

ISLAMIC EDUCATION AND ISLAMIC COMMUNICATION GUIDANCE MODEL IMPLEMENTATION IN COMPETENCY DEVELOPMENT PNS IN THE NORTH SUMATRA PROVINCE

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ABSTRACT

The implementation of an agency's work obligations depends in large part on communication. The application of Islamic communication is thought to be capable of aiding in the development of a positive communication environment with Islamic ideals. The BPSDM of North Sumatra Province did not implement *qaulan sadida* in the best possible way at the Regional Apparatus Forum. The compilation of work plans becomes tedious from year to year and is often unresponsive to pressing difficulties since the information and data provided, both from message elements and feedback elements, are frequently inaccurate. Living modestly and without excess is a component of *Qaulan Maysura* that has been put into practice. Islamic advice and communication have a significant part in fostering a collaborative work environment. This serves as the framework for a method that can foresee every issue that can arise during the coordination process and handle it through to the point of accountability for the work done.

Keyword: Islamic Communication, Islamic Education Guidance Model, Competency Development, Civil Servants

1. INTRODUCTION

Public servants (PNS) play a crucial part in the government's operation (Febriyanti, Rukhayat, & Kone, 2022). This is in accordance with the duties and functions of civil servants outlined in Law No. 5 of 2014 pertaining to the State Civil Apparatus, namely as planners, executors, and supervisors of the implementation of general government and national development tasks through the implementation of policies and professional public services, free from political interference and corrupt, collusive, and nepotistic practices. The role of civil officials is evident in the execution of every aspect of government management. All government activities, from upstream to downstream, are dependent on the involvement of government employees.

Significant lessons can be gleaned from transitional countries where public service training is more difficult because "major reforms are underway in nearly all sectors" and "public sector employees face many significant changes in a very short period of time" (OECD, 1997, p.3). As stated by the OECD (Organization for Economic Co-operation and Development). The Organization for International Economic Cooperation and Development, which aims to stimulate global economic growth and trade, explains that the rapid changes and developments of the times have presented the public sector with new challenges. Some of the changes and developments that have taken place, such as the evolution of communication technology (COVID-19), foreign policy, etc., are discussed. The public sector in Indonesia, where all management functions are performed by civil servants, also faces new challenges to create effective and efficient public services in the current era of rapid change. (Kadarisman, 2019).

Obviously, the government must respond to these issues with policies that will be implemented by civil servants at both the central and regional levels of government. As planners, executors, and supervisors of the implementation of general government and national development tasks, civil servants must maintain current knowledge and skills in order to carry out these responsibilities effectively. In

this fast-paced era, both the government and civil servants must be adaptable in order to continue enhancing their competence and adapting to the policies and developments of the time, so that government organizations can operate effectively and efficiently (Fahmi, 2022). Allah SWT said in Q.S. Ar-Ra'd (13: 11), as follows :

لَهُ مَعْقَبَاتٌ مِّنْ بَيْنِ يَدَيْهِ وَمِنْ خَلْفِهِ يَحْفَظُونَهُ مِنْ أَمْرِ اللَّهِ إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنفُسِهِمْ وَإِذَا أَرَادَ اللَّهُ بِقَوْمٍ سُوءًا فَلَا مَرَدَّ لَهُ وَمَا لَهُم مِّن دُونِهِ مِن وَالٍ

Meaning : For him (the man), there are angels who always take care of him in turn, from the front and behind him. They guarded it at the command of Allah. Surely Allah will not change the condition of a people before they change their own condition. And if Allah wills evil against a people, no one can reject it, and there is no protector for them besides Him.

Allah SWT himself has said that all human beings have an obligation to work in a better direction and to solve the problems and challenges they face in good ways (Sudirman & Amin, 2022). In Indonesia, the government's main goal is to make sure that civil servants are getting better at what they do. The PNS competency development activity is a planned activity as described in Article 205, Paragraphs 1 and 2, of Government Regulation Number 11 of 2017. The PNS Competency Development activity begins with the existence of needs and competency development plans, which are the result of inventory activities of the types of competencies that need to be improved by each civil servant and competency development implementation plans, which are listed every year in the annual budget plan in each agency.

From the explanation above, it can be seen that the government has an obligation to plan competency development for each civil servant according to their needs, including the competency development budget. The issuance of Government Regulation Number 11 of 2017 also shows the government's seriousness in developing civil servant competencies by guaranteeing the right to develop their competencies for at least 20 (twenty) hours per year. Through these competency-development activities, civil servants are expected to be able to respond to policies or plan policy formulation in accordance with the challenges of the times that are so fast in the current era.

Government Regulation Number 12 of 2017 concerning the Development and Supervision of the Implementation of Regional Government, in Article 3 Paragraph 1, explains that the Development of Regency or City Regional Government is carried out by the governor as a representative of the central government for general and technical development. Furthermore, in Article 3, Paragraph 8, it is explained that the coaching in question is carried out in the form of facilitation, consultation, education, and training, as well as research and development. In carrying out the guidance, it was explained that the governor was assisted by the governor's apparatus. The governor's apparatus is a regional apparatus, namely a technical or non-technical institution in the form of an agency.

In the Regional Regulation of North Sumatra Province Number 6 of 2016 concerning the Formation and Composition of Regional Apparatuses of North Sumatra Province, the Human Resources Development Agency (BPSDM) of North Sumatra Province is a regional apparatus organization that has the authority and responsibility for organizing PNS Education and Training in North Sumatra Province. The BPSDM of North Sumatra Province is a regional apparatus that carries out support functions in the field of education and training. In relation to the development and development of competencies described above, the governor, through the Human Resources Development Agency (BPSDM) of North Sumatra Province, is obliged to carry out coaching tasks in the form of facilitation, consultation, education, and training, as well as research and development related to competencies. Civil servants in North Sumatra Province The roles and responsibilities of BPSDM of North Sumatra Province are not only to the civil servants in the North Sumatra Provincial Government, which are only 26,022 people, but also to all civil servants in 33 (thirty-three) regencies or cities, with a total of 184,517 civil servants (BPS, 2021).

In carrying out their duties as mandated in PP 11 of 2017, PP 12 of 2017, and North Sumatra Province Regional Regulation No. 6 of 2016, BPSDM North Sumatra Province held various education and training activities, such as core technical, functional, and managerial training, in the form of outreach, facilitation, and consultation to all districts and cities in North Sumatra Province. Some of the training held at BPSDM North Sumatra Province included disaster management training, goods and

services procurement training, supervisory leadership training, administrator leadership training, national leadership training, CPNS basic training, and so on. Based on this, a description of the list of the number of BPSDM Education and Training alumni for North Sumatra Province for 2018-2020 can be seen in Table 1.

Table 1. BPSDM Training Alumni 2018-2020

Period	Type of Training	Capacity	Total
2018	Technical	85	6.549
	Functional	148	
	Managerial	6.316	
2019	Technical	30	3.546
	Functional	30	
	Managerial	3486	
2020	Technical	-	3.228
	Functional	-	
	Managerial	3.228	

Source: BPSDM Certification Sector, North Sumatra Province

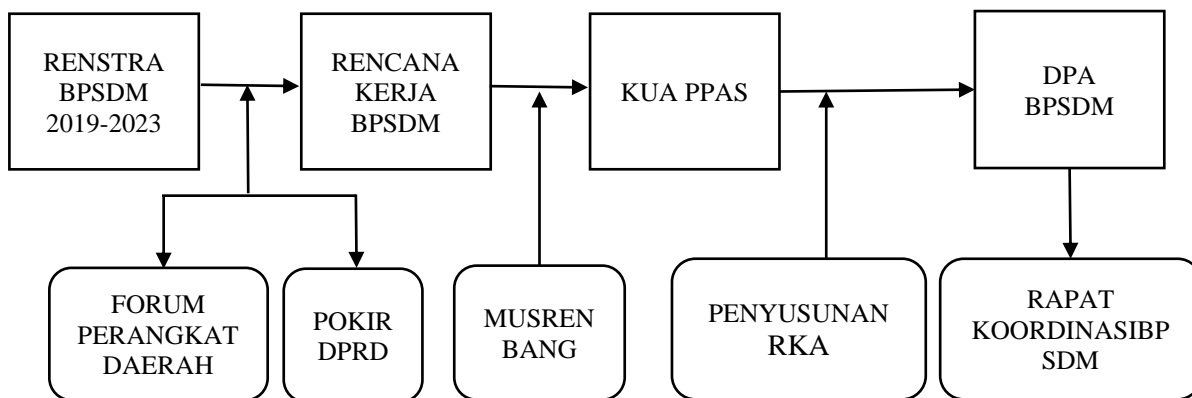
Whereas for 2022, the training organized by the BPSDM of North Sumatra Province will be dominated by CPNS Basic Training. The planned number of CPNS Basic Training participants who will be trained is 2,800. This number is the largest component of the total estimated participants, namely around 54% of the total number of participants, which could reach 5,220 participants.

From the data above, the target number of civil servants who have been trained is a maximum of 6,549 civil servants from all regional governments throughout North Sumatra in 2018. From these data, it is also known that the training program with the largest number of civil servants is CPNS Basic Training. If we relate it to the civil servant competency development rights mandated by PP 11 of 2017 of 20 study hours (JP) per person per year, of course there is still a very large gap. This capability has only reached 3.5% of the total number of civil servants in North Sumatra Province. This means that there are still around 96.5% of regional government civil servants in North Sumatra who have not received their competency development rights or whose competency development has not been recorded.

The situation above, of course, does not necessarily occur. The implementation of programs and activities carried out by BPSDM in carrying out their duties and functions to assist the Governor begins with the process of preparing the BPSDM Work Plan, which is carried out every year. In preparing the work plan, the BPSDM of North Sumatra Province refers to Law Number 25 of 2004 concerning the National Development Planning System. In accordance with these regulations, it is explained that the National Development Planning System is a unified procedure for planning development to produce long-term, medium-term, and annual development plans that are carried out by elements of state administration and society at the central and regional levels. Meanwhile, self-planning, according to these rules, is defined as a process for determining appropriate future actions through a sequence of choices that takes available resources into account.

In an interview with the Secretary of BPSDM of North Sumatra Province, Ardi Taufik Simanjuntak, SE, MSP, we learned that in planning, BPSDM of North Sumatra Province explains that when making a work plan (Renja), BPSDM communicates with stakeholders to get their input so that program activities that are continued into the budgeting process are activities that meet the needs to close competency gaps for civil servants.

For more details, based on the observations of researchers at BPSDM North Sumatra Province, the following describes the flow of planning documents along with planning communications in the preparation of these development planning documents at BPSDM North Sumatra Province, as shown in Figure 1.



Source: Observations at BPSDM North Sumatra Province

Figure 1. Flow of Communication Planning in the Compilation of BPSDM Development Planning Documents for North Sumatra Province

Figure 1 shows how the BPSDM plans and budgets for development in the province of North Sumatra. There are three types of squares in the chart above, namely red, purple, and pink. The red box is a planning document that is the result or output of the communication that BPSDM North Sumatra Province did. The purple box shows North Sumatra BPSDM Province's communication planning for each development planning document, while the yellow box shows the earliest communication in the preparation of a work plan, which is the communication activities of regional apparatus forums.

The Provsu BPSDM Regional Device Forum is a place for all of North Sumatra Province's local governments to talk to each other. In this forum, regional apparatus within the North Sumatra Provincial Government and district/city governments in North Sumatra Province can convey the problems of developing the competence of civil servants they are experiencing. This problem was then sought for a solution with BPSDM, which was outlined in civil servant competency development activities using both the North Sumatra Province APBD and the Regency/City Government APBD in North Sumatra Province. PNS competency development activities that are prioritized are activities that are in sync with the BPSDM priority program of North Sumatra Province.

Based on how the problems got started, this research leads to a scientific and methodological study of how to use Islamic communication principles in the activities of the BPSDM Regional Device Forum of North Sumatra Province.

2. LITERATURE REVIEW

2.1. Islamic Education Guidance Model

Islamic guidance and counseling is basically a service that assists people or groups in developing their personalities or problem-solving abilities using a psychological approach. A psychological approach as a strategy because the problems faced are directly related to individual or group psychological problems caused by a problem in one's personal or professional life. According to Islam, friends and mentors work to help people find solutions to their problems (Yuliyatun, 2015). In more detail, (Adz-Dzaky & Bakran, 2004) defines Islamic counseling as the activity of providing advice, lessons, and guidelines to people who ask for guidance (clients), so that they can develop the potential of reason, psychology, faith, and confidence and are able to overcome problems. Live by acting in accordance with the Qur'an and the Sunnah of Rasulullah SAW. This, when combined with various forms of training, will have a balanced impact on the formation of character, attitude, and performance for each individual employee or employees.

2.2. Communication from an Islamic perspective

Hefni explained that, from an Islamic perspective, the end of the communication process is to lead people to feel a peaceful and comfortable life (silm) (Hefni, 2015). This spirit of silm is what can help Islam reach its goal of becoming a religion that brings peace and happiness to the whole world.

From the explanation above, it can be concluded that communication that is not built properly can cause many problems in life. Any action in communication that breaks or hurts someone's heart or causes a wound is against the spirit of communication in Islam (Solihin & Nusir, 2023).

Arifin explains in his writings that in the study of Islamic communication, the eight *qauls* are a hot topic of discussion and the main study. There are those who position these eight qauls as the basic principles of Islamic communication, and there are those who position them as the ethics of Islamic communication (Arifin, 2021). The eight *qauls* are procedures for communicating with people, whether they are relatives, students, or anyone else. Besides these six qauls, which are positive, two qauls, which are negative, are also found. The following are six (six) qaul as principles of Islamic communication according to (Kurniawati, 2020) :

1. *Qaulan Baligha*

Qaulan Baligha comes from *Kara Balagh*. It is understood by the arrival of something to something else. It can also be interpreted as enough or *kifayah*. In terms, it is interpreted as words that reach deep into the soul (Abdul Aziz, Ahmad Supendi, & Firdaus, 2020). The subjects of these words are the prophets, preachers, and preachers who are tasked with conveying Islamic messages or treatises. The object is human beings in general (whether they are infidels, hypocrites, or polytheists), and believers in particular. This *qaulan baligha* is more accurately called the ethics of preaching in friendly Islamic communication.

2. *Qaulan ma'rufa*

Qaulan ma'rufa in the Koran occurs four times. Twice it related to the property of orphans; once it related to proposing to women whose husbands had died; and the last time it related to the wives of the prophet Muhammad. *Makruf* itself is found in the Qur'an 38 times, and it is based on the meaning of everything that is good according to reason and *syara'*. The object of *qaulan makrufa* is the poor, orphans, and relatives, while the subject is the giver or manager of that sustenance. (Atabik, 2014).

3. *Qaulan sadida*

The subject of *qaulan sadida* is the teacher, while the object of it is the students themselves. *Qaulan Sadida* is more focused on education (Fabiana Meijon Fadul, 2019). Educating students needs to be done by conveying the right words. *Sadid* comes from the word *sadad*, which means to tear something down and then fix it. This word can also be interpreted as *istiqamah*, consistent, right on target, and right. *Sadida* can be interpreted as constructive criticism or educational information.

4. *Qaulan Karima*

Karima's words, based on the translation, can be interpreted literally with words that are noble or full of respect. *Qaulan karima* is a respectful word that creatures say first to Allah, then to their parents, and then to all humans and other creatures, especially humans, even if they have different beliefs and religions (Fakhriannor, 2019). This saying comes from a group of verses in the Quran where the child is the subject and the parents and God are the objects. The proper way for children and parents to talk to each other is to use greetings that honor and respect both parties. The contents of *Qaulan Karima* are noble and respectful words.

5. *Qaulan Maysura*

The term *qaulan maysura* refers to words that are simple. The focus of these proverbs is on the provider of material goods and other necessities. The targets of these words are relatives, the poor, and Ibn Sabil (Ainissyifa, Jamaluddin, Farham Hikam, & Kusuma Nindyah, 2022). It is widely accepted that *Qaulan Maysura* is recited to improve one's life. Despite the fact that wealth is not the purpose of life, it is difficult for humans to survive without it. In light of this, the Quran's advice regarding the management of acquired and owned property is crucial. The Muslim economy must be organized and improved in order to flourish. The objective is to make living in the world and obeying God's law simple, or *yusr*. Islam is a religion that favors simplicity. Therefore, the words that make it easier are the words of Islam in general and those pertaining to financial management in particular. The contents of *qaulan maysura*, or words that facilitate communication.

6. *Qaulan Layyina*

The subject of this verse is related to the apostle, prophet, preacher, or missionary. The objects are leaders, rulers, kings, or even presidents. This *qaulan layyina* was first related to the preaching of the prophets Musa and Harun to Pharaoh, then told both of them the words "ah" and don't you obey," or even those who are unjust and authoritarian like Pharaoh. Thus, *qaulan layyina* is a da'wah that is

full of grace from the preacher toward the leaders in general and the wrongdoers in particular. The method conveyed is not in the form of swearing but is conveyed in a polite, logical, and rational manner. The focal point of *qaulan layyina* is the fear of Allah, with a message of peace.

Arifin said that spreading slander and false accusations is against Allah's rules when it comes to building social relationships. So, whenever we send a message, we should always check it to make sure it's not a hoax or a false accusation (Arifin, 2021). In addition, good communication can affect the maximum potential results of work done (Tamrin, Kadir, Samrin, & Syamsuddin, 2019)

Based on the principles of Islamic communication described above, in this study the research approach will use two *qauls*, namely *qaulan sadida* and *qaulan maysura*. Some of the points of discussion concerning the two *qaul* are as follows (Arifin, 2021) :

1. *Qaulan Sadida*

a. Honest

In the context of this study, the information provided is in full condition, as it is in accordance with reality (facts). This word can also be interpreted as *istiqamah*, consistent, right on target, and right.

b. constructive criticism

Sadida can be interpreted as constructive criticism or educational information. Criticism must be given so that generations become strong and tough when facing life.

2. *Qaulan Maysura*

1. Not wasteful and a waste of money.

It is understood that *Qaulan Maysura* is recited to make one's life easier. Even though wealth is not the goal of life, humans will have a hard time moving without it. For this reason, the advice of the Quran regarding the management of assets obtained and owned is important

2. The simple life

The purpose of a simple life is no bigger than a pole. The point here is to balance income and expenses.

3. RESEARCH METHOD

This research was done using a type of qualitative research that was based on an Islamic education guidance model and focused on field research. Qualitative methods can be considered a way to conduct research that produces written or spoken descriptions of people or their behavior that can be compared with the context and subject as a whole and used for analysis (Salim, 2022). The purpose of qualitative research is to sift through a wide variety of data for the purpose of obtaining information. Data were obtained through interviews and various other sources of information obtained during the observation process. Meanwhile, the guidance models of Islamic education and Islamic communication will be combined to shape human character based on Islamic values. So that every mandate received by someone can be carried out responsibly and directly impact the performance carried out by a person or even a work group in an agency or institution.

4. RESULT AND DICUSSION

4.1. Guidance Model of Islamic Education and Islamic Communication

Also, the words and phrases used in Islamic guidance and counseling show that the person speaking knows and agrees that the person asking the question is a subject who needs direction and help to convert to Islam and become a Muslim woman who can live her life according to Islamic teachings. Motivating them with words and phrases will make them feel better about themselves and boost their self-confidence. This will make them more committed and motivated to live a life based on Islam (Yuliyatun, 2015). Communication that is integrated with the Islamic education guidance model will help a certain field of work become more interactive and contribute directly to the formation of a better working atmosphere.

4.2. Communication Forum Regional Apparatus BPSDM North Sumatra Province

The Regional Devices Forum is a communication activity for BPSDM North Sumatra Province with stakeholders that aims to adjust the BPSDM's initial work plan to the contemporary conditions of BPSDM stakeholders. The communication process plan in the BPSDM Regional Device Forum for North Sumatra Province can be seen in Figure 2 (*Source: Observations at BPSDM North Sumatra Province*):

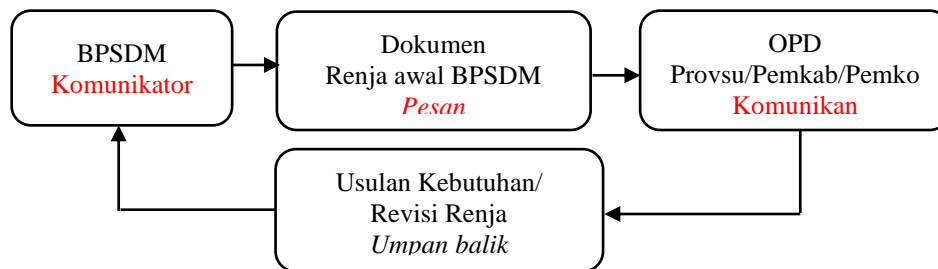


Figure 2. The Communication Process of the North Sumatra BPSDM Regional Device Forum

From the communication process table above, there are four elements of communication: the communicator, the message, the communicant, and the feedback. The following is an explanation of each element of communication at the North Sumatra Province BPSDM Regional Device Forum, namely:

1. Communicator

The BPSDM Regional Device Forum of North Sumatra Province has two communicators. These are their names:

- a. Head of the Regional Civil Service Agency (BKD) of North Sumatra Province
- b. Head of the Human Resources Development Agency for North Sumatra Province

2. Message

- a. The head of the BKD of North Sumatra Province sent a message about the development of human resources for the North Sumatra apparatus, as well as the strategy and policy directions for the development of human resources for the apparatus within the North Sumatra Provincial Government.
- b. The head of the Human Resources Development Agency for North Sumatra Province sent a message about the initial work plan for BPSDM North Sumatra Province for the 2023 fiscal year in the form of planned programs and activities.

3. Communicate

- a. Head of the Regional Government Apparatus of North Sumatra Province
- b. Regional Secretary/Head of Regency/City BKD in North Sumatra
- c. BPSDM Education and Training Quality Assurance for North Sumatra Province

4. Feedback

So that the proposed SMD apparatus development can be matched up with the BPSDM work plan and added to the DPA BPSDM North Sumatra Province, the communicator needs to give information about the available budget and the proposed development.

Communications in the Regional Apparatus Forum are carried out directly. The communicator directly conveys the message to the communicant using the presentation method, which is then followed by a discussion session. In direct communication, there are two directions. In this case, both the BKD Head and the Head of BPSDM really expect feedback from the regency/municipal BKD in preparing plans for the development of North Sumatra Province apparatus and resources for the next one (one) year.

From the results of the North Sumatra Province BPSDM Regional Apparatus Forum, it is hoped that there will be synchronization between activities accommodated in the North Sumatra

Province BPSDM DPA, both originating from the pure North Sumatra Province APBD and sourced from the Regency/City APBD managed in the North Sumatra Province BPSDM DPA through contribution fund mechanisms. This is considering that the BPSDM of North Sumatra Province is a work unit of the North Sumatra Provincial Government, which has the task of carrying out guidance on the implementation of the competency development of HR apparatuses in North Sumatra Province in the form of facilitating education and training both for civil servants within the North Sumatra Provincial Government as well as for civil servants in the North Sumatra Province. District and city governments in the Province of North Sumatra

The BPSDM Regional Warfare Forum for North Sumatra Province is held around January and March each year. The implementation of the Regional Apparatus Forum began with the establishment of the Regional Apparatus Forum Implementation Team following the issuing of the Decree of the Head of BPSDM regarding the formation of the North Sumatra Province BPSDM Regional Apparatus Forum Implementation Team. The implementation of the Regional Apparatus Forum is carried out under the coordination of the BPSDM Secretariat of North Sumatra Province. That is, the chief executive of this communication activity is the Secretary of BPSDM. In preparing and carrying out the course of the Secretariat's Regional Apparatus Forum, it is supported by the ranks of civil servants in the secretariat. This is in accordance with the results of an interview with the Secretary of BPSDM for North Sumatra Province, Mr. Ardi Taufik Simanjuntak, SE, MSP. The following are the results of the interview: In the Decree of the Regional Device Forum Implementation Team, the Head of BPSDM divided the duties and responsibilities, especially for Echelon III and Echelon IV officials, according to their respective fields. As for the implementing coordinator in the field, the implementation of this activity was carried out by the Secretary of BPSDM, who was assisted by the Head of the Program Subdivision. The team worked from initial preparation to financial accountability.

As described in the plan above, in the Regional Apparatus Forum, the communicators in this communication process are the Head of BKD of North Sumatra Province and the Head of BPSDM of North Sumatra Province. For the communicator of the BKD Head of North Sumatra Province, the Implementation Team will prepare an official letter regarding the willingness of the BKD Head to become a resource person at the Regional Device Forum. In the letter, the Implementing Team also mentioned the following day and date as well as the venue for the Regional Apparatus Forum. The feedback from this letter was the receipt of an order to become a resource person issued by the Head of BKD of North Sumatra Province, which was submitted to the Implementation Team. In several regional apparatus forums held by the BPSDM of North Sumatra Province, the Head of BKD of North Sumatra Province could not be a resource person due to other priority activities. To replace him as a resource person, the Head of BKD assigns the BKD Secretary or the Head of the BKD Division of North Sumatra Province.

The message conveyed by the Head of the BKD of North Sumatra Province is the policy direction for the development of human resources for apparatus, which is linked to developments in personnel regulations, especially in the context of the North Sumatra Provincial Government. In this case, the Head of the North Sumatra Provincial OPD becomes more relevant to be his communicator, considering the staffing policy issued by the North Sumatra Provincial Government will bind all civil servants in all OPDs of the North Sumatra Provincial Government. The feedback from here is the proposed HR competency development activities for the North Sumatra Provincial Government Apparatus with a budget sourced from the North Sumatra Provincial APBD, whether it is budgeted at the BPSDM DPA or the DPA of each regional apparatus, and the implementation is carried out in a cooperative pattern with the North Sumatra Province BPSDM.

The second communicator or source is the Head of BPSDM of North Sumatra Province. In this case, the Head of BPSDM of North Sumatra Province is accompanied by a Secretary and Heads of Sector in delivering the programs and activities planned for the following year. The presentation itself will usually be carried out in a panel discussion by the Head of BPSDM, the Secretary, and the Heads of Division. After delivering the program and activities, the communicant provides feedback on the message.

The activities of this Regional Devices Forum don't do a great job of figuring out who is communicating, what they are communicating, and how they are communicating. The drawback is that communicators, messages, and communicants are not included in the decree on the implementation of regional device forums. This resulted in the presence of communicators, especially those from outside

the BPSDM organization, sometimes not the expected officials, as well as the communicators. This, of course, will affect the purpose of this communication.

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Feedback that comes from regional apparatuses is usually proposals for training activities needed by regional apparatuses whose funds come from the DPA BPSDM of North Sumatra Province, while feedback from regency or city governments is the willingness of the BPSDM to facilitate the implementation of HR competency development for its apparatuses. This is in view of the mandate of Government Regulation Number 12 of 2017 concerning the development and supervision of regional government, where, for the development of regency/city HR, the provincial BPSDM is the agency authorized to carry out facilitation and training. Usually the regency/city government will submit the training proposals it needs as well as its budget capability to be included in the Renja/DPA BPSDM North Sumatra Province the following year with a contribution pattern, namely the regency/city depositing its budget to BPSDM to be further managed by BPSDM North Sumatra province. Usually the regions that propose education and training with the contribution funds are regions where the number of participants is not sufficient for one class, so they have to join forces with other regions.

Proposals for education and training with the pattern of contribution funds are usually training and education programs that are obligatory as indicators of district or city program performance, such as managerial competencies, among others; CPNS Basic Training, Pre-position, Supervisory Leadership Training (PKP), Administrator Leadership Training (PKA), and National Leadership Training (PKN). There are also functional technical trainings that are often proposed by the district or city government for facilitation, such as the treasurer training and the procurement of goods and services training.

In 2022, most regency or city governments will send their civil servants to training with a contribution pattern of funds reaching 3,840 CPNS Basic Training participants, 140 PKP participants, and 224 PKA participants, according to data obtained from the PKM BPSDM Field of North Sumatra Province.

Based on this feedback, BPSDM Sumatra Province budgeted for CPNS, PKP, and PKA Basic Training activities in the Renja up to DPA in 2022. These activities were carried out from January to December 2022. Of course, all of this data was not immediately obtained at the Regional Devices Forum, but some regions and cities already provided it at the time of the implementation of the Regional Apparatus Forum. This is bearing in mind that some regions are not sure about the amount of allocation for human resource development that will be accommodated in the regency/city BKD DPA for the 2022 fiscal year and will be sent to participate in training at BPSDM North Sumatra Province.

But not all regions are willing to do education and training in this way, where everyone makes a contribution. Some regions that have sufficient participants and budget for at least one class or generation will usually carry out training activities with a facilitation or collaboration pattern with BPSDM North Sumatra Province. In this facilitation pattern, the budget remains with the regency/municipal BKD, the responsibility for procurement of goods and services is carried out by the regency/city, and the BPSDM of North Sumatra Province acts as a quality guarantor in charge of assisting the implementation of training such as training curriculum, management of training applications, management participants, batch distribution, scheduling, teaching staff, graduation certificates, etc. The following districts and cities are conducting training with the BPSDM facilitation pattern for North Sumatra Province in 2022, as shown in Table 2 Based on data from PKM and BPSDM in North Sumatra Province:

Tabel 2. Proposed training facilitation for district and city governments throughout North Sumatra for the 2022 fiscal year.

No.	Regency/City	Latsar CPNS	PKP	Education and Training Treasurer
1.	Kota Medan	-	40	-
2.	Kab. Tapanuli Tengah	162	-	-
3.	Kab. Nias Utara	160	-	40
4.	Kab. Deli Serdang	-	-	80
	Total	322	40	120

As part of the communication process, the Head of the North Sumatra Province Regional Apparatus, the Regional Secretary/Head of Bappeda, and the Head of the Regency/City BKD are all expected to attend the Regional Apparatus Forum. For this reason, the Regional Apparatus Forum Implementation Team made an invitation letter, which was immediately signed by the Governor of North Sumatra or at least the Regional Secretary of North Sumatra Province. The number of participants is planned to be 200 (two hundred) people.

In practice, there are often several things that happen outside of the communication planning that has been done. Some of the obstacles that usually occur are due to invalid data owned by the communicant. Based on an interview with the Head of Program and Planning Subdivision of BPSDM North Sumatra Province, he said:

In the Invitation Letter sent by BPSDM North Sumatra Province, it has been explained that the participants who are expected to attend the Regional Devices Forum are the Regional Secretary and the Head of BKD, or at least the Head of Bappeda and the Head of Regency/City BKD. But when the Regional Apparatus Forum was put into place, many districts and cities only sent echelon III people, like the Secretary and Head of Division, or only echelon IV people, like the Head of Subdivision or Head of Subdivision. This is often a problem when these officials aren't sure about the information given at the regional apparatus forum, especially about how much money the regency or municipal BKD will give to BPSDM North Sumatra Province to pay for education and training.

When the feedback from the data communicator is wrong, it will make it hard to judge how well BPSDM North Sumatra Province is doing. For example, there is a change in the Serdang Bedagai BKD Renja for the 2022 fiscal year. During the Regional Apparatus Forum, the Sergai Regency Government, through the Sergai Regency BKD, plans to send 40 (forty) administrator officers within the Serdang Bedagai Regency Government to take part in administrator leadership training. However, due to a shift in the budget, the Serdang Bedagai Regency Government was only able to send 10 participants. This will definitely change how the BPSDM North Sumatra Province budget, which is about Rp. 660,000,000 (six hundred and sixty million rupiah), is used.

On the other hand, the opposite happened, where in the Regional Apparatus Forum, the Padang Lawas Regency Government said that it would not send CPNS Latsar Participants in 2022. However, due to a circular letter from the Ministry of State Apparatus Empowerment that newly appointed CPNS must be given CPNS basic training no later than 1 year since the issuance of the CPNS SK, the Padang Lawas Regency Government has shifted its budget so that it has budgeted 233 (two hundred and thirty-three) CPNS to take part in the CPNS Latsar. This, of course, also makes it difficult for the BPSDM of North Sumatra Province to shift the budget. Luckily, in the changes to the APBD of North Sumatra Province in 2022, BPSDM can include the Padang Lawas Government's CPNS Latsar budget of approximately Rp. 1.165.000.000 (one billion, one hundred and sixty million Rupiah).

Therefore, in the Regional Apparatus Forum, the presence of communicants in accordance with the communication plan greatly determines the feedback and success of communication in the Regional Device Forums. Not to mention the change in regency/municipal BKD officials that occurred during the preparation of the work plan. These changes often affect the planning that was carried out during the Regional Device Forum. However, in the end, the North Sumatra Province BPSDM Work Plan and DPA were completed at the end of August each year. From here, the communication process can be said to be complete considering that in the end the DPA has been completed, but the communication activities in this case the Regional Device Forum have not been fully successful

considering the results of the planning have not fully reflected the need for civil servant competency development to address issues and issues that are currently developing, as expected.

Messages and feedback that carry information or data become a way to track the implementation of *qaulan sadida*. In the implementation of the Regional Warfare Forum for BPSDM of North Sumatra Province, there were several messages conveyed by the Head of BKD of North Sumatra Province, namely the direction of the HR development policy for apparatus, which was linked to the development of staffing regulations, especially in the context of the North Sumatra Provincial Government. The rules are expected to be applicable and not confusing. Meanwhile, the second communicator/informant, namely the Head of BPSDM of North Sumatra Province, who was accompanied by the Secretary and the Heads of Fields, delivered the programs and activities planned for the following year in the form of an initial work plan.

5. CONCLUSION

When viewed from the perspective of the implementation of the principles of Islamic communication, the implementation of *qaulan sadida* at the Regional Devices Forum conducted by the BPSDM of North Sumatra Province has not been implemented optimally. The information and data provided, both from message elements and feedback elements, are often invalid, making the preparation of work plans monotonous from year to year and not responsive to issues of concern. In addition, constructive criticism has not been seen in all communication activities carried out by the BPSDM of North Sumatra Province. For the implementation of *Qaulan Maysura*, the aspect that is implemented is living simply and not extravagantly. For this aspect, the problems experienced are the invalid planning data, the work plans that are compiled sometimes cannot be implemented, and the budget is available but cannot be spent because it is not in accordance with the technical instructions for implementing activities. This is a form of action that does not implement the principle of *qaulan maysura*. In addition, the combination of Islamic communication with the Islamic education guidance model will have an impact on increasing the performance of a person or a work team in a work agency. If implemented optimally, a communicative work environment is created, and all work targets can be completed within predetermined time intervals.

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