



## STRENGTHENING COMMUNITY ENGAGEMENT THROUGH NEIGHBORHOOD ASSOCIATION HEADS' COMMUNICATION

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### Abstract

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This study aims to promote community engagement through government communication from RT heads. Some RT leaders seek to enhance community engagement, while others fail to carry out their duties. To provide critical-descriptive analysis, data was collected using qualitative methods such as observation, interviews, and documentation procedures. As a result, the government's communication strategy of combining face-to-face contact, exemplary communication by RT heads, and dialogic communication that positions RT inhabitants as RT partners was successful in boosting residents' support for PMI and Bazis fundraising targets. It was determined that the RT heads' communication and leadership were significant factors in developing community support and engagement.

### Keywords:

Public engagement, communication approaches, neighborhood Association Heads

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## INTRODUCTION

The intensive communication of grassroots leaders, known as RT heads, to mobilize RT residents' engagement in kelurahan programs demonstrates that the kelurahan does not need to mistrust RT heads' ability to accomplish the program achievement targets imposed on them (Vellayanti et al., 2016). This is due to RT leaders' great social and political credibility (Ekawati, 2012). Furthermore, they have adequate support in the local RT area (Vellayanti et al., 2016). Similarly, the frequent belief that the community is antipathetic and that RT heads are incapable of carrying out their tasks and hence fail to meet kelurahan targets has not been fully justified. Observations show that, while some RTs did not meet their targets in the final two years (2021-2022), others received PMI and Bazis monies that greatly above the kelurahan targets. As a result, the importance of RT leaders' communication in supporting RT residents' engagement in meeting PMI and Bazis fund revenue targets must be emphasized.

Two topics have received the most attention in studies on community involvement and communication. The first is research that views communication as one of the rungs on the ladder of community involvement, in which individuals get information (one-way communication) from the government about their rights, obligations, and government programs without receiving any feedback from the community (Arnstein, 1969). The second is the study of dialog-based participatory communication, which, according to USAID (2010), allows for the exchange of knowledge, views, and opinions among many stakeholders, hence promoting empowerment. Participatory communication encompasses more than just the sharing of knowledge and firsthand experience; it also entails the investigation of existing knowledge and the development of new knowledge with the goal of addressing problematic circumstances. However, regardless of the diversity of the parties participating, participatory communication can be employed at any level of local decision-making. It is typically connected with community-driven development. As one of the neighborhood's stakeholders, RT residents help the kelurahan administration reach its goals for PMI and Bazis money collection.

By emphasizing the crucial role RT heads played in raising residents' engagement in the program, the current research strengthens earlier findings. The goal is accomplished by (a) looking at how RT leaders encourage RT residents to participate and (b) looking at how the communication model of RT leaders is applied to develop long-term RT resident support. Furthermore, it's critical to create government communication policies that support the success of urban village initiatives by enhancing good governance at the local level in a sustainable way.

This essay contends that RT heads' success in boosting public involvement is dependent on their communication skills and manner while interacting with locals. These communication actions are crucial to their role as the driving force behind kelurahan program implementation.

As a result, the involvement of RT residents in the kelurahan program execution tends to be a crucial indicator for the success of reaching the kelurahan program aims.

## **LITERATURE REVIEW**

### **Community Engagement**

Tseuy-Ping and Tung-Wen (2018) define community engagement as the formal or informal involvement of anyone who might be affected by or interested in a decision. Accordingly, EPA (2022) emphasizes that meaningful community engagement can actually lead to improved outcomes and better governance, as well as strengthen stakeholder relationships and cultivate community support for a project or program (Wouters et al. 2011). In order to carry out the duties of government, such as attaining the local government goals, effectively today, community involvement aids local government in engaging their community in a robust and equitable manner. Community engagement, however, may be time-consuming and occasionally expensive. Poor community involvement practices, for instance, may cause people to lose faith in the lower-level government institution (Wouters, 2011).

Ben-Eliyahu et al. (2018) define engagement as the degree of productive involvement with a program or activity. There are three types of engagement: cognitive (understanding of information received), affective (positive or negative reactions to information), and behavioral (doing something or participating in specific activities). Dobos and Jenei (2013) make a distinction between public participation and citizen engagement. The latter mainly relates to interaction, a reciprocal kind of exchange between the government and citizen, as opposed to the former, which is about strengthening community and citizenship. Dobos and Jenei further divide citizen participation into normative (aim to develop communities, democracy, and governance processes) and instrumental (educate citizens or receive their feedback on government actions).

### **Head of Neighborhood Association**

The RT's chief is also in charge of the neighborhood's lowest level of community organization. Additionally, RT heads are crucial to the success of the kelurahan program at the neighborhood level, thus they play a significant role in that regard. They are the most familiar with the locals and have in-depth knowledge of their neighborhoods. In accordance with Pergub No. 22 of 2022 and Permendagri No. 18 of 2018, one of the responsibilities of the RT heads is to help and support the Lurah in carrying out its tasks and functions with regard to government, development, welfare, and community activities, including helping the Lurah to annually collect PMI and Bazis funds. The ability of the RT leaders to effectively explain the kelurahan program to RT residents is crucial to the achievement of PMI and Bazis fund collection targets. This is similar with the

findings of Wouters (2011) and Hayland-Wood et al. (2021), who found that better results would be obtained if RT heads could use fixed communication means to deliver village programs.

According to Firdaus (2012), local leaders can increase community engagement by engaging in real action communication (bilhal communication), which includes providing concrete examples. Farida (2014) suggests that a communication approach with a shared frame of reference can encourage community engagement in urban village projects. Additionally, according to Johnson (2001) and Innes and Booher (2004), effective government communication that encourages community involvement depends on conversation between the RT head and RT inhabitants, in which the RT head views RT residents as collaborators rather than as objects or groups. The RT leader gains more support and trust in every RT activity by presenting citizens as collaborators.

### **Government Communications**

Government communication is defined as a systematic, two-way exchange of information between government entities and the general public at all stages of the development of public policy, including planning, decision-making, implementation, monitoring, and evaluation (OECD/KDI, 2018). Government communication is a crucial tool for fostering relationships between government agencies and residents of different areas in an era where governance is receiving more attention. The advantages of government communication can be seen from the perspective of the public in a variety of ways, including information, empowerment, education, development, discussion, and decisions. The main goal of government communication by agencies is to ensure a supply of balanced information about public policy topics, developments, and related resources because the general public knows little about government and public policy. (Sanders and Canel, 2015).

USAID (2010) proposes two types of development communication models to meet the communication objectives: (a) the diffusion model and (b) the participatory model. The former is a top-down technique of persuading people to modify their behavior by giving one-way information through the distribution of printing materials. At the community level, the latter create a horizontal process of communication, exchange, and conversation. It refers to a dynamic, interactive, and transforming discourse between people that allows them to realize their potential and work for the betterment of others. Government communication include not just conveying messages meant to persuade the public, but also describing how policies function, increasing people' knowledge of their rights, and providing platforms that allow for two-way discussion between the public and the government. (CommGAP, 2009). As a result, according to Hayland-Wood et al. (2021), an effective government communication strategy is a two-way process that combines clear messages delivered through appropriate channels, tailored to specific audiences,

and conveyed by trustworthy persons. Building and maintaining public trust is ultimately crucial for long-term success.

## **RESEARCH METHODS**

This study focuses more on the emic perspective, which is to see an effort to develop a thorough understanding of the research subject (in-depth interview), experience and find uniqueness as deeply as possible, examine a symptom, observe empirical causality, reveal processes and find meaning, do introspection, retrospection, describe as it is, and finally form a theory from the data. Finding informants becomes crucial in research with this qualitative design. The major data source is informed consent, which is obtained through direct appointment by the researcher with the understanding that the informant has a thorough understanding of the research's objectives (Moleong, 2017). The six informants were the neighborhood association chiefs in RW 006 in Cipinang Cempedak Village, East Jakarta City.

## **RESULTS**

### **Enhancing Public Support through Effective Communication**

Cipinang Cempedak Urban Village, especially Rukun Warga 006, is a place of diverse ethnicities, cultures, languages and religions. As the lowest level of government, local ancestors have continued the custom of maintaining harmony and friendship among residents despite differences. Several RT and RW heads stated that these ideals have succeeded in uniting RT residents in one RW while preserving and nurturing the ethnic, religious, linguistic and cultural diversity that is the foundation of daily life and coexistence in the RT.

Despite being a forum for friendship, during the pandemic, some RTs did not take advantage of this method to gain RT residents' support as described by the RT head:

"I failed to distribute a letter to the community alerting them of the collection of PMI and Bazis funds during the two years of the pandemic. I took the PMI and Bazis money from the RT's operational funds, half or the target collection amount. After that, I wrote down a list of names of donors according to the same amount of money they wanted to give to the PMI or Bazis funds. Still during the pandemic, residents have their own difficulties, the request for contributions to PMI and Bazis funds is another burden for residents' (Interview Head of RT 004, Cipinang Cempedak, 2023).

Answering the question whether he had delivered the circular letter about the collection of PMI and Bazis funds, the head of RT 009 explained as follows:

"I did not distribute the circular letter to the residents. I take the PMI and Bazis funds from the RT's operational funds and write them on the list of donors. This year for the Bazis fund, I took Rp. 250,000 from the operational fund. If I ask for it from the residents, they say we have distributed it through the mosque" (Interview with Head of RT 003, Cipinang Cempedak 2023).

A slightly different answer was given by the head of RT 013 when answering the question "what has the RT head done to collect PMI and Bazis funds from the community:

"I require community assistance in order to collect both PMI and Bazis subsidies.. Supporting the RT residents is arguably easy-easy. After I was appointed by the RT head, I gathered all the RT residents, with at least one representative from each family. During the meeting, I told them that I needed your support in carrying out my duties. I recorded the phone numbers of each of them. With these phone numbers, whenever there was a request for PMI or Bazis fundraising, I immediately reproduced the circular and distributed it to the residents. For residents who cannot be met in person, I take a photo of the circular and distribute it via WhatsApp group. Residents who are not in the WhatsApp group, the information is delivered personally either through their personal number or through the number of their assistant (Interview, Head of RT XIII, Cipinang Cempedak, 2023).

The head of RT 013 also shared his tips on why he has received support from RT residents in collecting PMI and Bazis funds as follows:

"Community support is not easy to get. It takes hard work. Not all residents in my RT can be contacted, because of their jobs and busy schedules. Because of this, I only have the numbers of their personal assistants. Another thing is that I always try to help them with all their paperwork. They feel helped, I am supported' (Interview, Head of RT 013, Cipinang Cempedak, 2023).

Residents' support is shown through their involvement in every activity organized by the RT head, their attendance in every community meeting, and their support for the kelurahan government program. The results above show that all RT residents participated in RT activities after receiving information from the RT head. As a form of concern, they sent one person from

each household. In addition, they were willing to provide support by setting aside some of their finances for PMI and Bazis fundraisers. " As the RT's chairman, I am responsible for informing locals about the kelurahan program by distributing circulars or delivering them at regular RT meetings".

Similarly, an RT head who has only been in the position for one year passionately explained the efforts he made to gain support from RT residents as follows:

"I always do my utmost to meet the kelurahan's aim whenever I receive a circular from them requesting PMI or Bazis monies. I hold community meetings to inform residents about the kelurahan program and encourage residents to set aside a little of their finances for PMI and Bazis funds. In this way, the targets assigned to the RT are achieved'. (interview, RT 009, Cipinang Cempedak, 2023).

The interviews also show how the head of RT XIII tries to get RT residents' support in collecting PMI and Bazis funds. As a 9-year head of RT, intense communication is carried out so that RT residents get clear information about urban village programs, so that residents have sensitivity and concern for the needs of others, and ultimately contribute whatever little they have for PMI or Bazis fundraising.

Interviews with the head of RT 013 revealed that the RT head's placing his or her name on the first number in the list of donors to PMI and Bazis is what most directly led to residents' greater support for the kelurahan program and their increased participation. Similar to this, the kelurahan gave the head of RT a present for exceeding the goal by successfully raising donations. Instead of being used by the RT head personally, the reward granted by the kelurahan is given away as a door prize at neighborhood activities like the 17an festival. As a result, RT residents have more trust in the RT leadership and support RT projects since they can profit indirectly from their contributions. (Interview with Head of RT 013, Cipinang Cempedak).

According to the findings of this interview, the RT head's communication has an impact on RT residents' knowledge of PMI and Bazis fundraising programs (cognitive effects), residents' awareness or desire to contribute to PMI and Bazis fundraising activities (affective effects), and finally, RT residents' involvement in PMI and Bazis fundraising (behavioral effects). These findings confirm Duffett's (2020) research showing communication influences cognitive, emotional, and behavioral views positively. The RT head's effective communication and leadership has had a beneficial impact on residents' engagement in PMI and Bazis fundraising. The trust residents have in the RT leader, which is evident in their support for the RT leader, also contributes to the residents' involvement in fundraising efforts.

In addition, the leader of RT 013 uses social media and the internet to spread information about PMI and Bazis fundraising because visiting RT residents in person is challenging given their busy schedules. Following is how the information was delivered to RT residents, according to the head of RT 013:

"I distribute circulars and transmit them over WhatsApp groups or personal WhatsApp for RT residents who cannot be reached in person. Since I have known them for a long time and have always helped them with their issues, I am able to deliver the information to them directly. In order for them to send the money they wish to donate without having to meet me, I also supply account numbers. (RT 013 Interview Head; Cipinang Cempedak; 2023).

As previously stated, there are temporal and geographical restrictions on communicating information directly and issuing fundraising notification letters. As a result, using the internet and social media for information dissemination is extremely beneficial for busy districts like Jakarta. According to Zhao et al. (2018), using social media to reach busy neighborhood people can help overcome time restrictions. Additionally, RT residents are informed about money collection in a quicker manner, which in turn speeds up the collection of PMI and Bazis funds.

RT leaders' use of the internet and social media to communicate information in order to boost RT residents' engagement has overcome spatial and temporal communication hurdles between RT leaders and RT inhabitants. Furthermore, social media communication can lessen the possibility of problems occurring in direct communication, as well as hide personal information and reduce confrontations in public locations.

### **Increasing Community Participation and Support through Practical Examples**

In addition to direct communication and through simple social media such as WhatsApp, the head of RT 013 also described practical examples of interacting with RT residents as follows:

"Whenever I get a circular from the urban village, the first thing I do is to share information on PMI and Bazis fundraising with the community. In addition, I also set an example by writing my name as number one on the list of donors. I set an example, I don't just talk, but I also make donations". (Interview Head of RT 013, Cipinang Cempedak, 2023).

Another example was shared by the head of RT 013 on how to encourage RT residents to contribute:



"Awards are given annually by the kelurahan to RTs whose fund-raising efforts surpass the kelurahan's goal. RT XIII always receives the award. I do not use the award myself, but I inform the RT residents that this is an award for the RT residents. This prize will be used as a door prize in the 17an competition, as a form of appreciation to RT residents". (Interview Head of RT 013, Cipinang Cempedak, 2023).

The head of RT 013 further explained the results obtained from activities like this: "Praise God for three or four consecutive years RT 013 has collected both PMI and Bazis funds far exceeding the kelurahan target. This year alone the Bazis funds collected reached Rp. 4,300,000, while the kelurahan target for each RT is only Rp. 750,000." (Interview with Head of RT 013, Cipinang Cempedak, 2023).

The results of these interviews show that communication in words followed by practical examples from the RT head himself had an impact on residents' support in making donations. In addition, the RT head's efforts to show residents that the money they give is really donated for the benefit of PMI and Bazis and is not misused further increases residents' trust in the RT head. In other words, communication in words without being followed by concrete actions will only be a meaningless slogan or propaganda. On the other hand, transparent communication by the RT head to residents will increase residents' trust in the RT head and in turn result in residents' support for government programs (OCED, 2020). This is possible due to the two-way dialogue between RT leaders and residents through platforms such as WhatsApp.

These results support Dharta's research (2012) that community participation is the result of communication in the form of real action (bilhal communication). This means that by providing practical examples, a neighborhood leader does not just say words, but provides practical examples. With practical examples, the RT head also sets an example of the importance of contributing to the good of many people. The combination of oral and bilhal communication is believed to have a cognitive, affective and behavioral impact on residents who are manifested in the willingness to donate PMI and Bazis funds.

### **Communication Approaches of RT Head in Mobilizing Support**

Answering the question about the communication approach of RT heads in mobilizing residents' participation in PMI and Bazis fundraising, there were two types of responses. First, there are RT heads who do not disseminate fundraising information from the kelurahan as stated by the Head of RT 003:

"I didn't distribute fundraising notices for PMI and Bazis throughout the pandemic. Residents are currently thinking about how to survive during the pandemic, they have

their own difficulties, how can they think of donating funds to PMI or Bazis". (Interview with the head of RT 003, Cipinang Cempedak, 2023).

Another RT head described the reaction of residents when approached by RT administrators to ask for Bazis funds: "Sorry sir, we have donated Bazis funds to the mosque or mussola" (Interview with RT head 004, Cipinang Cempedak, 2023).

Furthermore, in response to the question of how to obtain the PMI and Baizis fundraising targets, the heads of RT 003 and 005 explained as follows:

"I take Rp. 250,000 or Rp. 500,000 from the RT operational fund and write it down on the list of donors by detailing the names of several people who donated until the amount reaches Rp. 250,000 or Rp. 500,000."

A different description was given by the head of 013, who always collected both PMI and Bazis funds exceeding the village target as follows:

"Whenever I receive a circular from the kelurahan about the collection of PMI and Bazis funds, I immediately reproduce the circular and circulate it to residents. After that, I inform them that on a certain day, at a certain time, the RT administrators will go around from house to house to collect both PMI and Bazis funds. When people asked, I explained that this was all a form of contribution or concern from us as RT residents for the common good, no matter how much we donated. For residents who, due to busy schedules, could not be met, they were contacted personally via WhatsApp, given a bank account number so that the funds could be transferred. Every amount transferred is written in a list of donors, the list is photographed and sent back to the donor so that there is no suspicion that the donation funds were used by the RT management". (Interview with the head of RT 013, Cipinang Cempedak, 2023).

In addition to communicating or interacting directly and through social media via WhatsApp, the head of RT 013 also gave the following practical example:

"Every time I get a list of names of PMI and Bazis fund contributors, I always write my name first. In addition, whenever I get a prize from the kelurahan for collecting the most PMI and Bazis funds or above the target, I don't use the prize myself, but I tell the residents, this is a

prize for the RT residents and is used as a door prize in competitions in the RT. This way, praise God, every time there is a PMI and Bazis fundraiser, it always exceeds the target of the neighborhood. This year alone, our neighborhood managed to collect Rp. 4,300,000 from the target of Rp. 750,000". (Interview with the head of RT 013, Cipinang Cempedak, 2023).

The interview results above imply two main points. First, information about PMI and Bazis fundraising was not conveyed to the community, so RT residents were not informed about the kelurahan program. Consequently, PMI and Bazis funds were not collected in accordance with the target. This is contrary to OECD (2001) and Holdar & Zakharchenko (2002) who argue that the success of a leader in mobilizing citizens to participate in government programs/activities requires good communication between government and citizens. In line with Arnstein's (1969) opinion that communication in order to convey information is a precondition for the creation of public participation. This implies that without information, other stages of participation will not occur.

Secondly, information about the PMI and Bazis fundraising programs is conveyed to the community either through the distribution of notification letters or through social media. The one-way delivery of information about the fundraising program from the RT head to RT residents only makes residents aware of the program but has little effect on residents' participation. (Morris, 2000). In contrast, the communication process between RT leaders and RT residents where there is a dynamic, interactional and transformative dialogue directly and through social media results in changes in RT residents' behavior by contributing to the common good (Morris, 2000; World Bank, 2009, and Hayland-Wood et al., 2021).

Finally, communication to promote citizen engagement relies on a dialogue between the RT leader and RT residents, where the RT leader considers RT residents as partners, not as objects of government programs or activities (OECD, 2001 and Innes & Booher, 2004). Partnership-based communication presupposes that RT leaders do not rely on their power or authority as RT leaders and do not communicate to gain certain benefits from RT news, but communication that emphasizes respect and recognition of the rights and responsibilities of RT residents (Dema, 2018).

## **DISCUSSIONS**

It has been observed that the heads of neighborhood associations in the Kelurahan Cipinang Cempedak, East Jakarta have succeeded in promoting local people participation in the collections of PMI and Bazis funds through both face-to-face communication, written

communication, and mixed communication. In the aspect of face to face communication, the heads of neighborhood association, after getting the leaflets, made copies of the leaflets and distributed them to residents. This implies that residents' contribution is very important in achieving the target of PMI and Bazis funds collection. Also, residents act as partners, thereby reducing the possibility of not achieving the collection target. As an extension of the head of the village, the head of the RT imparts all the possible ways to make the villagers informed and knowledgeable about the program of funds collection. It is safe to conclude that the heads of neighborhood associations are essential forces for public engagement as they are low-level appointed figures in communities.

It is important to note that the authority of the neighborhood associations chairmen is obtained through direct election by residents based on their willingness to serve. As a result, there are neighborhood leaders who have only been in office for a year or two, but there are also neighborhood leaders who have been in the position for many years. This denotes that the expertise in communicating with citizen was not incidental but undertaken continuously and sustainably (Kapur, 2020). Based on the above discussion, the neighborhood chairman has a vital role in succeeding the local government programs such as the collection of PMI and Bazis funds. The cases highlighted above therefore showed that the communication skills of the neighborhood chairmen are further strengthened by continuous low level government practices.

For example, the continued effort to inform the public of the importance of their support to government programs has a deep significance in the outcomes of government programs. In addition, neighborhood chairmen' commitment to the village government showed that the achievement of the target of funds collection was only achieved through intense communication via face-to-face communication and real action communication through the direct examples by the neighborhood chairman. Moreover, the neighborhood also used the prize given due to the achievement beyond the target as the door prize in the neighborhood's events. This signifies that communicating with citizens is like preserving the governance relations for the best outcomes. It was observed that it has been the responsibility of neighborhood chairmen to communicate for the more citizen engagement for improved outcomes of local government programs. Similarly, neighborhood chairmen have played a vital role in facilitating the achievement of local government's target (Isnaini, 2017).

Public engagement has been promoted by neighborhood chairmen through communication models, which fruitfully combined with the low-level government approaches. This has two important implications, namely 1) RT chairmen as the spearhead of the success of urban village programs need to be equipped with the ability and skills to communicate the content, objectives and benefits of urban village programs so that people are encouraged and

motivated to get involved in urban village programs. 2) RT heads as grassroots leaders need to continuously interact with residents in order to build residents' trust in RT heads, which in turn has implications for residents' support for urban village programs. Governor Regulation No. 22 of 2022 Article 2 identifies that RTs are formed to maintain and preserve the noble values of life based on harmony, mutual cooperation and kinship between neighbors and residents in the neighborhood.

This research confirms previous findings that RT heads, who are members of the Rukun Warga forum, have utilized the internet and social communication media in addition to direct communication to mobilize community support (Enyjoko, 2021). This is due to the inevitable shift in society as a result of the development of information technology. However, this change does not necessarily change direct community meetings as a forum for friendship and information delivery. RT heads still maintain them despite the support of social media as RT communication media. Therefore, RT heads' communication both in person and through social media is needed to encourage RT residents' involvement in PMI and Bazis fundraising.

Unquestionably, RT chiefs have been working hard to assist the kelurahan in raising PMI and Bazis funding with the assistance and involvement of RT inhabitants, even though some results met or even exceeded expectations while others did not. RT heads have contributed significantly to neighborhood life throughout history. These people are respected for educating the public about government initiatives and serving as advocates for those initiatives by motivating the public to support and engage in those initiatives. With the advancement of information technology, RT leaders can combine the direct communication paradigm with social media communication to encourage engagement from locals. Information technology advancements have allowed RT leaders to combine social media communication with the direct contact style to encourage involvement from communities. However, this study demonstrates that RT leaders still have potential to improve their knowledge of social media communication for more fruitful outcomes from their work as RT leaders.

The findings of this study are consistent with the claim made by Ben-Eliyahu et al. (2018) that RT leaders' communication is crucial for generating awareness of the kelurahan program among residents and for enticing them to get involved in helping it succeed. Additionally, it was noted that residents' comprehension, attitudes, and involvement were seen as markers of successful RT leader communication that makes use of both direct and indirect communication. This results naturally from RT chiefs carrying out their responsibilities as the neighborhood's kelurahan's spearhead. According to Luthra and Dahiya (2018), precise and effective communication is a crucial component of developing into a successful and effective leader. Consequently, in order to succeed, an RT head needs to be a strong communicator. There is a

greater chance of achieving the PMI and Bazis money collection targets if the RT head communicates to boost engagement among RT inhabitants.

## CONCLUSIONS

Competent RT leaders are renowned for being knowledgeable and proactive in practicing methods of communication to boost community engagement or support, which the RT leader obtained throughout his tenure, helped the organization reach its goal of securing PMI and Bazis money. The ability to have cognitive, affective, and behavioral effects on residents' willingness to contribute to the collection of PMI and Bazis money can be achieved through direct and indirect communication and the use of real-world examples. The RT head's ability to organize the community cannot be disregarded given the level of authority in the neighborhood. As a result, there is no reason to worry that RT heads can't assist the kelurahan. Being the driving force behind the implementation of the kelurahan program, RT heads should therefore be utilized to their fullest potential, both in terms of importance and effectiveness.

This study sheds new light on the communication role of RT heads in mobilizing PMI and Bazis fundraising. The government's efforts to gain community support and encourage community engagement, which had previously relied on direct and indirect communication via social media, produced better results when combined with the participatory approach of the RT heads. This implies that the RT heads' communication and leadership model has aided in providing RT residents with an understanding of the kelurahan program, fostering a sense of caring and willingness to set aside a small portion of their money to donate to the PMI and Bazis funds.

The results of this study cannot be generalized due to the small sample size of just 6 RT heads in one RW in Cipinang Cempedak urban village. Further study with a bigger sample size is required to get a more thorough and deep understanding that can be used as a foundation for policy formulation. Furthermore, more research is needed to examine citizens' acceptance of RT heads with low achievement targets in some RTs, since this may lead to a better understanding of the function of RT heads in their respective neighborhoods.

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