

LEADERSHIP COMMUNICATION STRATEGY IN IMPROVING WORK MOTIVATION OF MEDAN CITY CULTURE DEPARTMENT EMPLOYEES

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ABSTRACT

An appropriate leadership communication strategy should be able to increase employee work motivation. With a leadership communication strategy, a leader can motivate his subordinates to be enthusiastic, disciplined, caring, and responsible in carrying out their duties and functions. Where resources are not merely objects in achieving organizational goals, but also become subjects/agents of development. Leadership Communication that makes HR as planners, implementers and controllers who always play an active role in achieving organizational goals, and have thoughts, feelings and desires that can influence their attitudes in work. Conversely, the organization where they are sheltered is expected to provide rewards and awards fairly or objectively so that through these rewards ASN can be motivated to improve the quality and quantity of their work. This study aims to describe the form of leadership communication strategies, employee work motivation, and at the same time determine the effect of leadership communication strategies in increasing employee work motivation at the Medan City Cultural Office. The study used a descriptive qualitative approach and type of research through interviews and observations of informants to obtain research data. The results of the study indicate that the leadership communication strategy of the Cultural Office still needs to be improved in the area of clarity and even distribution of organizational messages that should be adjusted to its main duties and functions. Furthermore, it was found that intrinsic motivational factors, such as recognition, were the dominant factor in driving work motivation. Finally, it was found that the leadership communication strategy implemented influenced the increase or decrease in employee work motivation at the Medan City Cultural Service.

Keywords: Communication Strategy, Leadership, Work Motivation

1. INTRODUCTION

Organizations are believed to thrive when leaders communicate effectively and wisely in implementing policies. As leaders, they must effectively execute their roles to achieve organizational goals. When conveying information regarding work procedures, policies, and instructions, leaders must be able to communicate them clearly so that subordinates understand and can carry out their work effectively without pressure.

Competencies are acquired through experience and the individual's *frame of reference*. In addition to these qualifications and abilities, a leader's role model is essential in carrying out their responsibilities as a leading example, inspiring subordinates or the resources they manage or direct to achieve maximum results (Ristianah et al., 2024).

Leadership is the ability to organize an audience and ensure that the message conveyed is well-received by the audience.

According to Florea & Gilmeanu (2016), leadership is a channel for establishing relationships between individuals, cultures, and self-identities within an organization. Leadership is also the ability to carry out a vision and mission by engaging subordinates in carrying out tasks. This is where a wise leader's attitude and willingness to constantly interact with subordinates are crucial.

An appropriate leadership communication strategy should improve employee motivation. With a leadership communication strategy, a leader can motivate subordinates to be enthusiastic, disciplined, caring, and responsible in carrying out their duties and functions. Furthermore, through communication, a leader can identify employees who have good performance motivation and those who lack it.

leadership communication strategies , or the lack of efforts to motivate existing resources, will undoubtedly create problems within an organization or institution. Resources possess strengths but lack a clear understanding of the desired goals. Based on the explanation above, this study is interested in conducting further, in-depth and comprehensive research entitled **"Leadership Communication Strategies in Improving Work Motivation of Medan City Culture Service Employees."**

2. LITERATURE REVIEW

Broadly speaking, according to Mulyadi (2015), communication is an individual's verbal or nonverbal behavior that can be assessed by other individuals. In a narrow sense, communication is a message conveyed by a communicator to one or more individuals with the aim of causing behavioral change when the message is received by the recipient (Munir et al., 2025).

Motivation by Gitosudarmo (2001) is an encouragement given by leaders so that employees can work well and this is very

important in an organization, when employees do not have motivation in working to advance the company it will be difficult for the company to grow, but if on the contrary the employees have high motivation in working especially to advance the company then the company will grow. (Irene, 2020:156).

According to Suryadi (2018), strategy is the process, techniques, methods of activity, interactions, activities, planning, direction, and path taken to achieve certain goals and objectives. Meanwhile, the meaning of "communication" is the process of interaction between individuals and their environment using instruments or channels.

According to Suryadi (2018), a communication strategy is all conditional decisions about actions to be taken to achieve a goal. Taking communication strategy into account means predicting future situations and conditions to achieve effectiveness.

A communication strategy is a combination of communication planning and communication management to achieve a goal. To achieve this goal, a communication strategy must demonstrate how it should be carried out technically. This means that the approach *can* vary depending on the situation and conditions. Cangara (2017) states that communication strategy determines the success or failure of effective communication activities. Therefore, communication strategies, both at the macro level (*implemented multi-media strategy*) and at the micro level (*single communication medium strategy*), have a dual function.

Indrafachrudi & Tahalele (2016) define leadership as the activity of guiding a group in such a way that the group's goals are achieved, those goals being shared. The term "leader" comes from the foreign word "*leader*" and "leadership" comes from "*leadership*." Although leadership is not the same as management , the two are inseparable.

3. RESEARCH METHODS

The method used in this research is a qualitative method, according to Kark and Miller, qualitative research is a particular tradition in social science which fundamentally depends on observations of humans both in their insights and in their terminology.

The determination of the data sources for this research was based on *purposive sampling*, which was carried out by taking samples from the population based on certain criteria (Jogiyanto, 2010). Therefore, the determination of this data source was done by selecting the data source that was considered to have the most understanding and experience of the events in this research.

4. RESULTS AND DISCUSSION

Leadership Communication Strategy in Increasing Work Motivation of Medan City Cultural Service Employees

The performance of a government agency is undoubtedly supported by strong work motivation from all elements within the organization. Work motivation drives or motivates individuals to excel in their work. Providing motivation is a policy adopted by a leader in carrying out their role as leader, mobilizing all available resources within the organization to achieve organizational goals.

leadership communication certainly enables the implementation of work motivation to take place effectively, both intrinsically through recognition, responsibility, and individual potential development, as well as extrinsically through working conditions, personal relationships, policies, and supervision (Effendy, 2021).

Leadership Communication Strategy Implemented at the Medan City Cultural Service

Through interviews with several informants, it was seen that the

Communication Strategy used by the Leadership was as follows:

Vertical or top-down communication

In terms of communication strategy, the Head of the Medan City Cultural Service only provides guidelines outlining the work to be completed. This is based on the long-standing collaborative relationships and teamwork that have developed within this office. Most of the Department Heads and their staff have been working together for nearly decades. A work rhythm has developed over time through collaboration. The interview below demonstrates this.

"The leadership communication strategy in the cultural service that I lead has been running well, this is because all the work in the cultural service is running very well. Why do I say that, because in addition to all the activities that we planned this year running well, the realization of the absorption of the cultural service budget is at 96.01% and that is a very good achievement when seen from the performance achievement side.. based on the goals and objectives of the Service's strategy that has been determined.. (Head of the Medan City Cultural Service, Mr. OK Zulfi)

Work motivation of employees at the Medan City Cultural Service

Work motivation is a condition that drives or causes someone to perform an act/activity, which occurs consciously, also as a resource force that drives and controls human behavior in working or carrying out their work. There are several indicators used in measuring the work motivation variable in this study. Based on several driving factors or work motivations consisting of internal personal factors or existing human resources and external factors or work environment originating outside the human resources ranks of the Cultural Service itself. From the interview results below can be seen as follows:

Effendy (2021) said that satisfaction factors are also called motivators, which are factors that drive someone to achieve and originate from within a person.

The implementation of Leadership Communication in the Medan City Cultural Office has demonstrated a broad understanding of Communication according to Mulyadi (2015) as every form of a person's behavior, both verbal and non-verbal, that is responded to by others. The budget absorption of 96.1 from the Medan City Cultural Office shows that the communication carried out received a response from the majority of employees in this office. The realization of the cultural office budget absorption at 96.01 % is a very good achievement which is the result of the overall achievement of existing HR performance. Routine communication, both verbal and non-verbal, in receiving and sharing certain messages is certainly carried out even to the point of having a forum for existing forms of communication.

Viewed from the perspective of work motivation or a condition that drives or causes someone to carry out an action/activity, which occurs consciously, also as a resource force that drives and controls human behavior. The results of the study also show that it has been implemented well. Newstron in Duha (2016) defines motivation as a process that takes into account the intensity, direction, and persistence of individuals towards achieving goals. The motivation implemented by these employees has led to the Office's success in achieving the organizational goals of the Cultural Office.

According to Gitosudarmo (2001), motivation to work is crucial for the productivity of a company or agency. Without employee motivation to work together for the benefit of the company, the set goals will not be achieved. Conversely, if there is high motivation from employees, this

is a guarantee of the company's success in achieving its goals (Irene, 2020:156). According to Sutarto (2012), to increase motivation, a leader must:

1. Recognize that every employee has different needs and preferences. No two people have exactly the same needs .
2. Try to understand an employee's primary needs. Understanding what their needs, especially their primary needs, is a superior behavior that subordinates love.
3. Forming an employee who is determined to achieve their needs through achievement is not difficult if done with sincerity, not selfishness.

5. CONCLUSION

Based on the implementation of research and interviews with informants, the researcher concluded the following:

1. The leadership communication strategy implemented at the Medan City Cultural Office is considered well-executed. This is evident from the Office's performance, which successfully absorbed 91.6% of its budget . However, interviews revealed that top-down communication within the Cultural Office remains ineffective and inconsistent. The leadership communication strategy has also failed to garner cooperation from all levels, including the younger generation within the agency.
2. Employee work motivation at the Medan City Cultural Service is influenced by intrinsic factors such as recognition, responsibility, and individual potential development. Recognition was found to be the most dominant factor in achieving high motivation among all employees. Research data revealed that some employees still lack a high level of awareness or responsibility in carrying out their duties and functions.
3. Leadership communication strategies have an impact on increasing work

motivation for employees and staff at the Medan City Cultural Service. Mistakes in implementing leadership communication, such as cutting off the flow of information by communicating directly from the highest leader to subordinates without coordinating with the Head of Division, can decrease work motivation and reduce the sense of responsibility and creativity of the personnel directly responsible (*person in charge*) in that field.

Suggestion

1. Leadership communication strategies should serve a persuasive or guiding function for all levels. Open and equitable organizational messaging is believed to be a more successful leadership communication strategy, enabling it to garner stronger support and cooperation from all levels. Undeniably, the Department of Communications and Information Technology (DKI) is currently essential for its success and progress in carrying out its duties and functions. The support of young people who are more technologically savvy plays a significant role in achieving organizational goals, even ensuring the Department's success in creating a positive and conducive work environment.
2. Management should also consider the intrinsic factors of employee work motivation at the Medan City Cultural Office. Involving every level of the Cultural Office in carrying out its duties is believed to be the best work motivation currently needed to gain the support and cooperation of all levels within the Cultural Office. Through this effort, a high level of awareness and responsibility in carrying out its duties and functions will certainly be achieved.
3. It is hoped that the Medan City Cultural Office will implement a more influential leadership communication strategy to

increase employee work motivation. The organization's messages will be delivered through the appropriate channels, based on the structure and duties of each department. Motivation, in the form of developing individual potential through socialization, training, and improving formal education, will be the focus of the Office's attention in fostering regeneration within the Medan City Cultural Office.

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