Ramayanti et al. (2022) showed that the effectiveness of public services during the COVID-19 pandemic in Kuantan Singingi is still low, highlighting the need for changes in organizational communication to make services more responsive and efficient.

In the context of community empowerment, organizational communication transformation has also proven to be effective, as evidenced by Abdurrahman and Iswanto (2022), that the use of information technology accelerates public services in West Lombok. Meanwhile, Salam et al. (2020) revealed that the effectiveness of

population administration services can be improved through better communication between the government and the community.

This shows that organizational communication transformation not only improves public services, but also supports the empowerment of society as a whole. Rosidi and Sakuntalawati (2022) highlight the importance of applying digital technology to ensure transparency in the management of public funds, where through more open and participatory communication, the government can create more efficient and community-oriented public services.

This research is important to analyze how organizational communication transformation can improve the quality of public services and community empowerment in Medan City. The results of the research are expected to make a theoretical contribution to the concept of organizational communication in the context of government. Practically, this research is expected to be a guide for the Medan City government in designing more effective communication policies and strategies. With optimal communication, the government can increase public satisfaction, strengthen participation in development, and build a transparent and accountable government.

2. Research Method

This study uses a descriptive qualitative method with data collected through three main sources, namely observation of the natural condition of communication in the Medan City Government organization, interviews with relevant parties to explore further information related to the dynamics of communication, and literature review to strengthen the analysis with existing theoretical references. Data analysis is carried out through three stages: (1) data reduction to filter important information and summarize findings; (2) presenting data in the form of narratives or visualizations to make it easier to understand; and (3) drawing conclusions to obtain a comprehensive final result regarding the organization's communication. The validity of the data is guaranteed by using triangulation techniques, which involve comparing data from various sources and methods to ensure the consistency and validity of research findings (Chatra et al., 2023; Creswell, 2013; Salam, 2023).

3. Results and Discussion

Improving the Effectiveness of Organizational Communication in Public Services

The public satisfaction index for public services only reached 73.42 out of a scale of 100 in 2019 (Fadhila, 2023). In addition, the level of community participation in regional development was only 58.7% in 2020, still far from the target of 70% (Yunika et al., 2022). Complaints related to service delays and lack of information transparency reached 120 cases in 2021 (Darwis et al., 2022). The high level of public dissatisfaction, reaching 62% in 2020 (Ardiyani et al., 2021), indicates the need for significant improvements in government communication patterns.

In the population administration sector, 15% of Medan City residents do not have an electronic ID card in 2021 (Putra & Ma'ruf, 2021). The problem of transparency is also seen from 25 cases of misuse of village funds recorded in 2020 (Muhidin et al., 2022). Previous studies revealed that ineffective communication causes miscommunication between the government and the community, which has an impact on the low level of public trust and community participation in the development process (Firman, 2021). Therefore, organizational communication transformation is the key to solving this problem.

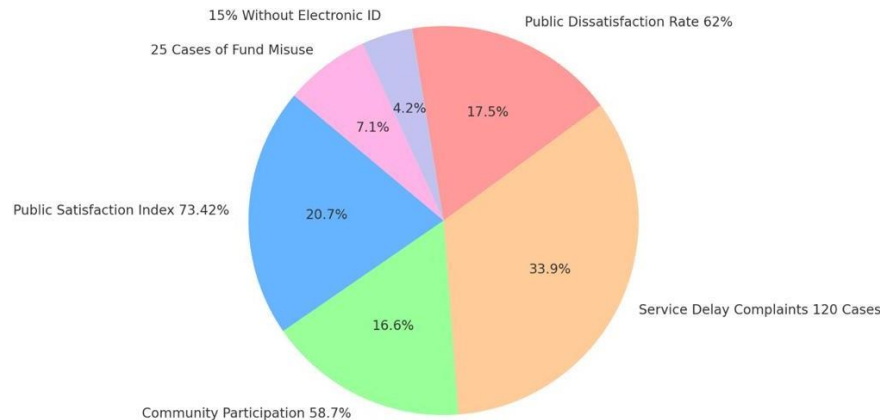


Figure 2. Distribution of Problems and Performance of Public Services in Medan City

The figures in the diagram represent the percentage of total issues related to public services in the city of Medan. 20.7% refers to the gap in the Public Satisfaction Index, where the satisfaction rate only reaches 73.42% of the perfect scale of 100%. 7.1% reflects the proportion of 25 cases of misuse of village funds, which shows the problem of transparency in the management of public funds. 4.2% describes the number of residents who do not have an electronic ID card, equivalent to 15% of the total population. 17.5% showed the level of public dissatisfaction with public services, of which 62% of residents were dissatisfied.

Meanwhile, 33.9% were part of 120 complaints related to service delays, indicating a significant problem in the speed of public services. Finally, 16.6% reflects the level of community participation which only reaches 58.7%, lower than the target of 70%. These figures illustrate the various challenges faced by the government in providing effective, transparent, and responsive services.

However, currently the Medan City Government has taken various transformation steps to improve organizational communication in public services. One of the efforts made is to integrate communication technology through integrated digital services to accelerate the service process (Atmawati, 2023). In addition, a more participatory communication approach is adopted to listen to the aspirations of the community directly. The results of interviews with government officials show that technology-based public service applications are beginning to be implemented, although they still need to improve the infrastructure and skills of human resources to operate them.

In an effort to increase transparency, the Medan City Government also utilizes social media and public information portals to convey important policies and information to the public. This approach is supported by research by Noratuddini and Pohan (2021), which shows that the use of information technology can increase transparency and accountability in the management of public funds. Community-based communication programs were also launched to bridge communication between the government and the community, so that public services are more responsive to the needs of residents (Amriwan, 2021).

This transformation also includes the application of the SERVQUAL-HOQ method to measure and improve the quality of public services (Rohmi, 2023). Through this method, the Medan City Government can identify dimensions of service quality that need to be improved, such as reliability, responsiveness, and certainty. Firman's research (2021) shows that effective communication in government organizations can increase the efficiency and effectiveness of services through better coordination between agencies.

Amriwan (2021) said that effective organizational communication plays an important role in building public trust. With transparent and open communication, the community feels more appreciated and tends to be more active in participating in regional development. Rohmi's study (2023) also underscores the importance of active stakeholder involvement in the communication process to ensure that policies are made in accordance with the needs of the community. In addition, clear and timely communication helps minimize misunderstandings and increase public service satisfaction.

The digitization of public services allows the government to provide faster, more efficient, and more transparent services (Atmawati, 2023). However, this success is highly dependent on the readiness of infrastructure and increasing the capacity of government apparatus in using modern communication technology. Firman's research (2021) emphasizes the importance of regular training for government officials in order to maximize the use of technology in public services.

In addition to the technological aspect, interpersonal communication between the government and the community also needs to be improved. A participatory approach in the communication process allows the government to better understand the aspirations and needs of the community (Noratuddini & Pohan, 2021). Involving the community in policy formulation can create a sense of ownership and increase the effectiveness of policy implementation. Thus, two-way and participatory communication is the foundation for increasing the effectiveness of public services.

To support the sustainability of this transformation, comprehensive communication policies must be designed and implemented consistently. This policy includes increasing transparency, integrating communication technology, and strengthening the communication capacity of government apparatus. As stated by Yunika et al. (2022), good communication in government contributes to increased community satisfaction and participation in development. Therefore, the success of organizational communication transformation depends on the government's commitment to make continuous

improvements.

Increasing the effectiveness of organizational communication in public services in Medan City can be achieved through the integration of information technology, policy transparency, and participatory communication. This transformation includes the implementation of digital services to accelerate administrative processes, the use of social media and public information portals to convey policies, as well as a two-way approach between the government and the community.

Transformation Aspect	Description	Source
Integration of Communication Technology	Implementation of integrated digital services to accelerate public service processes.	Atmawati (2023)
Participatory Approach	Communication that involves the community to hear aspirations directly.	Amriwan (2021)
Use of Social Media	Utilization of social media and information portals to convey policies and enhance transparency.	Noratuddini & Pohan (2021)
SERVQUAL-HOQ Method	Measuring and improving service quality, such as reliability, responsiveness, and assurance.	Rohmi (2023)
Public Apparatus HR Training	Enhancing the skills of government personnel to optimize modern communication technology.	Firman (2021)
Transparency and Accountability	More transparent public fund management through the use of information technology.	Noratuddini & Pohan (2021)
Interpersonal Communication	Enhancing communication between the government and the community to understand needs and aspirations.	Amriwan (2021)
Comprehensive Communication Policy	Formulating communication policies that support improved transparency and participative communication.	Yunika et al. (2022)
Service Efficiency and Effectiveness	Effective communication between institutions enhances coordination in public services.	Firman (2021)
Service Responsiveness	Community-based communication programs to improve government responsiveness to citizen needs.	Amriwan (2021)

Table 1. Organizational Communication Transformation in Public Services in Medan City

The use of the SERVQUAL-HOQ method helps identify service aspects that need improvement, while regular training for government officials ensures the readiness of human resources to operate modern technology. With transparent, open, and participatory communication, governments can increase public satisfaction, reduce service complaints, increase community participation in development, and create a government that is more accountable and responsive to citizens' needs.

Communication Transformation in Encouraging Community Participation and Empowerment

Community empowerment in Medan City still faces various significant obstacles. Although the government has implemented various programs, community participation in empowerment activities has not been optimal. Suriadi (2024) emphasized that effective communication strategies and transparency are essential to increase participation. However, the reality is that many residents feel uninvolved in decision-making. This indicates that there is a gap between policies made by the government and implementation on the ground. In addition, Najih (2020) stated that poor communication often causes confusion in society, which hinders them from actively participating. Lack of access to information and minimal understanding further exacerbates this situation (Darwis et al., 2022).

In various efforts, the Medan City Government has tried to transform communication to increase community participation. One of the strategies implemented is the use of information technology to increase transparency in public services (Fitriani, 2023). By using digital applications, people can access information more quickly and easily. This step is in line with the findings of Fadli and Wolo (2023) who stated that information technology can increase accessibility and participation. In addition, the government has begun to implement participatory communication, where the community is involved in every stage of the empowerment program. Sobra (2023) emphasized that this approach can increase the community's sense of belonging to the programs carried out.

However, challenges still arise regarding the effectiveness of these communications. Riliani et al. (2022) found that some people are still skeptical of their involvement, which is considered only a formality. Residents feel that their participation does not have a real impact on their daily lives. To address this, the government needs to ensure a more inclusive and responsive approach to communication. Substantially involving the community in decision-making can build trust and better collaboration. This will help bridge the gap between policy and reality on the ground, while encouraging active community participation.

The communication transformation carried out by the Medan City Government needs to consider the cultural and social aspects of the community. Nurhaliza (2023) emphasizes the importance of understanding the local context in designing communication strategies. An approach tailored to local characteristics can make the message more relevant and engaging. In addition, constructive dialogue between the government and the community must be a priority to build mutual trust (Mulyaningsih, 2021). With this dialogue, the government can understand the needs of the community more deeply and design programs that are more effective and in accordance with local social realities.

According to Mulyaningsih (2021), good communication is not only conveying information, but also building a constructive two-way dialogue. This creates mutual trust between the community and the government. With effective communication, people will feel more valued and motivated to actively participate. In addition, open and transparent communication also minimizes the potential for misunderstandings, which are often an

obstacle in the implementation of empowerment programs.

Communication transformation also includes increasing digital literacy among the people of Medan City. Putri (2024) highlighted the importance of digital literacy to encourage community participation in development. With the increasing use of information technology, people must be equipped with the skills to make optimal use of digital resources. Training and education programs on the use of information technology must be part of the empowerment strategy. Good digital literacy will allow people to access information independently, thereby increasing participation in various empowerment programs run by the government.

The use of information technology has helped reach more people in Medan City. Fitriani (2023) said that digital applications can make it easier for people to participate in the decision-making process. With this technology, information can be disseminated more quickly and transparently, thereby increasing government accountability. However, access to technology must be supported by adequate and equitable infrastructure throughout the city of Medan. Without equal access, the digital divide will continue to be an obstacle to community empowerment.

In addition to technology, participatory communication also plays an important role in the transformation of communication. Sobra (2023) explained that participatory communication can increase community involvement in empowerment programs. Through this approach, the community is not only the beneficiary but also the decision-maker. Active participation will create a sense of shared ownership of the programs that are carried out. Thus, participatory communication can be an effective tool to build synergy between the government and the community and create sustainable social change.

In an effort to build inclusive communication, the Medan City Government must continue to evaluate the communication strategies implemented. Riliani et al. (2022) emphasized the importance of listening to the aspirations of the community continuously so that the policies taken are in accordance with real needs. The government must also improve the feedback mechanism so that the public can easily submit complaints or input. With more inclusive communication, empowerment programs will be more effective and have a wider positive impact on people's lives.

Communication transformation in the city of Medan is the key to increasing community participation and empowerment. Through the use of information technology, the public can access information more quickly and transparently, allowing for wider involvement in the decision-making process. Increasing digital literacy also encourages people to be more active in using technology as a means of communication and collaboration.

In addition, a participatory communication approach, in which citizens are involved in the various stages of program planning and implementation, helps to build a sense of shared ownership and trust in the government. With more inclusive and responsive communication, the potential for community participation can be optimized. However, challenges in communication effectiveness still need to be overcome, especially in

ensuring that participation is not just a formality. The government needs to understand and adjust communication strategies to the cultural and social context of the local community so that the messages conveyed are more relevant.

Constructive dialogue and effective feedback mechanisms must be prioritized to build mutual trust. By listening to people's aspirations in a sustainable manner and ensuring equitable access to technology across the region, the gap between policy and reality on the ground can be bridged. This step will encourage active participation and realize sustainable community empowerment.

4. Conclusion

The organizational communication transformation carried out by the Medan City Government focuses on improving the quality of public services and community empowerment through the integration of information technology, participatory approaches, and policy transparency. With the implementation of integrated digital services, the public can access information and services more quickly and efficiently, thereby improving accountability and reducing service delays. Digital literacy is also a priority to ensure that citizens are able to utilize technology optimally.

A participatory communication approach involves the community in the decision-making process, builds a sense of shared ownership of government programs, and increases active participation. Policy transparency through social media and public portals strengthens trust and minimizes the misuse of public funds. With constructive dialogue, effective feedback mechanisms, and the readiness of government officials to use modern technology, Medan City can bridge the gap between policy and implementation on the ground, thereby creating more responsive, inclusive, and sustainable public services.

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