

**MODEL KOMUNIKASI ORGANISASI DALAM
PEMBERDAYAAN MASYARAKAT BIDANG
KESEHATAN DI PUSKESMAS
MEDAN MARELAN**

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FAKULTAS ILMU SOSIAL DAN ILMU POLITIK
UNIVERSITAS MEDAN AREA
MEDAN
2020**

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Document Accepted 12/5/22

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**ORGANIZATIONAL COMMUNICATION MODEL IN COMMUNITY EMPOWERMENT
HEALTH IN PUSKESMAS
MEDAN MARELAN**

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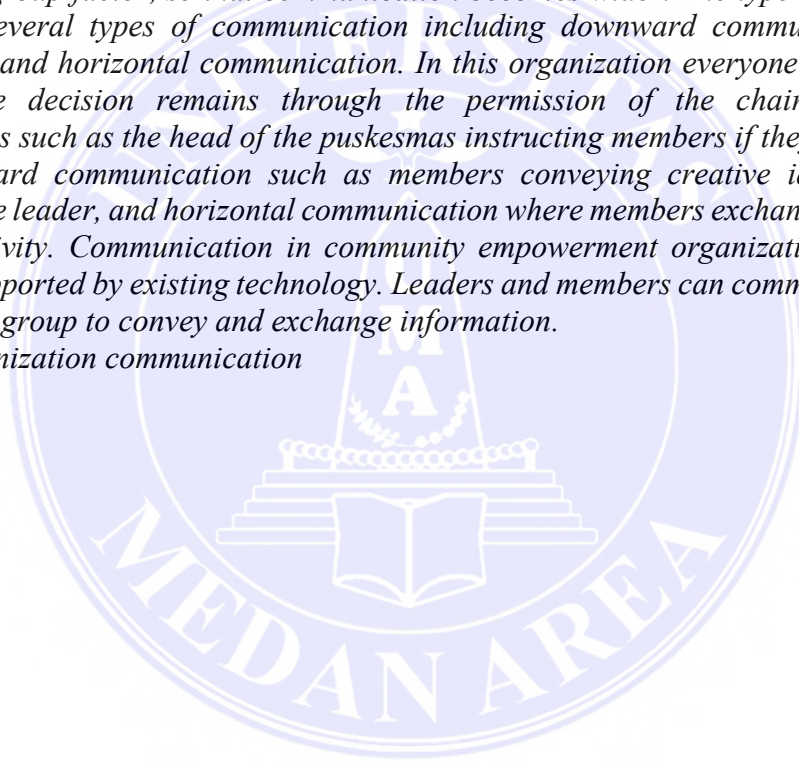
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ABSTRACT

Communication in this organization is effective enough to produce activities that are achieved according to their objectives. In principle, group communication in conducting a communication emphasizes the group factor, so that communication becomes wider. The type of communication used includes several types of communication including downward communication, upward communication, and horizontal communication. In this organization everyone can express their opinion but the decision remains through the permission of the chairman. Downward communication is such as the head of the puskesmas instructing members if they have decided on something, upward communication such as members conveying creative ideas that can be considered by the leader, and horizontal communication where members exchange ideas to convey ideas and creativity. Communication in community empowerment organizations in the health sector is also supported by existing technology. Leaders and members can communicate via social media whatsapp group to convey and exchange information.

Keyword : *Organization communication*



CHAPTER I

INTRODUCTION

A. Background of Study

Health development is part of national development which has the aim of increasing awareness, desire and ability to live healthy for everyone to realize a high degree of public health. Some people still experience many difficulties and limitations in obtaining health services, so there is no doubt that public health conditions are not good, and do not match what is expected by the government.

This health development goal can be achieved by having responsibility for the provision of health service facilities and financial support so that comprehensive, tiered and integrated health efforts can be implemented. Efforts made by the Ministry of Health include realizing the construction of health centers and networks.

The public health center is not only the spearhead of health services in the community, but also as a center for development in the community in its working area which aims to create people who choose healthy behavior, so as to reduce the burden of financing on the curative and rehabilitative side. For this reason, managerially, a leadership system is needed at public health center as well as the District/City and Provincial Health Offices to be more active in responding and anticipating problems and not passively waiting for existing health problems. Other parts such as program governance and management must continue to be improved in a better direction. The center and management synergize into one unified management cycle, such as planning, budgeting, implementation, monitoring and evaluation to administrative processes and responsibilities.

Public health center is the Technical Implementation Unit of the Health Service in the Regency/City, has the responsibility to carry out health development in one sub-district area through community empowerment in accordance with Minister of Health's decision No. 128/Menkes/SK/II/2004 concerning of Public Health Center and one of the functions of the role of Public Health center is the center for community empowerment with a partnership strategy with community groups. Public health center as a center for mobilization and empowerment in the health sector by taking actions to increase public knowledge, provide facilities so that the community is capable, carry out preventive and promotional services, foster intersectoral and cross-program collaboration, and enable the community to seek health. Preventive action is intended in prevention efforts as a form of effort to take various actions to avoid various health problems that can threaten everyone. Promoting is the process of giving efforts to achieve perfect health, both physically, mentally and socially, people must be able to recognize and realize their aspirations, needs, and be able to change or cope with their environment.

To seek health empowerment, it is necessary to socialize at an early stage to the community as a form of education. Prior to socialization to the community, there is a need for socialization to the parties involved in this empowerment process. It is hoped that the socialization at Public health center will be able to understand the aims and objectives of the activities to be carried out. Further socialization is carried out to the community, but in addition to socialization activities, there is a need for deliberation with the community. It aims to find out what has been the problem of the community in the area. In the deliberation discuss diseases related to other conditions and the results of the survey, and then determine what activities can be pursued in that environment. Models and strategies for community

empowerment that have been developed, especially in the health sector at Medan Marelan Health Center is Integrated Healthcare Center. Community health centers with several models of community empowerment implemented in the form of Human Resource Health Efforts (UKBM), such as: Integrated Healthcare Center (*Posyandu*) with the classification: Primary, Intermediate, Purnama and Independent, Elderly Integrated Healthcare Center (*Posyandu Lansia*), Active Alert Village/Village, Village Maternity Boarding School (Polindes and KBKIA), Early Childhood Education (PAUD), Village Medicine Post (POD), Health Effort Post Work (Pos UKK), Family Medicine Park (TOGA), Monitoring and Stimulation of Toddler Development (PSPB), Independent Families, Healthy Funds and Non-Governmental Organizations (NGOs) engaged in the health sector.

Health cadres such as integrated health center cadres, integrated health center of old age, *jumantik*, *TB*, nutrition, environmental health and HIV/AIDS were formed by Public health center together with sub-districts in their working areas in carrying out the assigned tasks. The Medan City Health Office routinely conducts City, Provincial and National level assessments to find out the progress of the activities that have been established.

This study aims to find an overview of organizational communication models in community empowerment in the health sector by health centers in Medan Marelan District such as Public health center. Community empowerment is a function of Integrated health center, but in reality, many regions and communities still do not know about this community empowerment. Community empowerment is available throughout Indonesia, through the public health center that have been provided. This condition causes difficulties in assessing and developing programs to improve the quality of community empowerment in the regions. In this health empowerment, the cadres who are involved as organizers form a group like an

organization that aims to build success in this empowerment effort. The activity of forming a group is so that the communication carried out by group members is increasingly channeled properly as a form of coordination with one another. Communication plays an important role in a group as a process of conveying messages that are part of the task. The message conveyed is not only in the form of verbal messages, but also non-verbal messages. From the description above, the authors are interested in conducting research on "Organizational Communication Models of Community Empowerment in Health Sector at Medan Marelan Public Health Center".

B. Focus of Study

In connection with the background of this research problem, this research focuses on the organizational communication model of community empowerment in the health sector at Medan Marelan Public Health Center.

C. Formulation of Study

Based on the background of the problem that has been described, the formulation of the problem in this study is how is the organizational communication model of community empowerment in the health sector at Medan Marelan Public Health Center?

D. Objectives of Study

The purpose of this study was to determine how the organizational communication model of community empowerment in the health sector at Medan Marelan Public Health Center.

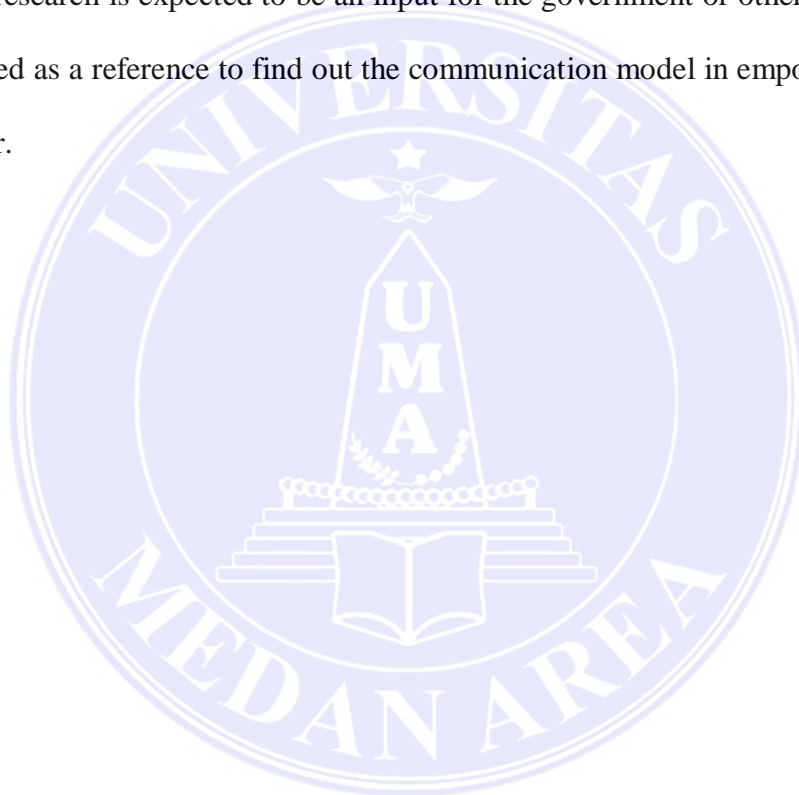
E. Significances of Study

a. Theoretical Benefits

This research is expected to be able to provide input or additions for the development of communication science, especially in the field of organizational communication which will be conveyed to a wide audience.

b. Practical Benefits

This research is expected to be an input for the government or other agencies and can be used as a reference to find out the communication model in empowering the health sector.



CHAPTER II

LITERATURE REVIEW

A. Communication

1. Definition of Communication

Communication is the process of delivering messages from communicators to communicants through the media and generating feedback. The communication process that occurs at the beginning through symbolic processes such as cue and signs are then followed by giving meaning to the symbolic process in verbal language. Communication is a basic activity that humans do every day since birth. Through communication, humans can relate to each other in everyday life in any environment where humans are. Humans must be involved in communication activities; there is no human who is not involved in communication. The communication process carried out by humans varies from birth to adulthood. But as fellow humans, humans understand each other.

The word "communication" comes from the Latin *Communis* which means "the same". *Communico, communication, or communicare* which means "to make the same". The first term *communis* is the most frequent origin of the word communication, which is the root of other similar Latin words. Rahmat (2008) states that communication is a social process that is most fundamental and vital in human life. It is said to be fundamental because every human being, both primitive and modern, has a desire to maintain an agreement on various social rules through communication. It is said to be vital because each individual has the ability to communicate with other individuals thereby increasing the individual's chances of

survival. Everyone talks about communication all the time. Many of us do not understand the meaning of communication even though we always discuss and do it. Communication activities are things that humans do since starting their activities, as a process of conveying something that communication becomes a bridge.

According to Mulyana (2007: 4) communication must produce the same thought, the same meaning, or the same message. In communication the message conveyed from the communicator must be accepted by the communicant with the same content and meaning in order to produce good communication. If the message or meaning conveyed is different, it will fail to communicate. Meanwhile, according to Effendy (2009: 5) communication is the process of delivering a message by one person to another to inform or change attitudes, opinions, or behavior, either directly orally or through the media. Communication is carried out by the communicant and the communicator must have the same understanding and purpose so that the message conveyed can be received properly, if there is a different understanding between the communicant and the communicator, the communication will not take place properly and the desired effect will not be obtained. The desired effect of the communicator can be an attitude, opinion, or behavior. In the communication process, everyone conveys their message in the form of an opinion, attitude or behavior. They use various types of media, but not infrequently communicators do not use media but deliver directly.

From the above understanding it can be concluded that communication is the process of conveying messages in the form of information, ideas, emotions, and skills through symbols or symbols that will cause effects in the form of recipient behavior

obtained through certain media. According to Robert and D Lawrence in Cangara (2005: 19) said that communication is a process in which two or more people form or exchange information with each other, which in turn will arrive at a deep mutual understanding. A successful communication process will get the desired feedback. Communication that is carried out continuously will add messages or other topics in it during the communication process.

Communication in the organization proceeds from top to bottom levels, or vice versa. Downward communication, for example, is superior's instructions, as well as memos. Upward communication for example reports, suggestions, and complaints. Formal communication uses standard media, and established organizational channels. Such as meetings, telephone calls, company magazines, direct postal mail. In organizational communication can be done in various directions, because members in it can express opinions.

Informal communication is communication that occurs because of the interests of individuals and groups of people. Commonly called "grapevine" or vine vines, it means that informal communication is direct, fast and fluid, but it cannot reach official sources of informants. While the vines often contain accurate information, they sometimes contain rumors and distorted information. The terms "oral communication" and "written communication" are self-explanatory. The ability to speak effectively is a requirement for most managers.

Many important things will be included, so that the presentation of a thorough oral presentation can be well organized. Repeating several times for emphasis is usually considered necessary. Oral communication allows for face-to-face exchange,

fosters a friendly spirit and encourages questions and answers. Formal meetings in an organization have become commonplace. This goes hand in hand with high ratings when given to group decision makers, and keeping employees informed about things.

B. Organizational Communication

Organizational communication is not just an activity carried out by members of the organization, but organizational communication as a basis for developing communication and the duties and responsibilities of organizational members and is more oriented to the people in the organization. The basis for developing communication is how the interactions carried out by members of the organization in order to survive in running the organizing wheel in an organization. It is very important for every organization to convey all their activities through communication, activities that become rules or just input that needs to be communicated within an organization.

Morgan in Griffin (2009: 247-248) likens that organizational communication is like a machine because of the significant and dependent involvement between machine tools and a leader doing the way it operates is a way of organization. The communication process of an organization creates a decision that becomes a strategy within the organization. The organization is under one command, this means that a member of the organization receives orders from his superiors, then there is an authority from an organizational leader to his subordinates, which means that the organization runs from top to bottom. A chain is a communication channel in giving orders, the existence of a responsibility and authority, and giving decisions, meaning that there is attention given to someone who has the right to give orders and rules

because he has the authority to do so. A communication made within the organization can be done by anyone who is a member of the organization. Communication can be done from the leader to subordinates on the authority he has. The authority to exercise must be based on the responsibilities that he has according to his position, so that it is balanced and does not burden the members of the organization. Members of the organization can carry out communication activities with leaders in providing input or opinions in carrying out the goals of the organization.

Between authority and responsibility there must be a balance. The existence of discipline means that obedience between behavior, energy, application and regulations becomes an agreement of an organization. Then furthermore, there is a subordination of individual interests to the public interest explicitly, which means there is a fair agreement and continuous supervision. Communication is the activity of delivering messages contained in a group. Leaders and group members have a common achievement and share their respective tasks in the process of achieving it. An organization or group is led by a superior or chairman who has the authority to make rules, give orders, and make decisions within the group. Like any group or organization, members have the right to express their opinions and will be united in one decision. In the process of carrying out this task, there is a communication process in the group. The above opinion is in accordance with Weick in Little John and Foss (2011: 297-299) which states that organizations are living organisms that must adapt to environmental changes in order to survive. Weick believes that organizations can survive and thrive when organizational members are involved in information flow and communication interactions. Organizations are like humans,

which must carry out a communication activity to survive. Without communication activities within the organization, it will not achieve the goals that are the benchmark for the success of an organization.

Weick's theory of organizing is important in the context of communication because this theory provides a statement that communication activities are the basis of organizational systems and provide ideas for understanding how individuals organize. According to this theory, organizations are not formed by positions and roles, but through communication activities, it is more appropriate to say an organizational system because the organization itself is a human achievement through continuous communication activities. Interaction activities carried out by humans on a daily basis create an organization. The organization has 3 processes in its formation, namely:

- 1) The process of statement or action. In this process individuals take action to form an organization. Individuals state the goals to be achieved in forming an organization. The process in organizational communication has similarities with other communication processes, communicators convey information or messages to communicants using or without media. The difference is that organizational communication has a purpose in forming the group. This common goal will be realized jointly by the members of the organization.
- 2) Response. The response from other individuals is to have the same goal. In creating an organization, each member must have the same goals to be achieved so that they can work together to achieve these goals.

- 3) Self-adjustment. Adjustment will take place in the early stages of the formation of an organization. Each individual will know each other and perform the division of tasks in achieving the same goal.

The hope of an organization to complete work is communication that runs in harmony and fulfills the information needed, this creates satisfaction in communicating and encourages enthusiasm in its members so that it will lead to motivation in improving the performance of employees or members of organizations in the organization. So it is necessary to have communication as a form of cooperation and evaluation of the extent to which the goals of the organization can be implemented.

According to Wahjono (2010: 220), there are three barriers to effective communication, namely:

- a. Filtering is when there is manipulation because the information obtained or received is considered less profitable, so that the final information recipient does not match the contents of the information sent.
- b. Selective is there are interpretations based on needs, motivations, background and personal experience because the recipient of the message has hopes and interests in the information he wants to get.
- c. Emotions; the recipient of the message is influenced by feelings. When the recipient of the message is controlled by feelings of anger or confusion, it will lead to different interpretations. When the recipient of the message is controlled by feelings of happiness or neutral.

The communication process in the organization also experiences obstacles so that misunderstandings and omissions can occur in carrying out tasks within the organization. Based on Wahjono's opinion, there are three barriers to communication, the first is filtering. Filtering information greatly determines the process of delivering messages in communication. The information provided by the informant may have a

different meaning from the source, due to manipulation. Information manipulation occurs because according to the informant the information obtained from the source does not have a meaningful meaning, then the informant exaggerates or reduces the message to fit the perception he has. The second is selective. Selective in conveying or receiving messages affects the success rate of communication. The communicant will choose the news or information he wants to receive because he has an interpretation and interest in the information he will receive. The third is emotion. When the communicant is affected by feelings of anger or confusion when receiving information, it will produce a different interpretation of the information actually conveyed by the communicator.

Communication in an organization can be effective if members in it realize how important communication in the group is. The leaders of the organization must also balance their actions and words to gain good credibility. Communication carried out in groups is good for two-way communication, members have the right to provide input or complaints, and the leader is obliged to make agreed decisions. So that there is no inequality in the communication between superiors and subordinates.

The communication process carried out is good in the face-to-face communication process, in order to avoid misunderstandings and more easily understand the intentions of each member, it is necessary to have a meeting to make rules so that the tasks carried out are effective and evaluate the tasks that have been carried out according to these rules. All members have a responsibility in the process of achieving the goals of the organization, so each task that is carried out must really be

mastered so that they can provide input to the organization so that they can synergize with each other.

In organizational communication, the function of communication is to convey each other's opinions to obtain mutually agreed decisions. According to Sendjaja (1994), the functions of communication in organizations are:

1. Informative Function. In organizations, groups can be interpreted as a system of information processing. Each member of the organization has the right to give and receive information in order to fulfill the smoothness of carrying out their respective duties. The information provided is related to the sustainability of the organization's goals. To achieve organizational goals, each member is expected to be able to provide useful and relevant information to the interests of the organization.
2. Regulatory function. This function is to create regulatory guidelines that exist within the organization. Every leader in the organization has the right to make decisions about the rules in the organization. The rules made must be mutually agreed upon and not burdensome to either party.
3. Persuasive function. This function is another alternative for organizational leaders to give orders to their members. Most of the organizational leaders use this method rather than giving orders to their members. This is preferred by members because it uses a more subtle and polite way. Leaders try to influence and convince members of a task, so that members appreciate the tasks assigned to them.

4. Integrative Functions . this function is useful for convincing members to carry out their duties properly. The leader will provide several descriptions so that members carry out their duties and achieve goals.

C. Organizational Communication Model

Communication in an organization has several models in carrying out its communication. The communication model describes the communication process within the organization. In carrying out organizational communication, Steward L. Tubbs and Sylvia Moss in Human Communication describe the existence of three models in communication, namely:

1. Linear communication model (one-way communication). In this model the communicator provides a stimulus and the communicant performs the expected response without conducting selection and interpretation. The communication is monologue. In this activity, one member of the organization expresses an opinion before deciding on an agreement. Opinions in an organization can be conveyed by anyone, the opinions expressed are a strategy in completing the goals of the organization. It can be concluded, in linear communication, members or organizational leaders convey a strategy within the organization.
2. Model of interactional communication. As a continuation of the first model, at this stage there has been feedback. Communication that takes place is two-way and there is dialogue, where each participant has a dual role, in the sense that at one time he acts as a communicator, at the other he acts as a communicant. In this activity, each member shared his opinion. This activity has similarities with

deliberation activities. Each member can have a role as a communicator or communicant. In this process, a middle point will be found from various opinions to make a decision.

3. Transactional communication model. In this model, communication can only be understood in the context of a relationship between two or more people. This view emphasizes that all behavior is communicative. This communication reflects communication not only through verbal, but also non-verbal. Every action in the organization will make information that can be received by the members themselves.

Communication in an organization is the spearhead in achieving organizational goals, so the communication model that has been mentioned is an activity created by the organization.

D. Empowerment Concept

1. Definition of Empowerment

Ketaren (2008: 178-183) states that:

Empowerment is a process that is not instant. As a process, community empowerment has three stages, namely: the first stage is to provide awareness, at this stage the target to be empowered is given direction and knowledge to increase their awareness that they have the right to own something, the basic principle is to make the target understand that they need to (build) empowered, and the empowerment process starts from within themselves (not from outsiders). After realizing, the second stage is to provide the capacity or ability (enabling) to be given power or power, which means to give the capacity to individuals or groups of people so that they will be able to obtain the power or power that will be given. The third stage is the giving of power itself, at this stage, the target is given power, power, authority, or opportunity, but this gift must be in accordance with the quality of the skills they already have.

Empowerment is an effort made to improve the quality of certain factors. In the empowerment process, the first step is to provide awareness. The point is to educate about the importance of something, and its good and bad effects. The second step in empowerment is teaching how to overcome and overcome it. It is intended that individuals are able to carry out the empowerment process. In the third step, power is given, meaning that individuals are provided with adequate facilities and infrastructure in the empowerment process. Efforts are also made by providing facilities so that the community is able to carry out according to what has been educated in the empowerment process.

Talking about the concept of empowerment, it cannot be separated from the central concept, namely the concept of power. According to Suriadi (2005: 54-55) the definition of empowerment related to the concept of power can be traced from four perspectives/perspectives, namely pluralist, elitist, structuralist, and post-structuralist.

1. Community empowerment viewed from a pluralist perspective, is a form of process for helping disadvantaged groups of people and individuals to compete more effectively with other interests by helping them to learn, and use their skills in lobbying, using appropriate media, dealing with political action, understanding how the system works (rules of the game), and so on. Empowerment from a pluralist perspective encourages underprivileged communities to fulfill the capacity of a skill to be more useful. In this empowerment, the community is ordered to have more components so that they can compete.
2. Community empowerment from an elitist perspective is an effort to join and influence the elitists, form alliances with the elitists, conduct confrontations and

seek change in the elitists. The power and control of the elite to the media, education, political parties, public policy, bureaucracy, parliament, etc., makes the community powerless. Empowerment from an elitist perspective encourages people to be able to voice the rights they should get. This is done so that no elitist group makes rules that are detrimental to society.

3. From a structuralist perspective, community empowerment is an agenda that is more challenging and can be achieved by eliminating forms of structural inequality. Powerless society is a form of dominant structure that oppresses society, such as: class, gender, race or ethnic issues. In other words, community empowerment is a process of liberation, fundamental structural change, against structural oppression.
4. From a post-structuralist perspective, community empowerment is a challenging process and changes the discourse. First, empowerment places more emphasis on intellectual aspects than action activities, or community empowerment is an effort to increase understanding of new, analytical, and educational ideas rather than action. In the context of the relationship between the state and society, the powerlessness of citizens cannot be seen as a "nature" rather, it must be seen as the result of power relations. The problem is whether the power relations that develop do allow a process that makes people who have power become powerless (in the context of a democratic country), or whether the existing processes tend not to eliminate the power of the people or vice versa.

Himawan S. Pambudi (2003: 54) argues that empowerment has the following meanings: First, empowerment means within, meaning an effort to increase the level

of public awareness while bringing people closer to access to improve their lives. A change of consciousness means action to develop political education, to develop alternative discourses, so that state domination or hegemony can be overcome. The community is educated to make them aware of the importance of something that will have an impact on their lives.

Second, empowerment means getting out as an effort to drive policy changes that have been in fact detrimental to the community. Empowerment in this sense means a policy reform based on efforts to widen the space for people's participation. A policy reform effort certainly has two meanings at once. This form of empowerment is a proof of pro-people, where they should get the rights they deserve.

The meaning of backwards means a form of correction (basic) on the old policy. This empowerment improves the rules so that they are of higher quality and for mutual progress. Meanwhile, the meaning of the future is to encourage a new process and scheme so that policy making no longer uses the old scheme, but uses a new scheme that is more likely to involve the community. Looking for other alternatives to make the community easier to be involved in a policy.

These steps are carried out with the main intent to:

- a. Allowing the community to be autonomous (autonomous) to organize themselves will make it easier for the people to face difficult situations, and be able to resist various adverse tendencies. This encourages people to be more empowered or able to fight for what should be their rights.
- b. Allows the expression of aspirations and ways to fight for them by providing a kind of guarantee that the interests of the people will not be ignored.

- c. Enables the resolution of problems in the dynamics of development which reflects the belief in the people that people do not need to be interpreted as a source of ignorance, but rather as subjects of development who also have capabilities.

Himawan S. Pambudi, et al (2003: 55-56), provide coverage on aspects of the weakness or powerlessness of the people, in order to show what should be the orientation of community empowerment:

- a. Problems with the welfare and quality of life of the community are so low. This problem focuses on meeting the basic needs of food, income, health etc.
- b. Problems with access to resources, as elite and middle class people have access and convenience while others do not have access and are marginalized.
- c. The problem of awareness, people generally believe that their situation is related to fate. Elite groups socialize this problem systematically, from educational institutions, mass media and other media. The ability of the masses to understand the problems they face is limited. This results in many problems that cannot be solved substantially and tend to solve problems in a caricative way (compassion).
- d. The problem of participation, generally the community is very little or not at all involved in the decision-making process that concerns them. In other words, the fate of the people is determined by the elite.
- e. The problem of capacity to participate in providing control and controlling the process of governance, power and various existing relationships.

Empowerment is carried out because of the weakness of the community in handling things and the need for awareness and action to make changes. Empowerment regarding the need for food, health, income, education, etc. is a basic thing that is often found among the poor. This is evidence of the need for empowerment that can help them to overcome their problems because it involves their daily life.

The importance of empowering resources is given so that every community feels they have the same rights. Empowerment is given to avoid inequality that can make some people feel disadvantaged and excluded. Empowerment regarding the awareness that they can feel the same rights is important so that people who are not able to have hope for a better life. They also have a passion for learning and express their aspirations.

Sardlow in Adi (2003: 54) of various existing understandings of empowerment essentially discusses how individuals, groups or communities try to control their own lives and seek to shape the future according to their wishes. The word empowerment validates the meaning of a strong mental attitude. The empowerment process contains two tendencies, namely:

1. Primary tendency

The empowerment process emphasizes the process of giving or transferring some power, strength or ability to the community so that individuals become more empowered. This process can be complemented by efforts to build material assets to support the development of their independence through the organization. In this primary trend process, the community is assigned to be able and better understand what the goals of health empowerment are organized by the government. Facilities and infrastructure are provided by the government so that empowerment efforts are increasingly supported by the involvement of the community itself.

2. Secondary tendency

Emphasizing on the process of stimulating, encouraging and motivating individuals so that they have the ability to determine what their life choices are through a dialogue process. On the secondary trend, the government places more emphasis on the socialization process. This process provides an overview and education to the community, as well as the process and objectives to be carried out.

The two processes are interconnected, and in order for the primary tendency to be created, it must go through the secondary tendency first. Thus empowerment is both a process and a goal. As a process, empowerment is a series of activities to strengthen the power and empowerment of weak groups in society, for example individuals who experience poverty problems. The goal of empowerment refers to the conditions or results to be achieved by a social change, namely an empowered community, who has the power and knowledge and ability to fulfill their needs, whether physical, economic, or social, such as having self-confidence, being able to complete aspirations, have a livelihood, participate in social activities, and are independent in carrying out their duties.

In the process of community empowerment, it is directed at developing human resources (in rural areas), creating business opportunities in accordance with the wishes of the community. The community determines the type of business, the condition of the area which in turn can create institutions and service systems from, by and for the local community. Efforts to empower the people's economy.

2. The Principles of Community Empowerment

The principle of community empowerment is to grow and develop community potential, develop mutual cooperation, increase community contribution in development, work with communities, partnerships and other community organizations, based on other communities and decentralization. On the principle of community empowerment, the community is asked to be involved in the empowerment process. So the potential development activities, mutual cooperation, become a form that the community is involved in the empowerment that will be held. The existence of the principle of community empowerment can foster an active community role, so that a series of empowerment activities run well. The principle of community empowerment is also proof that the government pays attention to the community and wants the community to be active and play a role in development. Community involvement is needed in the process of organizing the community itself.

Rubin in Sumaryadi (2005: 94-96) suggests five basic principles of the concept of community empowerment as follows:

1. A break-even is needed for community empowerment in every activity it manages, even though it has a different orientation from business organizations, where in community empowerment redistributes the profits obtained in the form of other activities and developments. In empowering the benefits obtained are activities and other development for the community. Every activity certainly requires profit, and the advantage of community empowerment is that it can create new activities and developments that are intended for the community.
2. Always involve community participation in community empowerment both in planning and implementation. Every community empowerment must be involved to see the openness and create a sense of responsibility to the community to live it.

3. Training activities are an inseparable element in implementing community empowerment programs from physical development efforts. Empowerment activities always require training as a form of education to the community.
4. The implementation of empowerment efforts must be able to maximize resources, especially in terms of financing both from the government, private sector and other sources. It is also intended that resources can be utilized as well as possible, and consider before using them.
5. Community empowerment activities must have a function as a liaison between macro government interests and micro community interests. The public interest is usually for the community itself.

Community empowerment has its own success goal that is different from the business concept. An achievement of community empowerment is being able to create new activities. In the concept of empowerment, the creation of new empowerment activities will be evidence of the achievement of empowerment itself. This activity seeks to involve the community in its implementation. This is proof that the government provides an empowerment for the community which is the responsibility of the government itself. The government will provide training in empowerment which is the capital of the community so that they are able to carry out the empowerment process.

Starting from the understanding of community empowerment as an educational system, according to Soedijanto (2011: 105-106) community empowerment has the following principles:

1. Doing, means that in community empowerment activities, the community must involve a lot of people to do or implement something. Because through hiring them, they will experience a learning process (both through their thoughts, feelings and skills) which will be remembered for a longer period of time.
2. Consequences means that community empowerment must have a good and beneficial impact or influence because emotional feelings will affect the meaning of participating in learning activities or community empowerment in the future.

3. Association means that community empowerment activities must be related to other activities, because everyone tends to associate their activities with other activities or events.

Soedjiarto did not mention that community empowerment is an education system, but other points have in common with other expert opinions regarding the principle of empowerment. His opinion explains that empowerment must involve a lot of people in its work and implementation. According to him, the process of involving the community is a form of education to the community so that they understand the form of empowerment that will be carried out. The second point explains that the impact of empowerment activities must be positive and related to other activities that will be held.

Meanwhile, according to Delivery in Sutrisno (2005: 17) the basics of community empowerment are a form of community development, especially the poor, the weak and marginalized groups, realizing cooperative relationships between the community and development institutions, mobilizing and optimizing the use of resources on an ongoing basis. , reduce dependence, share power and responsibility, and increase the level of sustainability. This is so that people who cannot afford not feel excluded and have the hope of getting the same rights as the middle class. Community empowerment is formed to equalize the rights of people from any group. The community is involved in this empowerment in order to maximize the resources they have.

3. Environment of Community Empowerment Activities

Community empowerment activities are activities from the government for people who lack awareness about something due to limited access, costs, and other factors. The environment in this community empowerment activity is usually an area where the dominant community is underprivileged, lacks education, and lacks adequate facilities.

According to Mardikanto (2012: 113-117) Community empowerment activities are carried out with the aim of improving individuals or humans as the benefits of such empowerment. Therefore, community empowerment activities are not only limited to matters directly related to the activities that must be done, but also include matters relating to life that must be faced in the midst of the community. So, community empowerment can be done by covering several activities such as human development, business development, environmental development and institutional development.

a. Human Development

Human development is one of the goals of community empowerment. This activity is to shape humans to have the ability or empowerment of the community itself. Therefore, the scope of community empowerment through human development is focused on these two things.

1. Increasing Community's Capacity

Increasing the community's capacity in this empowerment is to prioritize entrepreneurial attitudes, professionalism and independence. The attitude of independence reflects an innovative attitude, referring to the needs of the community, as well as the fulfillment of local resources. Thus, entrepreneurial

skills are directed to explore their comparative abilities into competitive abilities. Professional attitude is defined as an attitude by continuing to develop expertise in accordance with its competence, love the profession being carried out, and adhere to professional ethics. Loyalty to the profession is more important than just loyalty to the institution where you work. While independence can be interpreted as the ability to make the best decisions for themselves and society. That is, in independence in the sense of rejecting things that will harm and create dependence. Even so, the improvement of people's abilities must follow the development of science, technology and art that exist in the current era.

2. Increasing the Bargaining Position of the Community

In this section, community organizing will play a strategic role. Not only building collective capacity, but also in building networks (networking) between stakeholders such as bureaucracies, academics, business people, community leaders, and media actors/managers.

b. Business Development

Business development that is pursued through community empowerment will include many things, such as:

1. Improved technical knowledge, primarily to increase productivity, improve quality and add value to products.
2. Management improvement to increase business efficiency, and development of partnership network.

3. Development of an entrepreneurial spirit related to the optimization of business opportunities based on and supported by local advantages.

4. Increased accessibility to: capital, markets, and information.

c. Community Development

At this time, many developments have a negative impact. This is environmental pollution as a result of industrial and household waste. Facing this phenomenon, it is time for the empowerment of environmental awareness (natural resources and the environment) to get serious attention. The public will be educated about the importance of protecting the environment and being able to rebel against entrepreneurs who cause pollution to the surrounding environment. The community will be given the long impact of environmental pollution and how to overcome it.

d. Institutional Development

Institutional development is not just forming the necessary institutions. Institutional development is to pay attention to how far the institution is effective. Judging whether an institution is effective or not, it will be seen from how much profit is given and the loss is given. Institutions are formed to benefit the community together and do not take sides only.

E. Health Center

1. Definition of Public Health Center (*Puskesmas*)

Regulation of the Minister of Health of the Republic of Indonesia number 75 of 2014 concerning Public Health Center is a health service facility that organizes public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest degree of public health in Indonesia.

According to Suhadi, et al (2015: 7):

Public Health Center is a community health center located in the sub-districts which aim to replace the existence of hospitals and health clinics that have responsibility for public health. Public Health Center is also a government agency that is obliged to have responsibility for the welfare and health of the community, especially mothers and children in each sub-district, especially in remote areas that are difficult to reach the hospital area due to lack of access to village infrastructure.

Public Health Center is a manifestation of community empowerment in the field of health development. It has a goal to improve the quality of public awareness and services, including:

- a. Having healthy behavior includes awareness, willingness and ability to live a healthy life. People are given awareness about the importance of healthy living and maintaining health for themselves and others. Encouraging the community to have the will to improve the quality of health. The government provides facilities and infrastructure so that the community is more empowered and able to reach health development.

- b. Affordable quality health services. Quality health services are needed but can be accessed by the community without experiencing difficulties regarding cost and distance.
- c. Live in a healthy environment. Educate the public to create a healthy environment.
- d. Have optimal health degrees, individuals, families, groups and communities. Health awareness and development is intended for individuals and groups in society to have optimal health.

Public Health Center is a functional organization that organizes health efforts that are integrated, comprehensive, equitable, acceptable and accessible to the community, with active community participation and utilizing the results of the development of appropriate science and technology, at a cost that can be subsidized by the government so that it can be reached by public. The implementation of these health efforts focuses on services for the wider community in order to achieve optimal health degrees, without neglecting the quality of services to individuals.

Public Health Centers are spread throughout the region and have prices that are more affordable for the middle class. They provide services to all ages, from infants to the elderly. Their services that are commonly known are Integrated Healthcare Center which are provided to infants, adults and the elderly. Integrated Healthcare Center activities provide free vaccines, vitamins and supporting food. Health centers are built evenly so that the facilities provided to the community can reach a wide area.

Public Health Center is a health implementing unit under the supervision of the District/City Health Office. Generally they have to provide promotive, preventive, and curative to rehabilitative services either through individual health efforts (UKP) or community health efforts (UKM). The health center provides outpatient and inpatient services. In providing good services, of course, efforts are made to improve the quality of services to achieve optimal health degrees for the whole community. The existence of the Public Health Center is very beneficial for families who do not have a weak economy. It helps to meet the needs of adequate community services and is easily accessible to the community. The functions of Public Health Center as follows:

1. Center for driving development with a health perspective.
2. Family and community empowerment center.
3. First tier health service center.

In general, health services provided by Public Health Center include curative (treatment), preventive (prevention efforts), promotive (health improvement) and rehabilitation (health restoration) services. The requirements for establishing a Public Health Center are based on the Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014 Article 10 paragraphs 1 and 2:

- a. geographical;
- b. accessibility to transport routes,
- c. land contour,
- d. parking facilities,
- e. security facilities,

- f. availability of public utilities,
- g. environmental health management, and
- h. other conditions.

In addition to the requirements as intended, the establishment of a Public Health Center must take into account the technical provisions for the construction of state buildings. To achieve the highest degree of public health through health efforts as proclaimed in the Regulation of the Minister of Health of the Republic of Indonesia number 75 of 2014 concerning Public Health Center it is necessary to have good and quality health services by health providers, therefore, high performance is required from the health providers themselves.

2. Vision and Mission of Public Health Center

The Health Center has the following vision and mission:

a. Health Center Vision

The realization of a healthy district community. The main indicators of Indonesia's health itself are a healthy environment, healthy behavior, quality health service coverage and the health status of the sub-district population.

b. Health Center's Mission

1. Mobilizing health-oriented development in its working area.
2. Encouraging independent healthy living for families and communities in the region.
3. Maintaining and improving the quality, equity, and affordability of health services.

4. Maintaining and improving the health of individuals, families, and communities and the environment.



CHAPTER III

RESEARCH METHODOLOGY

A. The Type of Research

This study uses a descriptive research method with a qualitative approach. Descriptive research is a research method carried out with the aim of making an objective description of an activity.

"Qualitative research methods are natural research methods, as opposed to experiments, where the researcher is the key instrument, the data collection technique is carried out in a combined manner (triangulation), the data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization" (Sugiyono, 2011). 2014: 1).

According to Kriyantono (2008: 196) qualitative research is research that uses inductive thinking, namely a way of thinking that starts from specific things (empirical facts), to general things (concept level). Based on this, it can be explained that, qualitative research methods were carried out intensively, researchers participated in the field, carefully recorded everything that happened, carried out reflective analysis of various documents found in the field and made detailed research reports. Qualitative research will produce data that is complete, definite, deeper, more complete, meaningful and has high credibility so that the objectives of this research can be achieved.

B. Source of Data and Technique of Collecting Data

1. Source of Data

According to Arikunto (2006: 129) the data source in the study is the subject from which the data can be obtained. The sources of data in this study are adjusted to the

focus and objectives of the study. In qualitative research, informants are selected and prioritize the emic perspective, meaning that they are concerned with the views of the informants, such as how they view and interpret the world from their point of view. Researchers cannot force their will to get the desired data.

a. Research Informants

"Informant is someone who really knows a certain problem or problem from which clear, accurate and reliable information is obtained" (Moleong, 2002: 97). Informants in this study, namely:

1. Key informants, people who know and have various basic information needed in research. The key informant in this study was the Head of the Medan Marelan Public Health Center.
2. Non-key informants, people who are considered to know the research problem, namely 1 community member, Medan Marelan District.

2. Techniques of Collecting Data

Techniques of collecting data are the most strategic step in research, because the main purpose of research is to obtain data. The data collection techniques used in this research are:

1) Observation

Kriyantono (2008: 110) reveals that observation here is defined as an activity to observe directly without a mediator an object to look closely at the activities carried out by the object. According to Wimmer and Dominick in Kriyantono (2008: 111) there are two methods of observation, namely:

participant observation and non-participant observation. This study was adapted to the research subject, so the researcher chose non-participant observation. "Non-participant observation is an observation method in which researchers only act to observe without participating in activities such as those of the group being researched, whether their presence is known or not" (Kriyantono, 2008: 112).

2) Interview

Interviews were conducted by researchers to determine the activities (activities in social interaction) carried out by the research subjects, namely the Head of the Medan Marelan Public Health Center, the Secretary of the Medan Marelan Public Health Center, 1 member of the Medan Marelan Public Health Center, and 1 part of the Community Health Center Empowerment, as well as the community members of the District. Marelan Field. Researchers can find out by asking about these activities. Researchers also find research informants' ideas, thoughts, opinions, behaviors, and motivations by talking and asking questions. According to Esterberg in Sugiyono (2014:72) interview is a meeting of two people to exchange information and ideas through question and answer, so that meaning can be constructed in a particular topic.

According to Kriyantono (2008: 100-102) during the observation the researcher conducted interviews with the people in it through preliminary interviews, structured interviews, semi-structured interviews, and in-depth interviews. Researchers chose to conduct semi-structured interviews in this study. At the time of the interview, the

researcher prepared the interview text and developed questions according to the situation and conditions so as to obtain more complete data.

3. Data collection techniques with documents

According to Sugiyono (2014: 82) that research results from observations and interviews will be more credible or trustworthy if supported by photographs or academic writings. Documents in this study are in the form of writings such as diaries, regulations and photographs related to research problems.

C. Research Instruments

Sugiyono (2014: 59) states that in qualitative research, the research instrument is the researcher himself. That means that researchers here must understand qualitative research methods, master theory and add insight to the field being studied, as well as readiness and provision in the field. From an observation point of view, it includes diary notes, observation sheets, and observation guides. From an interview perspective, the research instruments include notebooks, recording devices, and cameras. Looking at the documentation in the form of photos, cameras, and laptops.

D. The Technique of Analyzing Data

The data that has been collected through the data collection techniques above are then analyzed through data analysis techniques.

"Data analysis is a process of systematically searching and compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing them into units, synthesizing, compiling into patterns, selecting important and that will be studied, and make conclusions so that they are easily understood by themselves and others" (Sugiyono, 2014: 89).

The data analysis technique used in this study is qualitative data analysis, following the concept given by Miles and Huberman in Sugiyono (2014: 89) carried out interactively through the process of data reduction, data display (data presentation), and conclusion drawings/ verification..

1. Data reduction

According to Sugiyono (2014: 92) reducing data means summarizing, choosing the main things, focusing on the important things, looking for the themes and patterns. The data that has been reduced provides a clear picture and makes it easier for researchers to carry out further data collection, because the data obtained from the field are quite large, complex and complicated. In reducing data, each researcher is faced with one final goal of research, namely new findings.

2. Presentation of data (data display)

After the data is reduced, then the data is presented. "In qualitative research, data presentation can be done in the form of brief descriptions, charts, relationships between categories" (Sugiyono, 2014: 95). The researcher presents the data in the form of narrative text with a systematic structure arranged in several parts. The next researcher will conduct an in-depth analysis to find the interactive relationship between these parts.

In this step the researcher tries to compile the related data in a clear, detailed and sequential manner so that it becomes information that can be concluded and has a certain meaning. The process is done by displaying data, making connections between phenomena to interpret what actually happened and what needs to be followed up to achieve the research objectives.

3. Conclusion drawing and verification

The next step is drawing conclusions based on the findings and verifying the data. Researchers carry out verification such as the initial conclusions put forward are still temporary and will change if strong evidence is found that supports the next stage of data collection. The conclusion put forward by the researcher at the initial stage is supported by strong evidence and in accordance with the theory described in chapter two, in the sense that it is consistent with the conditions found when the researcher returned to the field, so the conclusions obtained are credible conclusions.

Researchers are also still open to receiving data input, even though the data is data that is classified as meaningless. Researchers have separated which data are strong or weighty with data that are weak or deviate far from the research. The conclusion of this study is expected to be a new finding that does not yet exist. The findings are in the form of causal or interactive relationships, can also be in the form of hypotheses or theories.

E. Data Credibility Test

In this study, credibility testing was carried out by:

1. Extension of observation

"Extension of observations means that the researcher returns to the field, makes observations, interviews again with data sources that have been encountered and that are new" (Sugiyono, 2014:122). The extension of this research observation focuses on the data that has been obtained, after being checked back in the field the data is correct and means credible, then the extension of the observation period is ended.

2. Increase perseverance

"Increasing persistence means making observations more carefully and continuously. By increasing persistence, researchers can re-check whether the data that has been found is wrong or not" (Sugiyono, 2014: 125).

The researcher has read all the research notes carefully to find out the mistakes and shortcomings. Researchers read reference books, related research results, documents, and other related references to add insight so that the data to be found is more credible.

3. Triangulation

According to Sugiyono (2014: 125) triangulation is defined as checking data from various sources in various ways, and at various times. Researchers in this study triangulated techniques by means of interviews, observation and documentation. Triangulation of sources by checking the data obtained from

research informants. Time triangulation means that data collection is carried out on various occasions, day, afternoon and night.

4. Using reference materials

Reference materials used by researchers in this study were recording aids, interview recordings, cameras and photos. This is necessary to support the credibility of the data that has been found by researchers. The data that has been presented needs to be accompanied by photos or authentic documents, so that the data becomes more reliable.

5. Member checking

According to Sugiyono (2014: 129) member checking is the process of checking the data obtained by the researcher to the data provider. Researchers have shown the data that has been found to the data provider, namely the Secretary of the Medan Marelan Public Health Center, 1 member of the Medan Marelan Public Health Center, and 1 person of Public Health Center Empowerment section, and residents of the Medan Marelan District. The data that has been found agreed upon by the data providers means that the data is credible or trustworthy.

CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusion

Based on the results of research on organizational communication models of Community Empowerment in the Health Sector at Medan Marelan Public Health Center:

1. Communication within an organization can be effective if there is an understanding of all members. Every organization has a goal to achieve the goal requires good cooperation and maintaining communication.
2. The type of communication used includes several types of communication including downward communication, upward communication, and horizontal communication.
3. Community Empowerment Activities in the Health Sector at the Medan Marelan Public Health Center were considered successful because communication within the organization was quite effective.

B. Suggestion

Based on the results obtained, there are several suggestions that can be put forward by the writer, namely:

1. Advice to the organization

Organizations are expected to establish good communication in order to achieve goals. Every organization needs understanding and cooperation for effective communication.

2. Suggestions to the next researcher

Future researchers are expected to be able to dig up more information about the organizational communication model in which organizations can achieve their goals due to effective communication. Because there are still many organizations that only rely on one communication activity among the many types of communication.

