The influence of organizational communication toward the quality of employees' service at southern city sub-district office of gorontalo city

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Abstract
Community satisfaction can only be reached when the services provided by the government employees for them meet their expectation, where the services are considered of good quality and within affordable cost. This research aims at analyzing the extent of organizational communication influence on the quality of service provided by the employees at Southern City Sub-district office, City of Gorontalo. This research uses quantitative approach with descriptive method. The data are analyzed using path way analysis and observation, documentation, and questionnaire as data collection method. This questionnaire has previously tested its validity and reliability. The number of respondents in this research is 32 respondents. The analysis shows that organizational communication that comprises of internal communication (X1) and external communication (X2) simultaneously influence the quality of employees' service (Y) at the Southern City Sub-district Office, Gorontalo City by 0.757 (75.7%). This means that the quality of service provided by the employees is largely determined by the clarity of organizational communication at the Sub-district office and that the effectiveness of the communication such as the information of sub-district programs to the community. In addition, internal communication (X1) partially influences the quality of service provided by the employee (Y) at the Southern City Sub-district Office, Gorontalo City by 0.662 (66.2%). Internal communication will be able to influence the quality of service if ideas are exchanged horizontally and vertically within the organization that directly causes the jobs and tasks to be regulated and well controlled. Meanwhile, the external communication (X2) partially influences the quality of employees' service (Y) by 0.215 (21.5%). This external organizational communication is the communication among the leader, employees, and community, in which, the organizational programs are clearly articulated and communicated with the community to gain their support as service users.

Keywords: Organizational communication, Quality of Service

INTRODUCTION

The implementation of public service by the government employees related within the civil rights and fulfillment of basic needs has not met the public expectation. This is evident in the number of complaints submitted either directly to the head of the service units or through readers' letters in newspaper. On the other hand, community as service beneficiaries has not yet exerted effective control to increase the quality of public services. Therefore, public service delivery has to be improved through total improvement in the institutionalization aspect, human resource aspect, and governance and accountability aspects. Hence, it is expected that the quality of public service delivery will be better, quick, affordable, secure, accountable and fair. The absence of those conditions can make the community's future gloomy because they are heavily dependent on the provision of these public services by the government (Kumorotomo, 2010:218)[1]

Based on my observation, the problem above is related to the lack of effective communication. Effective communication within an organization related to the communication of its leader to the followers, communication among employees or members of the organization, and communication from the employees to the community as user of their services. Communication within an organization is very crucial to prevent misinformed among the members of an organization and synchronize the efforts to achieve the objectives and goals of organization. An interaction intended to unite and synchronize all aspects of common interest is needed to achieve the common goals. In other words, without a good interaction, an organization would not be able to achieve its goals. These interactions are related to the delivery of information, tasks instructions or tasks delegation. Interaction actually is a process related to communication between two or more people, in which on act as the information bearer and the other as the information recipient. In short, there has to be a correlation that involves and focus on people within the organization. Communication is considered as a process of delivering the information to coordinate the environment and other people for the achievement of the organization's objectives and goals.

The same also applied in the activity of the employees at the Southern City Sub-district office, which main function is to deliver public services. However, based on the observation, there are still many people complaining about the service provided by this sub-district office. Often, the

[1] Kumorotomo, Wahyudi, 2010. *Manajemen Pelayanan Publik/Public Service Management.* PT. Raja Grafindo, Jakarta

people are told to wait for other employees who are more knowledgeable on the procedure or requirement that has to be prepared by the people. In addition, there are also no information on the length of time spent to finish one service. Hence, the community feels dissatisfied.

This phenomenon is due to the lack of good organization communication, both internal and external communication of the Southern City Sub-district Office organization. Despites a communication within an organization that gives many direct benefits such as, easing the employees to work from instructions given from the leader and to minimize the misunderstanding that commonly happen in an organization.

THEORETICAL REFERENCES

Organizational Communication

Communication according to Redding and Sanborn in Muhammad (2009: 65)[2] is the complex delivery and receiving of information within an organization. This communication comprises of internal communication, human relationship, correlation of management, downward communication or communication from leader to followers, upward communication or communication from followers to leader, horizontal communication or communication among people in the same level within an organization, communication skill, speaking, listening, writing, and program evaluation communication.

Brennan in Effendy (2011: 116)[3] mentions that there are two dimensions of organizational communication namely:

1. Internal communication

Internal communication is an exchange of ideas among administrators and employees in an organization or institution that caused that organization and its unique structure of organization and the horizontally and vertically exchanged ideas within that particular organization have made the jobs well implemented (Brennan in Effendy, 2011: 122).

According to Pace in Senjaya (2007: 45)[4], the flow of message in organization communication consists of:

[2] Muhammad, Arni, 2009. *Komunikasi Organisasi/Organizational Communication*, Bumi Aksara, Jakarta.
[3] Effendy, Onong Uchjana, 2011. *Ilmu, Teori, dan Filsafat Komunikasi/Science, Theory, and Communication Philosophy*, PT. Cita Aditya Bakti, Bandung
[4] Senjaya, Sasa Djuarsa, 2007, *Teori Komunikasi/Communication Theory*. Universitas Terbuka, Jakarta

1. Downward communication

   This type of communication takes place when the upper management level send message to the lower level structure. This communication functions to deliver the job instruction, job rationale, procedures and practices, and motivate the employees to work better.

2. Upward communication

   This type of communication takes place when employees send message to the top level management. The subordinate send messages to the leaders. The function of this type of communication is to deliver information about the jobs or tasks that have been done, or to deliver information on the job related problems, or unaccomplished tasks. This type of communication also used to deliver suggestions from employees as well as personal complaints or job related complaints.

3. Horizontal communication

   This type of communication happens among employees or member of organization with equal positions. This horizontal communication works to improve tasks related coordination, as problem solving efforts, to share information, to resolve conflict, as well as to develop relationship through cooperation.

According to Lawrence D. Brennun in Soyomukti (2010:22)[5] internal communication is an effort done to deliver message, ideas, and other information that can vertically, horizontally, and diagonally happen within an organization. Exchange of information between administrators and employees within an organization and its unique organizational structure, horizontally exchanged ideas and internal communication have caused the jobs done (operational and management of the organization).

2. External Communication

External communication of an organization is a communication between leaders of the organization and the public outside the organization. In a big organization, head of public relation more often do this type of communication than the leader himself. Leader of organization communicates with public only in urgent and important matters.

Brennan in Effendy (2011: 128) defines external communication as communication among leader of organization, members of organization, and the public outside the organization.

[5] Soyomukti, Nurani. 2010. *Pengantar ilmu Komunikasi/Introduction to Communication Science.* Ar-Ruzz Media, Yogyakarta.

Communication, according to Brennan in Effendy (2011: 130) has two aspects namely:

1. Formal aspect

   This formal aspect usually follows the line of authority mandated by the organizational structure

2. Non-formal Aspect

   Non-formal aspect usually deals with the social relationships outside the authority line of an organization.

   Pace in Senjaya (2007: 53) states that external communication consists of two ways communication, communication from public to the organization and from the organization to the public.

   a. Communication from organization to public

      This type of communication usually informative, done in certain ways thus the community feels involved, at least feel like they have relationship with the organization. This type of communication is done through various means such as, organizational magazine, press release, articles in newspapers, documentary movies, brochure, leaflets, and press conference.

   b. Communication from public to organization

      This type of communication is usually as a feedback or impact of communication activities conducted by the organization. If the communication delivered to public creates controversy, then it creates public opinion.

For a communication to be effective and acceptable by the member of organization, the following requirements need to be met: the message has to be understood during the decision making, the employees have to believe that the communication delivered is suitable with the objective of the organization, communication is suitable with the personal interest of the members, and the members are both mentally and physically able to implement that message.

Public Service

Kurniawan in Sianipar (2008:6)[6] says that public service is the delivery of service (serving) others' needs or public needs who have interest in that organization, by observing the prevailing

[6] Sianipar, IPG. 2008. *Manajemen Pelayanan Masyarakat*/Public Service Management. Lembaga Administrasi Negara – RI. Jakarta

laws and regulation. Meanwhile, according to Sianipar (2008:5) service delivery is the way to serve, assisting in preparation of, managing, accomplishing needs of a person or of a group of people. It means that the object being served is the individual, and organization (a group of organization members). This definition means that individual that providing service has skill in according to the service being provided. Hence, the service providers are able to assist in accomplishing a task, accomplishing individual or organizational needs.

Decree of the Minister of State Apparatus' Empowerment No. 58 of 2002 classifies three types of services provided by governmental organizations and State Owned Enterprises, namely:

1. Administrative service, a service provided by the unit service such as registering, researching, decision-making, documenting, and other administrative efforts, which as a whole produces documents. The example of this type of service are land certificate and population administration services.
2. Good services, a service provided by a unit of service by provision of physical goods including distribution of these goods and the direct delivery to the consumers within a system, for instance, electricity service, water service, and telephone services.
3. Services, is a service provided by a unit of service on the provision of facilities and infrastructure, for instance, public transportation, land, sea, and air transport, health care service, banking services, and postal services.

Therefore, it can be said that public service is a provision of service for individual or community needs and or other organization's interests by observing the prevailing laws and regulation and is intended to bring satisfaction for the service recipients.

Public service provided by the government can be categorized into two main categories, basic needs services and public services (Mahmudi, 2010: 205-210)[7]

1. Basic service needs, is a type of basic services that has to be provided by the state, which comprises of health care, basic education, and basic commodities for public.
2. Public Services, is a type of service in addition to the basic service that has to be provided by the state namely: a) administrative services, b) goods services, and c) services.

Further, Wasistiono (2008:43)[8] states that public service is the provision of services either by the government or private sector on behalf of government or private sector to the community with

[7] Mahmudi, 2010. *Manajemen Kinerja Sektor Public/Public Sector Performance Management.* Unit Penerbit dan Percetakan Akademi Manajemen Perusahaan YKPN, Yogyakarta.

and without payment in order to fulfill the needs of the community. Therefore, it can be said that public service delivery is not only by government institutions, but also private sectors. The public service delivery by the government has socio and political motives, implementing main functions of government and seeking supports from the community.

Quality of Public Service

According to Islamy in Rohman *et al* (2010: 37)[9] in public service delivery ethical and humane values of equity, equality, and fairness have to be put forward. In order to achieve the administrative goals and objectives within the public interest, each apparatus have to consider five principles of services that reflects the quality of service namely:

1. Accessibility principle. It has to be affordable for the users. The distance and location have to be accessible.
2. Continuity principle. Each service has to be sustainable, available or clear for public.
3. Technicality principle. In certain level, mechanism and process of services have to be handled by professional apparatus that technically understand the procedure and instrument, system, suitability, and clarity of the service provided.
4. Profitability principle. Public service delivery have to be effectively and efficiently implemented, and gives economic and social benefits for the government and for public.
5. Accountability principle. The product and the quality of the service provided have to be accountable. Government apparatus have to give best services for the community.

These five principles give opportunity for Indonesian bureaucracy to become an efficient organization, however the administrative procedure tend to become more and more complicated, and there are many formal rules which practices are not monitored. The bureaucratic positions will become more and more exclusive, where government positioned themselves as masters that have to be served, and not as servants of the community.

Istianto (2009: 144)[10] argued that quality of service focuses on the following things:

1. Customer focus, identification of customers (internal, external, and/or middle men) is main priority. Following this, the identification of costumers' needs and expectations are

[8] Wasistiono, Sadu. 2008. Kapita Selecta Manajemen Pemerintahan Daerah/Selecta Capita of Local Government Management. CV Fokus Media. Bandung
[9] Rohman, A. Aimnur et al. 2010. *Reformasi Pelayanan Publik/Public Service Reformation.* Averroes Press. Malang
[10] Istianto, Bambang, 2009. *Manajemen Pemerintahan Dalam Perspektif Pelayanan Publik/Governmental Management Within The Perspective of Public Service.* STIAMI and Mitra Wacana Media, Jakarta.

the next step. Next, a system that can generate services to fulfill that needs is to be designed. In addition, organization also needs to create partnerships with key stakeholders on the basis of win-win situation.

2. Total involvement. Total involvement means a total commitment. Management has to give opportunity for quality improvement for all employees and shows quality of leadership that can give positive inspiration (through active participation and real action) for the organization that he/she lead. The management has to delegate responsibilities and authority to improve their quality of work.
3. Measurement, in this case, the main needs is to compose basic line, internally and externally for the organization and customers. The measurement indicators composed of, developing the indicator for measuring process and result, identifying the output and critical work processes and measuring its suitability with public demand, correcting mistakes and improving performance.
4. Systematic support, management is responsible in managing the quality through:
    a. Developing quality of infrastructure that related to the structure of internal management
    b. Connecting the quality with the current management system such as:
        - Strategic planning
        - Performance management
        - Acknowledgement, reward, and employees' promotion
        - Communication
5. On-going improvement, everyone is responsible for:
    a. Considering all works as a process
    b. Anticipating changes of needs, desire, and public expectation
    c. Conducting incremental improvement
    d. Reducing the time cycle
    e. Encouraging and receiving feedback without fear of anxiety.

Hypothesis

1. Organizational communication that comprises of internal communication (X1) and external communication (X2) simultaneously influenced the quality of employees' service (Y) at Southern City Sub-district office of Gorontalo city.
2. Organizational communication, internal communication (X1) partially influenced the quality of employees' services (Y) at Southern City Sub-district Office of Gorontalo city.
3. Organizational communication, external communication (X2) partially influenced the quality of employees' services (Y) at Southern City Sub-district office of Gorontalo city.

RESEARCH METHOD

The object of this research was the influence of organizational communication that consisted of internal communication (X1) and External Communication (X2) toward the quality of employees' service (Y) at Southern City Sub-district Office of Gorontalo city. This research was conducted for three months.

This research is a quantitative research, with descriptive method. The data for this research were collected using questionnaire as its primary data.

According to Nasution (2007: 24)[11] descriptive study is more specific on certain aspects and often shows correlation between various variable. Whereas, quantitative study, according to Sugiono (2008:8)[12] is a research model that based on positivism philosophy, and is used to study certain population and sample, data collection uses research instrument, the data are statistically/quantitatively analyzed. These are all done to test the proposed hypothesis.

The population in this research is all the employees at Southern City Sub-district office of Gorontalo city that comprises of 32 people (18 civil servants, and 14 non-civil servants employees). The entire population is made as samples.

The data collection methods are observation, questionnaire, and documentation. To ensure that the instruments are valid, the instruments were tested their reliability and validity, hence they

[11] Nasution, 2007. *Metode Penelitian/Research Method (Penelitian Ilmiah/Academic Research).* Bumi Aksara, Jakarta.

[12] Sugiyono, 2008: *Metode Penelitian Kuantitatif Kualitatif dan R & D/ Quantitative, Qualitative and R & D Research Method.* Bumi Aksara, Jakarta.

produced objective data. Based on validity and reliability, all items are pronounced valid and reliable.

To ensure that the sub variables in the research, whether there is an influence of organizational communication that comprises of internal communication (X1) and external communication (X2) toward the quality of employees' service (Y) at the office of Southern City Sub-district, City of Gorontalo, the path ways analysis was conducted by converting the data from ordinal scale into interval scale.

RESEARCH FINDINGS AND DISCUSSION

Research Findings

The hypothesis test was made using the pat analysis based on the correlational coefficient for each X variables and Y variable. The result of this hypothesis tests are as follow:

First Hypothesis Test

The first hypothesis tested was "internal communication (X1) and external communication (X2) simultaneously influence the quality of employees' service (Y) at the Office of Southern City Sub-district, city of Gorontalo.

The correlational matrix calculation between X1 and X2 variables, it was found that the path ways coefficient of variable X1 and X2 toward Y variable can be seen in the following table:

Table 1
Path Coefficient for X1 and X2 Variables toward Y Variable

Path coefficient		Percentage
Path Coefficient of X_1 toward Y ($Py.X_1$)	0.662	66.2%
Path Coefficient of X_2 toward Y ($Py.X_2$)	0.215	21.5%
Path Coefficient of X_1 toward X_2 ($P X_1 . X_2$)	0.951	95.1%
Multiple correlational Coefficient Ry. X_1. X_2	0.870	87.0%
Multiple Determinant Coefficient R2y, X_1, X_2	0.757	75.7%
Determinant Coefficient of Outside Variable toward Y variable P2Y, ε	0.243	24.3%
Path coefficient of outside variable toward Y variable Py ε	0.493	49.3%

Source: Questionnaire Processing Result, 2016

The path coefficient value for internal communication (X1) toward the service provided by employees' (X2) was 0.662 (66.2%). The path coefficient value for external communication (X2)

toward the service provided by the employees' (Y) at the office of Southern City Sub-district of Gorontalo City was 0.215 (21.5%). To be clearer it can be seen in the following figure:

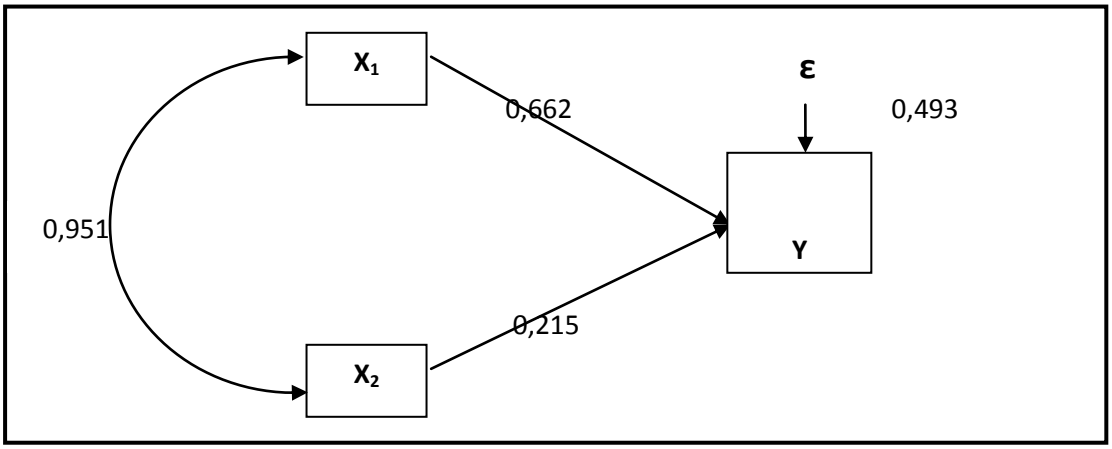

Figure 1: Structure of Path Analysis

The structure of path analysis above, it is clear that organizational communication of internal communication (X1) and external communication (X2) simultaneously influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo as seen in the following table

Table 2
Path Coefficient, Direct influence, Total Influence and Simultaneous Influence of X1 and X2 toward Y.

Variable	Path Coefficient	Influence		Simultaneous Influence (R^2YX_K)
		Direct	Total	-
X1	0.662	0.662	0.662	-
X2	0.215	0.215	0.215	-
E	0.493	1-0.757=0.243	-	-
X1 and X2	-	-	-	0.757

Source: Primary Data, 2016

From this analysis it is evident in the above table that organizational communication that comprises of internal communication (X1) and external communication (X2) simultaneously influenced the quality of service provided by the employees (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.757 (75.7%).

Therefore the first hypothesis which stated that organizational communication that comprises of internal communication (X1) and external communication (X2) simultaneously influenced the quality of employees' services (Y) at the Office of Southern City Sub-district, City of Gorontalo.

Second Hypothesis test

The second hypothesis tested was: "Partially, the internal communication of the organization (X1) influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo." This hypothesis was tested using the path analysis through SPSS version 21 software program. And the result is as follow:

Table 3
Path coefficient, Direct Influence, Total Influence and The Influence of X1 toward Y variable

Variable	Path Coefficient	Influence		Simultaneous Influence (R^2YX_K)
		Direct	Total	
X1	0.662	0.662	0.662	-

Source: Primary Data 2016

From this result, it was clear that partially, the influence of internal organizational communication (X1) toward the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo was .662 or 66.2%. In total, internal communication (X1) partially influenced the quality of employees' service (Y) by 0.662 or 66.2%.

Thus, the proposed hypothesis which stated that: internal communication (X1) partially influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo, was accepted.

Third Hypothesis Test

The third tested hypothesis was: "the external communication (X2) partially influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo."

The path analysis also used in testing this hypothesis, as shown in the following table:

Table 4
Path Coefficient, Direct Influence, Total Influence and X2 Influence toward Y

Variable	Path Coefficient	Influence		Simultaneous Influence (R^2YX_K)
		Direct	Total	
X2	0.215	0.215	0.215	-

Source: primary data, 2016

It was found that the direct partial influence of external communication (X2) toward the quality of employees' service (Y) was 0.215 (21.5%). Meanwhile, in total, external communication (X2) partially influenced the quality of employees' service (Y) by 0.215 or 21.5%.

Hence, the proposed hypothesis: the external communication (X2) partially influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo, was accepted.

Discussion

Communication is a crucial part in a job's life of an organization. This can be understood, since ineffective communication has wide severe impact on the life of an organization such as, conflicts among employees. In reverse, an effective communication can increase understanding, cooperation, and job satisfaction. As Tubbs and Moss in Daryanto (2011: 138)[13] propose that effective communication at least has to yield five things namely, understanding, enjoyment, influence on attitude, better relationship, and real actions.

Effective communication with other people will help ease the process of obtaining information needed in tasks implementation. Even, with effective communication, a leader can clearly explain the objective of an organization, both internally and externally, to communicate the organization programs.

Within an organization, communication is an important factor to socialize the organization's policy, organization's objectives, programs, both for internal and external stakeholders of an organization. It also encompasses activities that have to be implemented, interaction within a job's environment, internally and externally. Referring to this, it can be said that organization's communication is an important and related factors related with the employees' quality of service, as Schuler and Blank write in Muhammad (2009:90) that there is a positive correlation between appropriate communications related to tasks, humanity, and refreshed communication with the work satisfaction and workers' achievement.

The result of this research on the influence of communication toward the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo showed that internal communication (X1) partially influenced the quality of employees service (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.662 (66.2%).

[13] Daryanto, 2011. *Ilmu Komunikasi/Communication Science.* PT. Tutorial Nurani Sejahtera, Bandung.

Further, external communication (X2) partially influenced the quality of employees service (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.215 (21.5%).

Simultaneously, internal communication (X1) and external communication (X2) influenced the quality of employees service (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.757 (75.7%).

This research showed that organizational communication, both internal and external communication contributed toward the quality of employees' service. This research agreed with Edward and Gaspersz's opinion that the meaning of services according to Edward and Sallis (1993) can be classified by referring to the relative and absolute concepts. In line with this Gaspersz (1997) classified services into all forms of activities that are able to fulfill the needs or demands of the customers

(http://jurnaldikbud.kemdikbud.go.id/index.php./jpnk/article/download/73/70.2012) Rasmadi[14]

In any organization, communication is important because it has two pillars, members and environment. It would only succeed to exist if it could manage its members and environments. Communication is an effective medium to manage those pillars. The importance of communication within an organization is visible within each organization. For instance, an organizational success is largely depend on many stakeholders such as, community, employees, and environment, each with their diverse background. Through a good communication strategy, problems can be solved and averted (Ardhana, 2008:55). This is also in harmony with Arni's (2004: 84)[15], which in his research explains that the organizational climate that full of kinship encourage the members of organization to openly communicate, relax, being friendly toward other employees. Whereas, negative communication climate discourage employees from communicating openly. (http://eprints.undip.ac.id/46905/2/BAB_I.pdf)

Through a good communication, one can transfer ideas, manage subordinates behaviors. A good communication also can resolve conflicts, anxiety, and misunderstandings. A leader of an organization has to have good communication's skill. Leader has to make effective

[14] Rasmadi, http://jurnaldikbud.kemdikbud.go.id/index.php./jpnk/article/download/73/70.2012, Jurnal Pendidikan dan Kebudayaan, Vol. 18, No. 1, March 2012. Pp 107-109. Last accessed on 6 December, 2016, at 04.32 pm

[15] Arni, 2004: p. 84) (http://eprints.undip.ac.id/46905/2/BAB_1.pdf. Pengaruh Iklim Komunikasi Organisasi, Budaya. 2008. Last Accessed on 6 December, 2016. At 03.57 pm.

communication with his or her subordinates for them to have satisfactory achievement. In addition, a top leader has to communicate the objectives and goals of organization to all its followers and employees as part of the efforts to achieve those objectives and goals.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Organizational communication that comprises of internal communication (X1) and external communication (X2) simultaneously influenced the quality of employees' service (Y) at the office of Southern City Sub-district, City of Gorontalo by 0.757 or 75.7%. This means that the quality of generated service was largely dependent on the clarity of internal communication within the Sub-district organization and the effectiveness of communication through socialization of sub-district programs' to the community.
2. Internal communication (X1) partially influenced the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.662 or 66.2%. It implies that internal communication would be able to influence the quality of service, if the horizontally and vertically exchanged ideas within the organization are regulated and well-managed to produce effective results from tasks and jobs.
3. External communication (X2) partially influenced the the quality of employees' service (Y) at the Office of Southern City Sub-district, City of Gorontalo by 0.215 or 21.5%. This external communication is communication among leader, employees and community, in which the programs of the organization are clearly informed to the community to gain their support as service users.

Recommendation

1. The head of Southern City sub-district to implement effective leadership, hence, he has to implement effective principles of organizational communication. Thus, the employees are aware, enthusiast, and happy with their working environment in order to make them productive.
2. The head of Southern City Sub-district to be more effective in implementing the external communication of the organization due to the currently small influence of this communication on the quality of service. This can be done through effecting the two ways

communication with the key community members in informing and socializing the sub-district programs, hence, these people as representative of the community can further informed a wider community on the sub-district's government programs, which at the end it is expected that the community will understand and support all of those programs.

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