

## Educational Communication Management of Civil Service Police Unit Members in The Community of Kerinci District

**Maruli Hutagalung**

Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi, Indonesia  
[mrius9394@gmail.com](mailto:mrius9394@gmail.com)

**As'ad**

Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi, Indonesia  
[asadisma69@gmail.com](mailto:asadisma69@gmail.com)

**Abd. Malik**

Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi, Indonesia  
[abduljambi688@gmail.com](mailto:abduljambi688@gmail.com)

**Sodiah**

Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi, Indonesia  
[sodiah@uinjambi.ac.id](mailto:sodiah@uinjambi.ac.id)

**Abstract:** The Civil Service Police Unit carries out service duties as educators and caretakers for the community. Civil Service Police Unit has been seen as tough and rude up to now, but Kerinci Civil Service Police Unit members are tasked with prioritizing human values to make people trust and obey government regulations. This discuss members' communication strategies in educating public, using a descriptive qualitative approach and case study research on the Civil Service Police Unit of Kerinci Regency. Researchers collected data through interviews, observation and documentation involving subjects consisting of members of the Civil Service Police Unit and the community in the Kerinci area. The research results show that the communication strategies for Civil Service Police Unit members include: preparing communicative and supportive members as communicators, conducting briefings, carrying out repressive socialization twice, taking action against people who still violate, providing guidance, and handing over criminal acts to the police. The obstacles faced are unprofessional human resources, indicated by: inappropriate educational background, not having experience in the Civil Service sector, and a lack of training so that they do not control the scope for Civil Service Police Unit and find it difficult to advance. Recommendations to the Regent of Kerinci Regency and Heads of Units to formulate policies to improve Human Resources management starting from recruitment, providing education and training, and improving member welfare.

**Keywords:** Management; Communication; Civil Service Police Unit Members.

## INTRODUCTION

Civil Service Police Unit carries out its duties as educators, administrators and caretakers to regulate community life patterns in the environment in accordance with government regulations. Several conditions observed show that Civil Service Police Unit is able to control students and employees, enforce regional regulations for busy events, and provide peace by

helping resolve community conflicts. The mentoring carried out by Civil Service Police Unit members is expected to achieve the target of changing community behavior evenly and sustainably. Society is often faced with various changes and regulations that are difficult to accept because they are contrary to the thoughts and habits that have been attached to it. However, Civil Service Police Unit is able to provide education to the people of Kerinci who have a strong culture of obeying state regulations. So the author is interested in researching the communication strategies implemented by Civil Service Police Unit to educate the public.

Previous research conducted by Muhammad Luthfie found that choosing measurable and appropriate communication actions had an impact on the success of community organizations (Luthfie, 2017). According to Ispawoto, the communication process is effective if the information source controls the information and channels used as well as the relevant or latest information content so that the message is received and understood by the recipient (Ispawoto, 2012). The publication strategy is effective in gaining the trust of groups that shape the agency's services and image well (Ismaulidina, 2020). The government's ability to convey information influences public trust and they rely on the fulfillment of public information which is then compared with news in the media (Newton, 2020). Social media provides high benefits in building government communications (Graham, 2015). Government organizational climate can be built with interpersonal communication. Communication between the communicator and the communicant is considered effective in changing a person's attitudes, opinions or behavior (Wijaya, 2013). In educational institutions, ongoing public speaking training can build self-confidence (Nurlina, 2021).

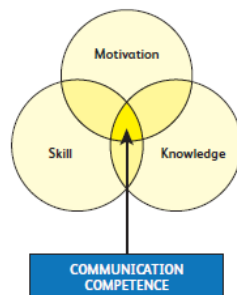
Several previous studies focused more on communication patterns within organizations, social media communication, educational institutions, and community organization communication. Meanwhile, this research will focus on communication strategies implemented by government officials in building widespread public trust to increase public compliance and compliance with government regulations.

The most common change management mistake in a community is misalignment of the management team and members which causes conditions where members want to end work while leaders are ready to start new work (Sisk, 2015). Organizational leaders and members must understand good communication processes to achieve effective performance (George, 2016). Leaders and members must have the same perception to advance the organization in the future.

The critical and interpretive theoretical approach, which was developed from the ideas of Max Weber, the Frankfurt School, and biblical or rhetorical theory (Sendjaja, 2020), classifies one form of communication based on context, namely interpersonal communication. West and Turner emphasize that interpersonal communication is understood as a form of face-to-face conversation that has an interpersonal context (Turner, 2014), including relationships (how to build relationships, maintain relationships, and dissolve relationships), interactions that give the communicator the opportunity to maximize the channel, and the characteristics of the communicator in build relationships.

Proper communication is able to send accurate information. Education management is present in public communications carried out by Civil Service Police Unit members in providing an understanding of regulations to the public. Communication is also an important element to ensure the smooth flow of information in the management process, so communication must be managed well.

Gary Dessler explains that communication, from a Human Resources Management perspective, is the ability to exchange information effectively with stakeholders (Dessler, 2017). For communication to be effective, the recipient must interpret the message in the way intended by the sender (Charantimath, 2017). The three components of communication skills according to Solomon and Theiss include:



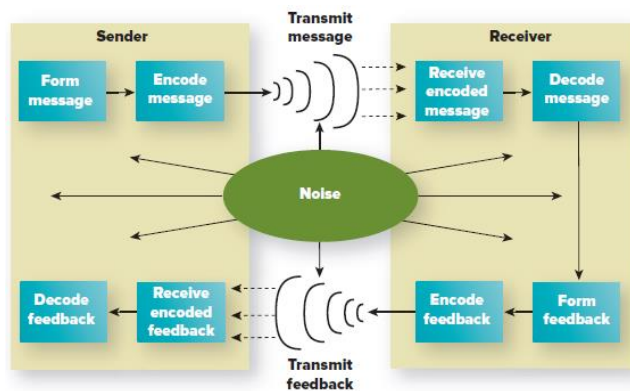
**Figure 1. Communication Competence (Theiss, 2013)**

First, motivation. Competent communication requires consideration of appropriateness or ethical considerations. It requires a motivation or desire to communicate well. Second, knowledge. All the motivation in the world will not help if we do not know what best communication behavior is for a given situation. Consider the challenge of entertaining others. Communicators need to know what kind of comfort others want and how to provide it. He can develop the knowledge needed to communicate competently in the same way. A person

who actively seeks knowledge can become more skilled at identifying appropriate and effective interpersonal communication behavior in certain situations. Third, skills. People need skills to act based on motivation and knowledge in interpersonal interactions. Communication skills are the ability to create symbols and perform appropriate and effective behavior in certain social situations. Skills are not reflexes or habits but are learned.

Key attributes of communication skills include the knowledge, skills, and abilities of individuals, teams, and organizations to be effective in conveying information, giving feedback, engaging as listeners, and using various sources (Don Hellriegel, 2011). Communication plays an important role in forming individual beliefs through messages that become a reference for the recipient (Jason A. Colquitt, 2015).

The effective interpersonal communication process model according to Steven L. McShane and Mary Ann Von Glinow is:



**Figure 2. Communication Process Model (Steven L. McShane, 2018)**

The above model recognizes that communication is not a free-flowing channel. Instead, the transmission of meaning from one person to another is hampered by noise such as psychological, social, and structural barriers that distort and obscure the sender's intended message. If any part of the communication process is distorted or damaged, the sender and receiver will not have the same understanding of the message. Effective communication depends on the sender's and receiver's abilities, motivation, role clarity, and situational support to code and decode information efficiently and accurately.

The five main functions of communication in a group or organization are to manage behavior, explain what actions should be, share emotional feelings, meet social needs, and facilitate decision making (Judge, 2017). According to Laurie J. Mullins, communication and perception are two things that cannot be separated. How we communicate with colleagues, superiors,

subordinates, friends, and partners will depend on our perception of them, our history with them, and their emotional state. Apart from clarity and impact, communication will be effective only if we can convince the audience about what is being said or shown to them (Mullins, 2016).

Islam has also taught people to build good communication. This gesture can be understood from the word *قَوْلًا لَيِّنًا* which means mildly in the Qur'an surah Thaha verses 43-44. The word *أَذْهَبًا إِلَىٰ فِرْعَوْنَ إِنَّهُ طَغَىٰ* which means "go both of you to Fir'aun, for he has indeed transgressed all bounds" namely denial, arrogance, and disobedience to Allah. Pharaoh was in arrogance while Musa was the chosen creature, then Allah ordered *فَقُولَا لَهُ قَوْلًا لَيِّنًا* meaning "then speak to him with mildly". The command given is that he has a Rabb and a place of return and heaven and hell are in front of him. The appeal delivered by Moses and Harun in a gentle manner touched the soul, was deeper, and hit the target. Thus, *يَتَذَكَّرُ أَوْ يَحْشَىٰ* which means "perchance he remembers or fear", that he leaves behind the heresy and destruction, he also obtains obedience. So remembering means turning away from prohibitions, while fear means achieving obedience to Rabb (Abdullah Bin Muhammad Bin Abdurahman Bin Ishaq al-Sheikh, 2003).

Based on previous expert theoretical descriptions, the synthesis of the communication skills of Civil Service Police Unit members is a person's ability to convey information to other people as a reason for it to be passed on and used to other groups. The dimensions of communication skills include motivation, knowledge and skills. Indicators of communication skills developed by researchers are communicator support, experience, internalization of civil service public service values, understanding of tasks, and message transmission behavior.

## RESEARCH METHODOLOGY

Researchers used a descriptive qualitative approach with a case study type of research. The consideration for selecting Civil Service Police Unit as the research site was the uniqueness of the residents who still adhere to Kerinci culture as part of the customs of social and religious life. Apart from that, strong group identity values often give rise to conflicts between individuals and groups in the Kerinci community.

Research activities have been ongoing since early 2023. In the process of preparing, researchers have collected initial data regarding the position of Civil Service Police Unit in carrying out their duties in the Kerinci community. Initial data was collected from various sources, including news columns on the Kerinci Regency government website and interviews with section heads. Then the

researcher deepened the information by making observations, taking documentation, and interviews with the unit heads, field heads, and section heads. All information is collected in field notes, then codified to obtain the required data and presented in the form of descriptions.

## **RESULTS AND DISCUSSION**

Communication is the most important element in the management process. No matter how good a plan is, it will not be implemented if it is not communicated well, because a person's confidence in carrying out an action depends on the message and its source. To find out how communication strategies can foster trust from a message giver to the person receiving the message, researchers conducted research at the Kerinci Regency Civil Service Police Unit Office. Researchers chose Civil Service Police Unit which has direct contact with the community in carrying out security and order duties. In its interactions with the community, Civil Service Police Unit carries out the civil service function as educators and administrators who are part of the management of Islamic education.

The research findings show that the communication strategy implemented by the Kerinci Regency Civil Service Police Unit is preparing members who are communicative and supportive as communicators, providing direction in briefing activities, conducting outreach by notifying the public directly, providing coaching, taking action for those who still commit violations, and hand over to the police people involved in criminal acts.

The first step taken by Civil Service Police Unit to build effective communication is to prepare members who are able to speak polite language, act politely, and provide support through their words and actions to the community. Before members work in the field, we make sure the personnel preparations. The Secretariat has a schedule of activities to carry out community control regarding regional regulations, so that the preparation of personnel as transmitters of information to the public is carried out in a planned manner. Except for urgent matters, such as commotion between residents, members make sudden preparations.

The daily speaking habits of Kerinci Civil Service Police Unit members will greatly influence communication while working. Therefore, the way members build a dialogue into an interesting and enjoyable conversation is part of the assessment when determining a member as a communicator. In order for members' arrival to be well received by the community, members should open conversations with a friendly and modest attitude and language style, so that people do not feel cornered or discriminated against.

Members need to be able to build communicative conversations. They must be ready at any time and easy to contact when they receive a task order from the leadership. So that Civil Service Police Unit can respond quickly in providing services to the community. Apart from members having the ability to choose the right language and a non-discriminatory attitude in speaking with the community, they must also have an empathetic attitude towards the community.

An empathetic attitude will encourage Civil Service Police Unit members to fully understand the conditions they are facing, such as the ins and outs of community actions. To carry out the tasks of ordering, security and conflict resolution, it is important for members to provide words of support that build public awareness. Members not only know the causes of people's actions but provide insight and understanding of the causes and consequences of their actions.

After determining the members who will be sent, the next step is to provide direction through briefing activities. In fact, members of the Kerinci Regency Civil Service Police Unit always receive direct guidance every Monday through routine morning roll call activities. Several things were found during the researchers' observations that not all members took part in the morning roll call, only officers who had picket duties and members of the leadership who were present that day held the roll call. Meanwhile, other members will gather together if there are big day ceremonies and unit anniversary celebrations. The contents of the briefing only contain general information to maintain solidarity between fellow Civil Service Police Unit members, and do not contain specific information on member assignments.

The importance of briefing before Kerinci Civil Service Police Unit members work was expressed by the unit secretary. In the briefing activity the team leader explained the duties of each member when carrying out control in the office environment and public facilities or facilities. Then what actions can members take when the community resists? However, the people of Kerinci were able to work together well so that not many people resisted the members.

The briefing held for members of the Kerinci Regency Civil Service Police Unit provided brief and factual directions regarding the details of the operation. This action is an instruction or command from one command which is important to unite the vision and perception of members so that coordination errors do not occur when in the field. With briefings, superiors and team leaders can provide members with accurate information, as well as being a means of reminding members regarding work procedures that must be adhered. The briefing will determine the success of Civil Service Police Unit members, especially in securing conflicts and demonstrations.

Civil Service Police Unit members of Kerinci Regency had done activities to control illegal buildings. Then the members encountered quite a lot of resistance from the community. There is enforcement of the regional regulation by controlling illegal buildings which are causing riots among the people of Kerinci because there are several buildings that have to be evicted. Before carrying out security, the head of the Samapta Bhayangkara unit and the leader conducted a briefing with all the Civil Service Police Unit members. They reminded all members to prioritize personal safety first and protect themselves with equipment. Members must be able to control themselves so as not to be provoked by the masses and get involved in clashes with residents, because securing demonstrations or conflicts between residents is vulnerable to anarchist actions. They always remind the main function of the Civil Service to provide protection and peace for the community.

The third step after conducting a briefing between members, team leaders and unit heads, is to conduct outreach to the community. Socialization activities are worked directly by members armed with notes regarding the information they had to convey. Kerinci Regency Civil Service Police Unit members do not use certain media as support, whether in the form of online media or conferences.

The head of the legislation department explained that the socialization purposed to achieve public understanding regarding their actions and other matters that would arise as a result of their actions. Several community activities often violate the rules, such as not wearing masks during the Covid and haze period, disrupting public order by selling on the street or building houses on government land, disturbing community peace with brawls, violating work rules or official hours for officials. State Civil Service and school hours for students, struggles over territory or land that cause residents to become uneasy, and many others. A society that is able to accept will change and act according to the rules. However, members will carry out outreach a second time for people who still refuse. If they still violate, members will take disciplinary action as per work procedures.

The Civil Service Police Unit members who have been appointed as communicative and supportive communicators teach government regulations that the public must know. Members have conveyed social norms and legal norms to the community so that they know the consequences of violations. During the socialization process, people are taught the values of life as good citizens to maintain unity and be decent human beings so as not to harm other people.



The socialization by members are a repressive socialization form, which emphasizes information regarding the use of punishment for wrongdoing. The sociological perspective characterizes repressive socialization which places greater emphasis on the use of materials in administering punishments and rewards. The emphasis on the socialization of Civil Service Police Unit members lies on compliance with government regulations and the rules of social life. Interaction is more one-way because non-verbal or verbal emphasis contains a command.

Through this socialization stage, Kerinci Civil Service Police Unit members strive to instill community values and trust in their members, because they are the main officers who carry the mission of regional regulations in the community. The target of this socialization activity is to gain the trust of the community because a good communication flow has been established. With the growing trust within the Kerinci community, it will be easier for Civil Service Police Unit members to provide understanding and direction for changes in community behavior.

The fourth step, the Civil Service Police Unit members will take action against people who commit violations. The members would bring in people who violated government regulations and disturbed public peace and order. People who obey the members' orders can join voluntarily, but those who resist will be forcibly taken into the Kerinci Civil Service Police Unit official car. Coercion does not mean involving physical violence or beatings, but rather members are allowed to lift objects/objects or living creatures to avoid clashes and are secured to the official office. This also aims to provide a deterrent effect.

Actions for violations after the socialization process are confirmed by the head of the internal control section. He stated that if people commit criminal acts or other actions that indicate criminal elements, Civil Service Police Unit members will hand over the people to the police unit for processing in accordance with criminal law or regulations. However, if the community commits a violation that is not a criminal offense, the members will take it to the office and provide guidance. Coaching is carried out by members under the head of the coaching section.

Violations committed by society are motivated by many factors, but there are two types that can be seen. There are people who do not know that there are certain binding rules so they are caught in raids. On the other hand, there are people who already know that there are legal, social or religious norms that prohibit them, but they still violate them. Violations are deliberately

committed by the community because awareness of complying with norms is very low. To increase public awareness, coaching is carried out.

The final step is to provide guidance to the community. Civil Service Police Unit members have so far implemented two types of coaching for the community, namely formal and informal coaching carried out with individual targets and coaching with group targets. Members will be instructed according to their abilities because if the delivery of the message is not appropriate then coaching will not provide changes for the better. Our hope is that after the community has received guidance, in the future we will not arrest perpetrators of the same violations.

The methods for fostering public order and peace among the Civil Service Police Unit members are: First, formal guidance. Formal coaching of individual targets is carried out by visiting community members who have been designated as targets. The aim is to provide advice and direction regarding the importance of obedience and compliance with regional regulations and other legal products. Civil Service Police Unit members also summon or invite people who have committed violations. The understanding conveyed regarding the actions carried out disrupts public order and peace and should not be carried out in the future. The target of group development is carried out by presenting the target community in a meeting building owned by the regional government which has supporting facilities. Civil Service Police Unit members have coordinated with other agencies before presenting the public so that resource persons can be prepared to discuss the values of obedience and compliance with regional regulations and other legal products. Second, informal coaching. The guidance from all members who have a moral obligation to convey advice and information to the people of Kerinci. The second method places members in a cooperative relationship with fellow members and the community to realize the values of mutual care, compassion and nurturing while still paying attention to each other's interests.

Civil Service Police Unit members as state civil apparatus who are obliged to carry out government policies, are also able to provide good services to the community in realizing the regional development process in a safe, orderly and peaceful condition. Civil Service Police Unit members can also utilize public facilities and infrastructure which are very commonly used by all levels of society at various levels. First, Civil Service Police Unit members must be creative and innovative in providing information through electronic media and mass media. Second, as part of the community itself, members can provide guidance in the community environment, village, sub-district and district. Third, carry out face-to-face activities or conferences or mass outreach to the community. Fourth, members form a special team as a development agent that

operates routinely and regularly to provide information and direction to the community to comply with the law.

The Kerinci Regency Civil Service Police Unit is an independent institution that has the right to report directly on its duties and obligations to the regional government. As an independent institution, it definitely has its own office with large duties and responsibilities. Members must improve their abilities, both knowledge and skills, especially communication skills. The existence of Civil Service Police Unit has a role in planning and implementing government policies.

There were three main problems discovered from the research process that hampered the communication of Civil Service Police Unit members and their progress, namely education, work experience and training. The Head of Trantib explained that during the 21 years he had been a Civil Servant at the Kerinci Civil Service Police Unit office, there had been 13 changes of head. During the 13 changes in unit heads, none of the heads appointed had an educational background or experience working as a civil service police officer. There are unit heads who are appointed or transferred from the positions of Head of the Library, Head of the Tourism Service, Head of the Environmental Service, Head of PUPR, and sub-district employees. No one was appointed or transferred from the Civil Service Police office or anything similar.

Regarding work experience, it is not an important consideration in the recruitment process for members of the Civil Service Police Unit in Kerinci Regency. Recruitment documents show that several members who had work experience in the police and civil service, lost in competition with applicants who came from different agencies and were not even relevant to the Civil Service Police Unit task force. The member recruitment pattern carried out by the government was less than professional and did not take into account the work experience of prospective members. A member who had served as a Civil Service Police Unit employee for a long time and had several track records of work achievements then took part in the selection for the head of the Kerinci Regency Civil Service Police Unit. He had to compete with applicants from other services. The government does not consider that Civil Service Police Unit needs someone who really understands their field of work, how can Civil Service Police Unit progress if its members and leaders themselves do not know what to do. Moreover, it creates strategic programs that are useful for institutional development. They seemed to prioritize their personal interests in maintaining and advancing their career level, even though the place of duty they entered was not related to their previous field of work. Division heads and section heads must always try and build communication with members so that they remain united and enthusiastic with their duties.

Communication strategy is an interesting discussion option for the management process which is synonymous with the term completing work through other people. Many previous studies that discussed management issues in educational organizations focused on discussing management functions, leadership, effectiveness, organizational performance, and other issues. In fact, there is one basic element that really determines the success of the initial management process and the achievement of individual and organizational performance, namely communication skills, both intrapersonal and interpersonal.

To convey a message from one person to another that they will design or plan a work program, that has formed a communication flow. If the message is delivered and received incorrectly from the start then people will not be able to carry out the planning process. Moreover, it is important to convey the duties that are the obligations of members, to carry out a work program, and to establish working relationships with people in the internal and external environment of the organization. All management activities really require communication skills so that the work is completed as thoroughly as expected.

The scope of educational management is actually very broad. The sociological perspective views education as a process that can impact behavior change on a person or group of people, after going through the activity of imparting knowledge, skills or attitudes that distinguish between right and wrong or appropriate and inappropriate values in a community. The implementation of educational values is felt directly by the wider community. It is not only people who have the right to education or people who drive the management of formal educational institutions, such as schools, Islamic boarding schools, universities and other formal educational institutions. Even people whose administrative status is not tied to an educational institution, sometimes they become subjects of education and at other times objects of education.

Many government and non-government institutions are not labeled with the name educational institutions, but held educational tasks and functions in the public sphere. They do the function of national education in forming a dignified national character and civilization, by creating a group of people with noble character, a democratic spirit and a responsible attitude as stated in the education law. These institutions actually implement the task of monitoring public order in implementing regional and central government regulations.

One of the non-educational government institutions in Indonesia which carries out the function of directly guiding the public so that they become democratic, responsible and noble citizens is Civil Service Police Unit . He has

the authority to control the community so that they become obedient citizens and are responsible for implementing government regulations. Therefore, researchers are interested in researching Civil Service Police Unit institutions in the field of Islamic education management studies with a focus on communication.

The nature of the Civil Service Police "*Polisi Pamong Praja (Pol PP)*" as part of the education sector can be understood by looking at the meaning of the basic words "*pamong*" and "*praja*". The Big Indonesian Dictionary explains the meaning of "Pamong" into three words, namely caregiver, educator or teacher, and administrator. Meanwhile, "Praja" means city or country. Then the "Pamong Praja" is interpreted as a civil servant whose job is to manage the government of a country. So the Pol PP have the position of administrators of the state as well as educators and caretakers for all its citizens.

These values as educators and caretakers are translated into Civil Service Police Unit 's duties. Government employees who monitor regulations so that they are obeyed or carried out by the community, discipline people who commit violations, provide peace for the community to carry out their daily activities, and protect the community from threats from certain individuals or groups who could disrupt order and security.

The communicator is the main source that can make the recipient of the message believe the message. People can even believe unreliable messages because the messages are delivered by trusted sources. Civil Service Police Unit members must have the motivation to become reliable communicators. Some of the skills that must be developed by members include critical and creative thinking skills, interaction skills, relationship skills, leadership skills, presentation skills, and media literacy skills that help in interacting effectively.

The public's familiarity with a topic presented by Civil Service Police Unit members will make them better at identifying more credible sources of information. At the same time society tends to reject sources and messages that provide alternative viewpoints when society would be harmed. People often act dependently where they rely on sources they consider trustworthy.

The communication strategy for Civil Service Police Unit members begins with preparing members who are capable of building supportive conversations with the community. So far, the public's mindset regarding Civil Service Police Unit has always been negative because there have been many incidents of violent acts which have become the final solution to handling one violation. However, the Kerinci Regency Civil Service Police Unit prepares members who have the drive to communicate in a friendly, firm and humanistic manner. So that members can carry out their duties of service to the community

and enforce rules professionally and still uphold human values. There is another thing that is also difficult for society to accept, namely facial expressions that are fierce and immodest. So the Kerinci Regency Civil Service Police Unit members who are prepared are people who are able to express themselves in a friendly and polite manner, even in situations where they face people who are selfish and rude.

Civil Service Police Unit members as civil servants who manage state affairs have the right and obligation to receive education and training regarding the civil service. The civil service itself is a government apparatus both at the central and regional level who has been specially trained by educational institutions such as the Domestic Education Institute or the Civil Service College. The Pol PP carry out governmental duties by mastering basic competencies such as coordination, collaboration and consensus. These basic competencies will support the provision of fair and non-discriminatory services to the community.

Education, work experience and training are the most important parts of the success of Civil Service Police Unit's communication strategy with the community. Civil Service Police Unit members must take the right approach and understand the cycle or culture of the target community so that they are well received and the information conveyed is understood and implemented by the community. The knowledge and experience they have will help members carry out appropriate mapping, evaluation and education. Education, work experience and training provide knowledge and shape the skills of Civil Service Police Unit members as professional human resources for officers who carry out the tasks of fostering peace and order, coordinating government administration, as well as fostering national unity and domestic politics.

Changes to make the Kerinci Regency Civil Service Police Unit face a strong and humanist community protector have not been achieved optimally due to disruption in message transmission between the leadership and all members. Unit heads are required to be able to create breakthroughs and policies that can encourage the work of Civil Service Police Unit to be better. The unit head must have an idea or idea that builds coordination between the head, members, related agencies and the community until it becomes a communication strategy that is able to realize the desired institutional changes. If Civil Service Police Unit wants change to move forward, it must form a strong coalition and establish visionary communication by offering ideas that will give birth to a professional and accountable public service.

The lack of knowledge and experience of unit heads regarding the position of Civil Service Police Unit has resulted in a lack of transformative and

visionary thinking for the future of the institution. Conditions often occur where Civil Service Police Unit members want to end one job and replace it with something new but the unit head is not ready to start something new. Civil Service Police Unit will not progress if the unit head and members and teams do not have a parallel understanding and action. This misalignment will create a condition that is unequal between the desires of the leadership and members as well as between the work targets of the leadership and members.

The head of Civil Service Police Unit is not permanent, because he will be replaced when his term of office has expired and there is no extension system. So there is often inequality or conditions that are not in sync between members and leaders. Members really understand how the Civil Service Police Unit can move, but the head, as a new leader who does not have background knowledge and experience in civil service, must first study the space. Differences in expectations arise between members and leaders. For leaders, the information and opinions conveyed by members are new, but for members it is old events that they often encounter and ideas that they have often discussed.

Communication as the process of transferring meaning from sender to recipient, appears to be a fairly easy process on the surface. Analytically, there are many problems in the wider arena, both local and national or international, which can result in failure to transfer meaning correctly. Even though communication between unit heads and Civil Service Police Unit members is not effective and efficient, there are strategies to prevent errors in conveying and receiving information between Civil Service Police Unit members and the public. The strategy for Civil Service Police Unit members is to select members who are communicative and supportive, provide provision when conducting briefings, carry out repressive socialization stages, take firm action against perpetrators of violations, and finally provide guidance. The message transmission process has been carried out during the socialization process, Civil Service Police Unit officers have provided teaching to the community, but if there is no change in behavior then members will take action and bring the community to be given guidance.

## **CONCLUSION**

The communication strategy of Civil Service Police Unit members in educating public is to prepare communicative and supportive members as communicators, conduct briefings, provide repressive socialization twice to the public directly, take action against people who still violate them after being given socialization by officers, provide guidance, and hand them over to the authorities. Police for people involved in criminal acts. Civil Service Police Unit members face obstacles in carrying out their duties due to unprofessional

human resources. This is indicated by: the educational background of members, both leaders and ordinary members, is not suitable for the job, the head of the unit has no experience in the Civil Service Police sector, and there is a lack of capacity building training activities so that it is difficult for members of the Kerinci Civil Service Police Unit to advance.

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