

## The Strategy Of Leader Communication In Bidang Bimas Hindu Ministry Of Religion Affair, Brach Office West Nusa Tenggara Province

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<b>Keywords:</b>	<b>Abstract</b>
communication strategy, leadership, community service, Bidang Bimas Hindu	<i>This article aims to study the leadership communication strategies in serving Hindus in the Bidang Bimas Hindu, Regional Office at the Ministry of Religion Affair, West Nusa Tenggara (NTB) Province. This article is based on research using interpretive qualitative methods to analyze data obtained through observation, interviews and documentation studies. The results of this research found that the leadership communication strategy used in serving Hindus was laissez-faire. The laissez-faire strategy is implemented by leaders who place high trust in subordinates. The Head of Bidang Bimas Hindu (the Hindu Community Guidance Division) in building trust in fast and precise administrative services is proven by the alertness of the Bidang Bimas Hindu in accordance with Law Number 25 of 2009 concerning Public Services, namely in improving public services so that standard operational procedures must be formulated. In this regard, the role of the leadership of the Bidang Bimas Hindu is very important in accordance with Organizational Communication Theory which is the strategy in this research, therefore the Bidang Bimas Hindu holds meetings to formulate and build innovations based on website information to facilitate the tasks and functions of the Bidang Bimas Hindu in terms of services. at the regional office of the Ministry of Religion Affair of West Nusa Tenggara province.</i>

<b>Kata kunci:</b>	<b>Abstrak</b>
strategi komunikasi, pimpinan, pelayanan umat, Bidang Bimas Hindu	Artikel ini bertujuan untuk mengkaji strategi komunikasi pimpinan dalam melayani umat Hindu pada Bidang Bimbingan Masyarakat Hindu, Kantor Wilayah Kementerian Agama Provinsi Nusa Tenggara Barat. Artikel ini didasarkan atas penelitian menggunakan metode kualitatif interpretatif untuk menganalisis data yang diperoleh melalui observasi, wawancara, dan studi dokumentasi. Hasil penelitian ini menemukan bahwa strategi komunikasi pimpinan yang digunakan dalam melayani umat Hindu adalah laissez-faire. Strategi laissez-faire yang diimplementasikan oleh pemimpin dengan menaruh kepercayaan tinggi kepada bawahan. Kepala Bidang Bimbingan Masyarakat Hindu dalam membangun kepercayaan pelayanan

	<p>administrasi yang cepat dan tepat dibuktikan dengan kesigapan dari pegawai Bimas Hindu sesuai dengan Undang-undang Nomor 25 Tahun 2009 tentang Pelayanan Publik, yaitu dalam meningkatkan pelayanan Publik sehingga harus dirumuskan standar Operasional Prusedur. Berkenaan dengan itu peran pimpinan Bidang Bimas Hindu sangatlah penting sesuai dengan teori Komunikasi Organisasi yang menjadi strategi dalam penelitian ini, oleh sebab itu Bidang Bimas Hindu melaksanakan rapat untuk merumuskan dan membangun inovasi yang berbasis informasi website guna memudahkan tugas dan fungsi bidang Bimas indu dalam hal pelayanan di kantor wilayah kementerian agama provinsi Nusa Tenggara Barat.</p>
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## I. Introduction

The communication strategy is a communication planning guide with communication management to achieve predetermined goals. This communication strategy must be able to show how practical operations must be carried out, in the sense that the approach can be different at any time depending on the situation and conditions. To achieve this, there must be a leader as the leader or spearhead. (<https://addpinter.com/strategi-komunikasi/> download date January, 12<sup>nd</sup> 2024). A leader is someone who has the highest role in leadership. Leadership is defined as a process that involves the use of influence by a person over one or more people in an effort to achieve a common goal. Leadership can be defined as activities that are able to attract the attention of employees or subordinates to follow the rules in the organization. The leader invites employees or subordinates to carry out tasks that have been carefully planned by the organization or group. In this leadership, employees or subordinates can work by following the rules of the organization and create an organizational structure as positions appointed by the leader (Perkasa, Thareeq Akbar, and & Rafinita Aditia, 2023).

Regional Office of the Ministry of Religion Affair of West Nusa Tenggara (Nusa Tenggara Barat, hereinafter abbreviated to NTB) Province with an address at Jalan Udayana Number 06, Monjok sub-district, Selaparang sub-district, Mataram City, West Nusa Tenggara Province with the task of carrying out government affairs in the field of religion to assist the President in administering state government with a number of functions. *First*, formulating, establishing and implementing policies in the field of guidance for Islamic, Christian, Catholic, Hindu, Buddhist and Confucian communities, organizing the Hajj and Umrah, and religious and religious education. *Second*, coordinating the implementation of tasks, coaching and providing administrative support to all organizational elements within the Ministry of Religion. *Third*, the management of state assets is the responsibility of the Ministry of Religion. *Fourth*, supervision of the implementation of duties within the Ministry of Religion. *Fifth*, implementation of technical guidance and supervision over the implementation of Ministry of Religion affairs in Regency/City. *Sixth*, implementation of technical activities from the Province to the Regency/City. *Seventh*, implementation of education, training and development in the field of religion and religion.

The implementation of substantive support to all organizational elements within the Ministry of Religion is divided into nine work units consisting of 1. Administration Section, 2. Madrasah Education Sector, 3. Religious Education and Islamic Religious Education Sector, 4. Hajj and Umrah Organizing Sector, 5 . Islamic Community Guidance Division, 6. Hindu Community Guidance Division, 7. Christian Community Guidance, 8. Catholic Community Guidance, 9. Buddhist Community Guidance. Structurally, Bidang Bimbingan Masyarakat

Hindu (the Hindu Community Guidance Division) at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province is divided into two, namely the Religious Affairs section and the Education Affairs section. The Hindu Religious Affairs section there is a section for Institutions and Information Systems, both sections for Community Empowerment Counselors, while in Hindu Education there is a section for Pendidikan Agama Hindu (Hindu Religious Education), and finally a section for Pendidikan Keagamaan Hindu (The education section has a mission to realize religious values in the formation of a civil society), while each section is responsible for service, according to its respective leadership. The main duties and functions of course in this case require a strategy to organize services, public relations is an effort that is deliberately carried out, planned continuously to create mutual understanding between the ministry of religion and the community. Public relations is an art as well as a social science in analyzing trends, predicting consequences, providing direction to leaders of religious ministries and implementing planned programs that can meet the interests of the Ministry of Religion Affair, in this case the service section in the field of Hindu Community Guidance and the interests of the community.

The Hindu Community Guidance Services based on Minister of Religion Regulation Affair Number 19 of 2019 concerning Organization and Work Procedures of Vertical Agencies of the Ministry of Religion Article 281-282 in the Institutional and Information Systems Section article 281 letter (a) tasked with preparing technical policy materials, services, technical guidance, supervision in the field of strengthening, building Hindu religious institutions, data management, and information systems for guidance of the Hindu community, secondly in the Community Extension and Empowerment Section letter article 281 letter (b) tasked with preparing technical policy materials, services, technical guidance and supervision in the field of development of religious extension programs and guidance, development of Hindu empowerment programs, thirdly in the Hindu religious education section article 281 letter (c) tasked with preparing technical policy materials, services and technical guidance, and supervision in the fields of curriculum, educators, learning facilities, and cooperation in Hindu religious education, most recently the section on Hindu Religious Education Article 281 letter d is tasked with preparing technical policies, services, technical guidance and supervision in the field of curriculum, educators and educational staff, infrastructure, student affairs, institutions and cooperation in Hindu religious education.

In the results of initial observations conducted by researchers at the Bidang Bimas Hindu, Ministry of Religion Affair of West Nusa Tenggara Province in its daily activities of providing services to the community with various activities including recommendation services, starting from recommendations for registration of Religious Institutions, Religious Institutions, *Pasraman*, Temples, Foundations, Extension and Assistance, Issuance of a letter of recommendation for the Hindu Community Guidance Sector, addressed to the Directorate General of the Ministry of Religion Affair of the Indonesia Republic, for this reason a strategy is needed to achieve optimal service, the lack of optimal service in the Sector is due to the fact that it is still a conventional service, meaning that you still bring the required documents directly to the office, the problems that occur. There is still a lack of socialization to the public regarding the requirements for recommendation services and digital services in the form of a website for uploading the required files for Letters of Recommendation for the issuance of Registration Certificates at the Ministry of Religion Affair. All of this requires strategic steps used by the leadership of the Hindu Community Guidance sector.

In the field of Hindu Community Guidance, in this case, services in the field of Hindu community guidance include Requirements for Applications for Registration of Hindu Houses

of Worship, Conditions for applications for Assistance for Houses of Worship, Conditions for applications for Hindu Institutions, Conditions for applications for Hindu Institution Assistance, Applications for Hindu Religious Education, Assistance for Hindu Religious Education, Submission of *Pasraman* Hindu Religious Registration Certificate, Application for Hindu Religious Education Assistance. In accordance with the Regulation of the Minister of Religion, Number 90 of 2021, in order to improve the quality of services in the field of Bidang Bimas Hindu (the Hindu Community Guidance), we have implemented a zone of integrity (ZI) through the formation of a ZI team with a total of 6 areas consisting of : (1). Management of Change, (2) Arranging Governance, (3) Arranging the human resources (HR) Management System for Apparatus, (4) Strengthening Accountability, (5) Strengthening Supervision, and (6) Improving the Quality of Public Services, the researcher took point number six regarding improving the quality of Public Services, especially Services in the field of Bidang Bimas Hindu (the Hindu Community Guidance).

Services in the field of Hindu Community Guidance in West Nusa Tenggara Province, the aim of the service is to provide positive services to the community through effective, responsive and quality services, but in reality the service is found to lack public understanding of the rules, mechanisms, procedures and procedures in managing registration certificates for Hindu places of worship, the village community is still unfamiliar with technology so that services are hampered as well as in services from Hindu Institutions, Hindu Religious Institutions, *Pasraman*, applications for assistance for Hindu houses of worship, such as not getting recommendations from the Head of the West Lombok Hindu Community Guidance Section, Recommendations for the Mataram City Hindu Community Guidance Organizer, Recommendations Organizer of Sumbawa Regency Hindu Community Guidance and Recommendations from PHDI (Hindu Assembly) Regency/City throughout West Nusa Tenggara. According to that phenomenon, it is necessary to carry out research related to leadership communication in community service in the field of Bidang Bimas Hindu (the Hindu community guidance) at the Regional Office of the Ministry of Religion, West Nusa Tenggara Province.

The focus of the problem studied in this research is three aspects. *First*, what is the communication strategy of the Head of the Bidang Bimas Hindu in serving Hindu community in West Nusa Tenggara? *Second*, how is the implementation of the leadership communication strategy in the Bidang Bimas Hindu in serving Hindu community in West Nusa Tenggara? *Third*, what are the obstacles for the leadership of the Bidang Bimas Hindu in serving Hindu community in West Nusa Tenggara?

## **II. Methods**

Research focusing on leadership communication strategies carried out by the West Nusa Tenggara Hindu community guidance sector in improving services to the Hindu community was designed in an interpretive qualitative type. Referring to Sugiyono (2011) that qualitative research is called naturalistic research because the research is carried out in natural conditions (natural settings), the data collected and the analysis are inductive and emphasize meaning rather than generalization.

The research location at the Regional Office of the Ministry of Religion of West Nusa Tenggara Province in the Hindu Community Guidance Sector was chosen with a number of considerations. *First*, there has been no research that discusses services, especially administrative services in the form of recommendations, which are addressed to the Directorate General of Hindu Community Guidance, Ministry of Religion of the Republic of Indonesia. *Second*, the broad coverage cannot optimally provide services and programs for the Hindu Community Guidance at Ministry of Religion's in West Nusa Tenggara. *Third*, there are few personnel constraints so that the service is not yet optimal, covering the entire West Nusa Tenggara territory. The type of data used in this research is qualitative data. According to Arikunto (2005) that qualitative data is a type of data that is presented in the form of words or sentences and separated according to categories to reach a conclusion.

There are two data sources in this research, namely primary data sources and secondary data sources. Primary data was obtained directly through observation and interviews. Meanwhile, secondary data is obtained indirectly from data sources. According to Sunardi (2003) that primary data is data obtained or collected by researchers directly from the source. Primary data is usually referred to as original data or new data that is up to date. According to Hasan (2002) that secondary data is data obtained or collected by researchers from all existing sources. Secondary data is usually obtained from library data such as data in documents that are relevant to the research.

Data collection is a very important step in research, therefore a researcher must be skilled in collecting valid data. Data collection is a systematic and standard procedure for obtaining the required data (Sugiyono, 2009: 115). In this research, data collection techniques are through observation, interviews and documentation. Observation according to Sugiyono (2009) is a complex process, a process that is composed of various biological and psychological processes, two of the most important of which are the processes of observation and memory. Observation data collection techniques are used if the research concerns human behavior, work processes, natural phenomena and if the number of respondents being observed is not too large. According to Husaini (2009) that an interview is a verbal question and answer between two or more people directly in order to obtain data and information from someone. Data collection techniques with documentation According to Husaini (2009) is the collection of data obtained through documents. Data collected using documentation techniques tends to be secondary data, while data collected is primary or data obtained directly from the first party.

The data analysis technique in this research was carried out through a process of data reduction, data presentation, and data verification. Data reduction according to Sugiyono (2009) is carried out by summarizing, selecting the main things, focusing on the important things, looking for themes and patterns. In this way, the reduced data will provide a clearer picture, and make it easier for researchers to collect further data and search for it if necessary. According to Sugiyono (2009) that data presentation is the organization of data, which is arranged in a relationship pattern, so that it is easier to understand.

Data verification according to Miles and Huberman (in Sugiyono, 2009) is drawing conclusions. Conclusions in qualitative research are new findings that have not previously existed. Findings can be in the form of a description or picture of an object that was previously

still dim or dark so that after research it becomes clear, it can be in the form of a causal or interactive relationship, hypothesis or theory.

### **III. Results and Discussion**

Leadership communication strategies in serving Hindus at the Regional Office of the Ministry of Religion Affair in West Nusa Tenggara Province in this research focused on the Hindu Community Guidance Sector which was analyzed in three aspects, as described below.

#### **3.1 Leadership Communication Strategy in Bidang Bimas Hindu, Brance Office West Nusa Tenggara**

The communication strategy in the Hindu Community Guidance (Bimbingan Masyarakat) Sector concerns the main tasks and functions in accordance with the results of observations in the field including a number of teams, such as the Institutions and Information Systems Team, the Hindu Extension and Empowerment Team, the Hindu Religious Education Team, and the Hindu Religious Education Team. The existing organizational structure in the Hindu Guidance Division carries out its duties as a service to Hindus in the West Nusa Tenggara territory.

The strategies used by the Institution and Information Systems Team in service and coaching were revealed through an interview with Ida Bagus Indra Udayana (an informant), as presented in the following excerpt from the interview.

"That the Institution and SI team's function is to carry out services in the institutional sector and provide information to the public about work programs in the area of NTB's Hindu Community Guidance, such as providing *siwaupakarana* assistance for PSN Institutions in the NTB, providing coaching, providing operational assistance for Hindu Institutions" (the interview was conducted on April, 1<sup>st</sup> 2024).

Based on the results of the interview above, it can be seen that the work program of the Hindu Community Guidance sector in providing easy services is mainly related to information and assistance services at Hindu Institutions in NTB Province with a pick-up and drop-off service strategy, meaning that the Hindu Guidance Department goes down to look for the Hindu Institution and completes it on the spot. Apart from that, the Hindu Community Guidance program provides coaching services so that the community, in this case the administrator of a Hindu Institution permit issued by the Ministry of Religion, also receives protection from the government, in this case the Ministry of Religion can increase Human Resources in the field of Religious Studies, especially in terms of *upakara*.

This statement is in accordance with Mashal McLuhan and Harold Innis (1964; Rahmat, 2001) who state that the Medium is the message or the media is the message. This statement emphasizes how communication media differ in terms of content but also on how they are constructed and channeled through thoughts and feelings. McLuhan's most famous idea is the channel as a dominant force that must be understood to know how the media influences society and culture.

Mashal McLuhan and Harold Innis, through this theory, can formulate a Communication Strategy in which to make the Institutional Team and Information System a work unit that has performance in accordance with the standard operating procedure (SOP),

there must be good communication where a leader must be able to provide ideas, thoughts and innovations in supporting services in the Community Guidance Hindu Sector. One of the factors in improving services is that adequate facilities and infrastructure are needed to make this happen in order to make it easier for the public to receive the best service related to information.

The strategy of the Community Extension and Empowerment Team regarding its duties in providing services and coaching was expressed by Ni Wayan Laraningsih in an interview excerpt, as presented below.

"Administrative service program in the form of a letter of recommendation for the issuance of the Ministry of Religion Registration Certificate for the Extension Work Group and empowerment of instructors, development of instructors, improving the quality of human resources in the form of orientation activities for instructors at the provincial level" the interview was conducted on April, 1<sup>st</sup> 2024)

Based on the results of the interview above, it can be seen that the work program in the Hindu Community Guidance sector in providing convenience services is mainly related to services in the field of Extension and Community Empowerment, especially administrative services, services for improving human resources for Extension, Extension Counselor Development which will have an impact on the Hindu community.

The statement above stated in organizational theory has the aim of creating a network or system concept that can simplify the bureaucracy in the Community Extension and Empowerment Team in the field of Hindu Community Guidance (Littlejohn, 1999: 303). Organizational communication is the organizing behavior that occurs and how the parties involved in it interact and provide meaning to what is happening. According to Monge and Eisenberg, the working of organizational communication relationships between institutionalized colleagues will provide the best illustration of creating the constitution of the network concept.

The strategy of the Hindu Religious Education Team in serving Hindus was conveyed by Desak Ayu Witari Dewi in an interview excerpt, as presented below.

"It is very important to develop teachers because to educate the nation's children, it is necessary to develop religious teachers based on the free learning curriculum, for this reason, the annual program in the Hindu Community Guidance sector, training activities for Hindu religious teachers at elementary, middle and high school/vocational levels, will be implemented in Apart from that, we also prioritize the service of recommendation letters for the issuance of registration certificates for MGMP and KKG institutions" (the interview was conducted on April, 2<sup>nd</sup> 2024)

Based on the results of the interview above, it can be seen that the work program in the Hindu Community Guidance sector in providing service convenience is mainly related to services in the field of Hindu religious education, especially administrative services, services for increasing human resources for Hindu Religious Teachers at elementary, middle and high school levels in Teacher Development which will have an impact on the participants. educate. Apart from that, administrative services in the form of letters of recommendation for the issuance of religious ministry registration certificates for educational institutions such as MGMP and KKG

Based on Law Number 87 of 2022, the Ministry of Religion Affair regarding educational services has the objectives, namely: a. improving human resources; b. the realization of education with character which is supported by an independent learning curriculum. In this regard, the Hindu Religious Education Team in the Hindu Community Guidance Sector has improved service standards for issuing letters of recommendation for applications for registration of Religious and Religious Institutions/Foundations, especially KKG and MGMP.

Strategy: The Hindu Religious Education Team, which is tasked with providing services to *Pasraman* and PAUD Institutions in the NTB region, has developed a strategy, as explained by Pande Putu Dwi Telaksana below.

"The Hindu Religious Education Team's function is to carry out services in the field of Non-Formal Education such as *Pasraman* and PAUD and provide recommendations for the Issuance of Registration Certificates for *Pasraman* (the interview was conducted on April, 2<sup>nd</sup> 2024).

Based on the results of the interview above, it can be seen that the work program in the Hindu Community Guidance sector in providing convenience services is mainly related to services in the field of Hindu religious education, especially administrative services, services for improving human resources for Hindu Religious Teachers for *Pasraman* and PAUD in Teacher Development which will have an impact on students. Apart from that, the Hindu Religious Education Team in carrying out service standards for issuing decision letters regarding permits to establish non-formal educational institutions refers to PMA regulations Number 10 of 2020 where there are 3 phases, namely *Bala* or children's level, *Yowana* at youth level and *Paudra/Wredha* phase at Adult level.

In the world of education, strategy is defined as a plan, method, or series of activities designed to achieve a particular educational goal (David, 1976). So, strategy can be interpreted as a plan that contains a series of activities designed to achieve certain educational goals or this strategy is a means used to achieve the final goal or target.

Based on the opinion above, it is clear that the strategy referred to here is a means used to achieve success or success in achieving the final goal or target. But strategy is not just a plan. So, the strategy here is used to serve the Hindu community so that this strategy can become a guideline that is applied in the program that will be implemented to achieve the goal.

Based on the results of observations in the field, that the Head of Hindu Community Guidance uses a *Laissez-faire* Leadership Style, the leader places high trust in his subordinates. They allow subordinates to be independent in their work. That way, they can actualize themselves and use their creativity, resources and experience. Subordinates have more control over their work. Leaders trust and give them autonomy. So, subordinates have full freedom and responsibility to carry out work and achieve targets. Subordinates have access to many resources and tools to support their work. That way they can be independent in organizing work, carrying out tasks and solving problems.

The following interview was conducted with the Head of the Hindu Guidance Division, I Gede Suberata, which is summarized in the following interview excerpt.

"The communication strategy for the leadership of the Hindu Community Guidance sector in improving services for Hindus in West Nusa Tenggara is by holding leadership



meetings, internal meetings with all districts and cities, preparing the 2025 budget" (the interview was conducted on April, 4<sup>th</sup> 2024)

The statements conveyed by the informant above are in line with Desak Ayu Witari Dewi's statement, as presented in the following interview excerpt.

"The task of the leadership in the field of guidance for the Hindu community is to serve and supervise how when the community or Hindu community registers the data, after the data meets the requirements, the next task is to supervise the implementation of the recommendation or letter. Yes, after the recommendations are completed in accordance with religious provisions, the field of guidance for the Hindu community will take note. After that, report about the occurrence of these recommendations" (the interview was conducted on April, 4<sup>th</sup> 2024)

Based on the results of the interview above, it can be seen that in the Hindu community guidance sector, the main task of the service is to supervise, record and report existing recommendations and reconciliation events.

Furthermore, the results of interviews conducted by researchers with I Gde Suberata, said the following:

"We serve with communication that is adapted to the conditions of the people or community who come. But the average person here comes to register. But the catin will still come here for a meeting. So, that's where we use languages according to the conditions of the people. The important thing is that communication in our language makes the people happy and doesn't make them boring" (the interview was conducted on April, 4<sup>th</sup> 2024)

From the results of the interview above, it can be concluded that the communication strategy used by the leadership of the Hindu community guidance sector at the regional office in serving the community is a public service that requires serving in a friendly, polite and greeting manner. It is not permitted to use non-standard language. The communication strategy carried out by the community guidance sector at the NTB ministry is to look at the person you are talking to and use pleasant language. Because good communication is communication that can be accepted by society.

### **3.2 Implementation of Leadership Communication Strategy in Improving Hindu Community Services in West Nusa Tenggara**

This research is to find out how successful the Hindu Community Guidance Division is in serving Hindus in NTB Province. Researchers conducted interviews with users of Hindu community services in the community sector, to assess the value of the community satisfaction index for community services carried out by the Hindu Community Guidance Division in conducting services for Hindus in West Nusa Tenggara.

Based on the results of interviews conducted by researchers regarding the implementation of leadership communication strategies in the field of Hindu community guidance at the Regional Office of the Ministry of Religion, West Nusa Tenggara Province in serving Hindus in West Nusa Tenggara Province, the following interview was obtained with

Ni Wayan Laraningsih, as Chair of the NTB Community Extension and Empowerment Team as following:

"Communication is very important, sir. If there is no communication, there will be a lot of misses at work. In this office, communication coordination is needed, whether internal or external. External examples include cross-sectoral and collaboration because you cannot use internal services yourself" (the interview was conducted on April, 5<sup>th</sup> 2024)

Based on the interview above, it shows that communication is very important. In the field of guidance for the Hindu community, communication coordination is very necessary. This is intended to facilitate interaction between co-workers, employees have the hope of being able to communicate well in the office, usually using services from outside, not from within. This is done so that the allowance can be disbursed.

In the data analysis sub-sub, the researcher will explain the correspondence between theory and findings in the field. The following is the researcher's detailed and systematic explanation:

"Employee performance standards in the field of Hindu community guidance at the regional office of the NTB Province Ministry of Religion are running well in accordance with the objectives, an employee must understand the provisions that serve as a basis for work. According to Haqiqi theory, employee performance standards need to be set to determine targets to be achieved in the future. The abilities possessed by employees greatly influence the resulting performance. Training is needed to create high-quality employee performance. Employee performance standards are performance targets to be achieved".

Based on research results, the Hindu community guidance sector has performance standards, which are in accordance with those imposed by the leadership. If employees complete their performance quickly and straightforwardly, it can be said that they have succeeded in meeting employee performance standards. The results of the researcher's interview with I Made Suhendra Nugraha, as Data & Information Analyst for Education Personnel are as follows:

"Employee performance standards are in accordance with their respective duties and functions, each employee has completed tasks. Community guidance staff have worked well and professionally. Performance in the field of community guidance is always evaluated by the leadership. "Leaders always provide guidance on the performance of their employees" (the interview was conducted on April, 5<sup>th</sup> 2024).

The steps to implement this communication will have a huge impact where the service process can be made easier for the community. Making it easier for the public to make recommendations at the regional office of the Ministry of Religion Affair for Hindu Community Guidance is a very important factor that needs to be considered in the service process. This must be implemented to improve the quality of service for the better. The NTB Provincial ministry office has made it easy for people who come to process files. This was conveyed by the Head of the Community Extension and Empowerment Team, Ni Wayan Laraningsih, as follows:

"Of course that is and is an obligation and has become a standardization in this case of providing services to the community which is stated in SOP Number 31 of 2020 concerning operational standards in the NTB Provincial Ministry. Then another convenience is that we provide education and information to the public regarding the service mechanism, including service times, then in terms of service, just access the code that we provide at the front. All services are free of charge and everything is there, especially regarding service times" (the interview was conducted on April, 5<sup>th</sup> 2024).

Based on the results of the interview above, it can be seen that the NTB Provincial Ministry has made things easier for the public by providing them with information regarding the requirements for the files they have to bring, so that people no longer need to go back to their homes to get the necessary files. This was added by Ida Bagus Indra Suryadharma as follows:

"We provide convenience because, for example, here we are service users, even though we don't have an application, even though we only use it manually, we try to provide convenience, for example, the leadership officials are not there, we check the incoming files, we check the completeness of the files, if they are complete, we save them, then we ask for cellphone numbers. The community, so there is no need to wait in the office any more" (the interview was conducted on April, 6<sup>th</sup> 2024).

Based on the results of the interview above, it can be seen that the form of convenience provided by the regional office of the Ministry of Religion of NTB Province in serving the community is by not letting the community wait long when the leadership is not in the office, so that employees will provide information by telephone when the files handled by the community have been completed. completed at the regional office of the NTB Province Ministry of Religion.

### **3.3 Obstacles for the leadership of the Hindu Community Guidance Division in Serving Hindus in West Nusa Tenggara**

Based on the results of observations and interviews, researchers in the field show that a service will definitely not run smoothly, there will be obstacles identified, what the problem is, then corrected and repaired. Therefore, there are several obstacles experienced by the leadership of the Bidang Bimas Hindu in serving Hindu community in West Nusa Tenggara.

This obstacle is closely related to the problems that occur both from services and other types of organizations. Seen from the service perspective at the regional ministry office in NTB Province, the obstacle factors from the results of the researcher's interview with Ni Wayan Laraningsih revealed that:

"The problem that occurs in this service is when people come, the people do not complete the requirements needed when taking care of something. This is because sometimes there are people who still don't have an Android so their coded system can't be accessed" (the interview was conducted on April, 6<sup>th</sup> 2024).

From the results of the interview above, it can be concluded that the obstacle here is the lack of public attention to the requirements when processing recommendations at the NTB Provincial ministry's regional office. We can see the next obstacle from the results of the

researcher's interview with Kadek Riana Pramesti, the Central Lombok Regency Extension Officer, who revealed that:

"One of the obstacles that occurs in the regional offices of NTB Province ministries, especially in the field of guidance for the Hindu community, is when the officials concerned are not present at the location or are not in the office when people come to provide services" (the interview was conducted on April, 6<sup>th</sup> 2024).

From the results of the interview above, it can be concluded that there were problems in the management so that this service was postponed until tomorrow.

The solution to overcome these obstacles is complete infrastructure. One of the factors in overcoming service constraints is complete infrastructure. If the infrastructure is complete, it will make all services in the office easy, as stated by the Head of the Institutions and Information Systems Team, Ida Bagus Indra Suryadharma, that:

"We are here trying to provide complete infrastructure, although not yet optimal in terms of services, especially in terms of computer stationery and other equipment" (the interview was conducted on April, 7<sup>th</sup> 2024)

From the results of the interview above, it can be understood that the NTB provincial ministry's regional office, especially in the field of community guidance, is trying to complete office facilities and infrastructure in order to make services in the community run smoothly.

Furthermore, friendly office employees in service will feel more comfortable when the public and employees respect each other. In an interview added by Ida Bagus Indra Suryadharma that:

"When people come, we try to be friendly by smiling while welcoming them and asking them what they need to come here, so people will feel very appreciated" (the interview was conducted on April, 7<sup>th</sup> 2024)

From the results of the interview above, we can conclude that office employees try to provide comfort to the public so that people can feel comfortable waiting while the file processing takes place.

#### **IV. Conclusion**

Based on the analysis and discussion regarding the communication strategy of leaders in the field of guidance for the Hindu community at the regional office of the Ministry of Religion Affair in West Nusa Tenggara Province in serving Hindus in West Nusa Tenggara, several conclusions were obtained. *First*, the strategy referred to here is a means used to achieve success or success in achieving the final goal or target. But strategy is not just a plan. So, the strategy here is used to serve the Hindu community so that this strategy can become a guideline that is applied in the program that will be implemented to achieve the goal. *Second*, the implementation of communication when connected to services is to improve services to the community. Implementing a good communication strategy between the recipient of the message and the sender of the message will have a positive impact, because if good communication has been established between the public and employees, it will definitely be a perception of achieving service goals. *Third*, the problem that occurs in this service is when people come, the people do not complete the requirements needed when taking care of

something. This is because sometimes there are people who still don't have an Android so their coded system can't be accessed.

The results of this research propose a number of suggestions as recommendations regarding the communication strategy of leaders in the field of guidance for the Hindu community at the regional office of the Ministry of Religion Affair in West Nusa Tenggara Province in serving Hindus in West Nusa Tenggara. *First*, to the leadership of the Hindu community guidance sector, the regional office of the Ministry of Religion, West Nusa Tenggara Province, in providing services to Hindus in West Nusa Tenggara, they will more regularly hold activities related to service outreach, so that the public can find out more information and understanding about services, especially in NTB Province. *Second*, other researchers can use the results of this research as a reference for research from a different scientific perspective. *Third*, the public knows the convenience it provides in obtaining information and services.

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