

ARTICLE

## Model of Government Communication to Build Leadership Credibility in Banten Province, Indonesia

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### ABSTRACT

Credibility is a significant aspect of leadership practice that causes followers to respect a leader voluntarily. Government credibility is determined through communication between the government and its people. However, the credibility of the government leadership in Banten Province is a challenge, considering that Banten Province is one of the regions with political dynasties. Therefore, this study describes the function of communication and formulates a communication function model to build the credibility of Banten Province's government leadership. This study used Quasi-Qualitative Design (QQD) with collection through semi-structured interviews, observations, documentation, and questionnaires. We show the implementation of two government communication functions, such as influencing and conveying policies. While the other two parts, namely educating and entertaining, need to be maximised. Meanwhile, the dimensions of leadership credibility, such as integrity, competence, and leadership, have gone well. The government communication model is developed from the Schramm communication model in a circular form to build leadership credibility in Banten Province. In leadership studies, this model can guide increasing credibility, so all formal and informal leadership organisations can adopt this model by formulating leadership-related empirical facts and various references. It is highly applicable to leadership 4.0.

## A. INTRODUCTION

Leadership is always an essential discussion in studying organisational problems, especially in government organisations at the central and regional levels. Leadership is also a growing field tied to many academic disciplines (Martin, 2017). The issue of leadership in a democracy is very complex, with all its logical consequences. Hence, the leader's credibility continues to be required to create situations and conditions that ensure the creation of the common good through the expertise of effective, transparent, and accountable communication. The leadership communication in the current situation must be honest and transparent, staying calm and leading by example, helping employees stay safe and healthy, being factual, checking in and caring, and being clear and direct (Dirani et al., 2020; Li, 2020). The current digital era

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has penetrated the fingers of every citizen who quickly knows all the information that develops and impacts people's perceptions, attitudes, and behaviours in assessing activities carried out by the government. This reality is increasingly complex with the emergence of digital technology, which has sophisticated social media capabilities to overcome the communication crisis. Therefore, it is hoped that there will be no various scales of communication crisis in the form of minimal crisis responsibility, low crisis responsibility, and high crisis responsibility (Song-Qi Lim et al., 2017; Zhao, 2020).

Social media affects communication, influences people's opinions, and can form new thoughts (Walter & Brüggemann, 2020). If there is miscommunication in communicating various government policies, it will cause miscommunication. Miscommunication can cause misperceptions. Misperceptions are not immediately corrected, resulting in the emergence of misunderstanding, which can impact the onset of misbehaviour. The presence of errors and misinterpretations in communication in the delivery of various government policies can result in errors in the implementation of work that hinder the quality of achieving government goals and functions.

The success of government leadership is mainly determined by the leader's communication skills with the community. Consequently, the ability to organise government communication has become a demand of all parties, as leadership expertise in realising government goals must also create effective, transparent, and accountable government communication. However, unfortunately, government communication has given rise to various phenomena. It even seems ineffective during the COVID-19 pandemic (Joko Widodo's statement at the cabinet Session on October 24, 2020), among others: (1) the ineffectiveness of public communication; (2) the emergence of distrust of the handling of the COVID-19 pandemic in the community; (3) good public communication is essential; (4) different perceptions among decision-makers in solving problems; (5) disharmony between local governments and the central government in their working relationship; (6) vertical conflicts between the central and local governments; and (7) the low intensity of government communication to the public and stakeholders.

Government communication is essential at the central and regional levels to build public trust in government leadership. Credibility creates leadership qualities in which the community has faith so it does not cause distrust. The government communication process will enhance the leader's credibility. Integrity and credibility are essential in crisis leadership communication (Liu et al., 2019). How to use discretion as an effective strategy to handle the situation (Agustino et al., 2021) so that the message communicated will not be perceived as credible if the leader is unreasonable (Fernandez & Shaw, 2020). However, building a leader's credibility today is difficult due to the diversity of Indonesian society's tribes, customs, languages, religions, and characteristics.

Credibility involves communication that shows that the governing leader truly believes in what society does and has a personality that the public admires through honesty and authentic communication (Elder, 2016). A leader with credibility is willingly respected. Credibility is like self-charisma, which makes a leader sincerely appreciated without the need to carry even formal office, rank, and business cards. And one essential element of credibility is integrity: words and deeds, ideas and actions, real talk and behaviour.

The credibility problem in Indonesia is challenging amid the rampant corruption cases carried out by regional heads. Corruption impacts government trust, poverty, greed, and weak institutions (Quoc Bui et al., 2021). Many regional leaders have lost the people's faith due to corruption. However, the most exciting corruption in Indonesia in recent years has been in the Banten Province area, caused by the practice of power oligarchs in the form of political dynasties. A news page stated that some time ago, the Corruption Eradication Commission (KPK) released ten regions with indicators very prone to corruption in Indonesia. Of the ten

areas, Banten occupied the ninth position as the most corrupt region in Indonesia, with a total of 24 corruption cases.

The influence of political dynasties in Banten Province is still happening today. It starts at the provincial, district, or city levels. The practice of political dynasties or kinship politics in Banten Province is growing after the dominance of the local strongmen, namely Tb. Chasan Sohib in Banten Province politics. Tb. Chasan Sohib was so dominant that he placed his daughter, Ratu Atut Chosiyah, in the governor's office for almost two terms (2006-2011 and 2011-2014). The leadership era of Ratu Atut Chosiyah in Banten was characterised by an expansion of executive and legislative power but also of business and socio-cultural, educational, and public life.

The political dynasty influences democratisation because its power strengthens a few people around it. This fact indicates that democratisation in Banten Province has not grown democratically. Data from the Institutions of Democracy (IDI) assessment scale showed that institutions of democracy in Banten Province were in the medium category, with an index value of 67.37, and low political participation in Banten was below 65 per cent in the 2015 and 2017 regional elections (Sukri, 2020). On the other hand, according to the Regional Government Integrity survey conducted by the Corruption Eradication Commission (KPK), Banten Province had low local government integrity, with a value of approximately 5.66.

The existence of corruption cases that dragged part of the political dynasty down did not reduce the public's support towards the practice of political dynasties in Banten Province. This research becomes essential and exciting to take into account the background of kinship politics, which is inextricably linked to the leadership of the government in Banten Province. Building the credibility of local government leadership can be done by maximising the communication function of the government. In Indonesia, some previous studies (Fatimah, 2018; Indra & Wahid, 2021; Priadji & Rusadi, 2023; Priyatna et al., 2020; Ramadani, 2019) have discussed public and political communication at length, but it is rare for writers to discuss government communication. Government communication differs from political communication because it operates in a highly relational environment defined by its executive functions and objectives in fulfilling the people's will. Government communication concerns citizens more than political parties, providing participatory mechanisms and rules compared to political communication. (Stojiljkovic, 2017).

Research by Lianjani (2018) explained procedural strategies for building government communication. Government communication focuses on face-to-face communication and the use of social media (Dewi, 2021). Another was a research carried out by Ardiansyah (2022) that displayed a lack of transparency culture in the delivery of public information in Banten Province. Some of these studies have failed to explain how the function of government communication in Banten Province impacts the government's credibility. The writer finds it necessary to establish a model of government communication under the identity and local characteristics of the Banten provincial government. Nonetheless, it can implement government communication through formal and informal leadership.

Based on the background mentioned above, the researchers are very interested in conducting this research to obtain an overview of how the communication function of government in Banten province is viewed from the processes of educating, entertaining, influencing, and conveying policies and what the communication model of government in building the credibility of government leadership in Banten Province. This research is expected to contribute to developing government communication science, which is currently limited.

## B. LITERATURE REVIEW

### Government Communication Theory

Government communication is essentially disseminating and exchanging information inside and outside the organisation. Through government communication, the executive exchanges and shares information with others, such as the legislature, staff, businesses, and the public, to influence the bureaucracy's and society's attitudes, understanding, and behaviours (Abidin, 2016). Government communication also means delivering government ideas, programs, and concepts to the community to achieve state goals. Therefore, the government can be a communicator and the public as a communicant. Nevertheless, the community can convey ideas in certain situations, and the government can pay close attention to what the people want (Abidin, 2016; Sedarmayanti, 2018).

The government makes an effort to package effective government communications. It can be effective if it gets good feedback from the public. When the public perceives government communication more positively, they perceive the government as responsive, reliable, integrity, open, and fair (Kim & Shim, 2020). Consequently, the government communicator must package government communication and actualise the function of government communication by considering the situation of community conditions, culture, prevailing norms, level of reference, and community insight. Understanding the governance of government communication is possible through effective management, as the essence of government communication is that communication and government are all present and cannot be separated.

The objectives of communication are communication as a shaper of public opinion, communication as language use, communication as information transmission, communication as a developer of relationships, and communication as a definer, interpreter, and critic of culture (Cobley & Schulz, 2013). In this research, the government communication function consists of the following functions (Effendy, 2013):

1. To inform or convey policy. The function of transmitting policy is the government's efforts to socialise various government programs so that the public knows, understands, and supports these programs.
2. To educate. Communication must provide direction, guidance, and cognitive intelligence to the communicant or community for the communicant or community to build the competencies needed, which help carry out various innovations and improve the quality of life.
3. To entertain. This communication function is closely related to the role of the communicator or the government's involvement in providing a new situation when communicating.
4. To influence. This communication functions as an effort to form the disposition or trust of the community in the government through the communicator's leadership abilities to change people's attitudes and behaviours to become good and obedient citizens.

### Leadership Credibility

Good government communication will realise the credibility of government leadership. Credibility is an essential foundation for leadership. The results of Kouzes and Posner's thirty-year research stated that community trust or subordinates to the leader are the initial capital built by a leader from maintaining self-credibility, resulting in sincerity and willingness from the community to follow it. In this case, leadership credibility is defined by a leader's capacities and competencies, including sensitivity to the internal and external environment, nurturing society, high morality, open-mindedness, and attention to the community's aspirations. The

credibility of apparatus leadership is necessary for all government administrators since, in addition to carrying out their primary duties, the apparatus is also responsible for educating the public to prevent, approve, or cooperate in actions that lead to ethical violations.

Credibility is the main aspect of leadership at the central and regional levels that adapt to leadership 4.0. In Leadership 4.0, the leader will not be the only executive decision-maker or idea generator. In contrast, open collaboration and collaborative networks will create concepts, results and innovations (Kelly, 2019). Moreover, leadership credibility consists of three aspects, namely (1) integrity is honesty, trustworthiness, character, and belief; (2) Competencies can be productive and efficient; and (3) Leadership can inspire, provide direction and be decisive (Kamau, 2022).

This study discusses credibility in light of the above theory's application. These categories appear the most in various studies conducted on leadership credibility. The researchers are interested in applying this theory to answer the formulation of research problems because it is very relevant to the leadership situation and conditions in Banten Province.

### C. METHOD

The approach used in this study was a paradigm approach to postpositivism called Quasi-Qualitative Design (QQD). This approach used the theory as a basis for thinking and analytical tools. At the stage of data collection, the researchers conducted qualitative research. This study employed purposive sampling techniques to select a sample size of a hundred informants. They were the government affairs assistants, the administrative assistants, the Head of Pamong Praja Police Unit, the Head of Communication, Informatics, Encryption and Statistics Office, the Head of the Investment and One-Stop Integrated Service Office, the local legislatures, the community leaders of some regions in Banten Province, and the Banten community that consists of teachers, students, homemakers, private employees, civil servants, and traders.

The data were collected through semi-structured interviews, observations, documentation, and questionnaires with Google Forms. Meanwhile, the data analysis technique used a Manual Data Analysis Procedure (MDAP) consisting of diaries, transcripts, coding, categorization, themes, and memos (Bungin, 2020). In general, the stages of MDAP are shown in the following figure:

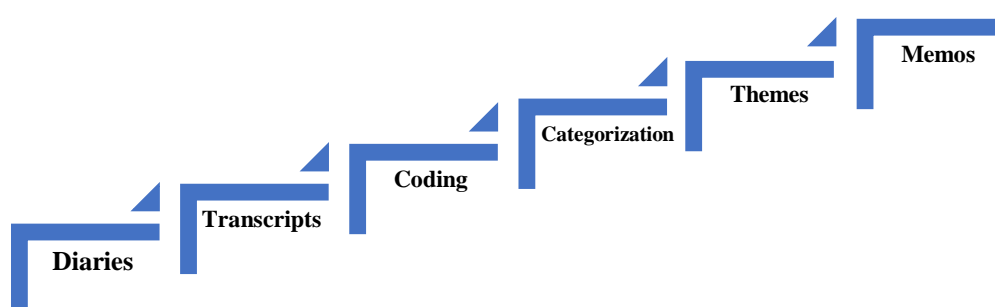


Figure 1. The stages of MDAP (Bungin, 2020)

In this study, the MDAP method proved highly pertinent in observing the phenomenon of government leadership in Banten. The data obtained is emic, delving deep into the informant's personal and social life, so it requires the presence of both the researcher and the informant from the beginning to the end of the study (Bungin, 2020). The researchers regularly collected data in the field, made daily notes, and coded the results of interviews and questionnaires, themes, and categories to produce memos without using specific tools.

## D. RESULT AND DISCUSSION

The results of this study address two essential parts to answer the formulation of research problems: the function of government communication and the model of communication function in building the credibility of government leadership.

### Communication Functions in Building the Credibility of Government Leadership in Banten Province

The first stage in this data analysis is to create and collect a daily record of various phenomena observed in the field. This diary contains an interview transcript with the informant's identity, questions, and answers. The coding of interview transcripts and questionnaires by the communication function is conducted during the analysis as follows:

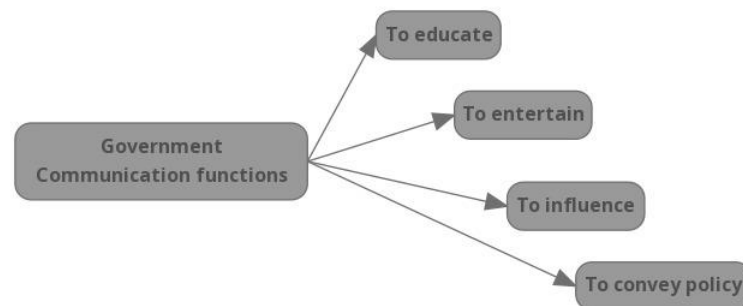


Figure 2. The Coding Result from Government Communication Functions (Processed by the Author, 2022)

Based on the coding above, the main aspects of government communication function encompassed the educational dimension, the entertaining dimension, the influencing dimension, and the dimension of conveying various policies. Figure 2 above explains that the most influential extent of Banten Province's government communication is to educate. The provided description is outlined as follows:

The first dimension of the government communication function is to educate. This function also informs the community's guidance and direction, such as the local regulation. The provincial government is frequently responsible for education. According to the interview with assistants for government affairs in Banten Province, "All information, new notices, and regulations are always delivered to the community through direct socialisation, social media and electronics. They are easy to access information, so socialisation does not require face-to-face interaction. Smartphones enable people to access themselves".

The educational function consists of socialisation, counselling, and training. The socialisation process during the pandemic relates to health protocols for preventing and handling COVID-19 and regulating street vendors during Community Activity Restrictions (PPKM) implementation. Government communication reduces communication crises, the emergence of risks, public perception (public panic, public concerns, and other speculations), disaster response, and resource allocation (Isniarti Putri et al., 2022; Watkins & Clevenger, 2021). To reduce unemployment in Banten Province, the community often receives training and counselling for business actors to increase their creativity and ability related to decent livelihoods. Moreover, coordination and socialisation are immediately held by visiting offices in Banten Province for state Civil Apparatus regulations.

The second influencing dimension of government communication functions is the entertaining dimension, which creates a pleasant situation through service activities. For example, the community satisfaction survey conducted at the service centre under the Banten

Province Investment and One-Stop Integrated Service office obtained a value of 89.36 with a good rating by the community. The survey is about the realisation of services in Banten Province through the Open Licensing Service System (SIPEKA) as one website-based application that makes it easier for the public to license. This website has been around since 2018. People can log in to the website by creating a username on [sipeka.bantenprov.go.id](http://sipeka.bantenprov.go.id). This access provides convenience to the public because Standard Operating Procedures (SOPs) are listed on each permit and quickly processed because they have used electronic signatures. This dimension is also closely related to the peace and order of society. One of the problems above's manifestations is the problem of congestion. As the Jakarta-Merak toll road link, which is the primary access to Sumatera through the Merak crossing port and as a buffer area for the state capital, Banten Province has a potential and profitable geographical position in terms of accessibility outside the region. It will attract investors and increase their investment from year to year. To reduce traffic congestion due to the impact of industrial activities, traffic management and engineering strategies to improve the service and safety of freight traffic and public passenger transportation on provincial roads. In supporting regulated freight and public passenger transportation operations, a collaborative process was undertaken by the Transportation Service, Members of the Indonesian National Army, and Members of the Indonesian National Police for six 4-wheeled vehicles and two 2-wheeled vehicles.

The third dimension of government communication function is to influence. This influencing function can be done by motivating and empowering the community with rewards and punishments. For example, the government imposes fines on people who do not wear masks, and shops and supermarkets that exceed their designated operation hours during PPKM will be punished. As a form of reward during the PPKM period, necessities and masks are distributed to the community. The governor becomes a prominent role, embodying an athletic and humorous figure when communicating with the district. Although it is certainly not part of the imagery, everyone can encounter others who can share their aspirations at the governor's residence. This leader is willing to sacrifice his privacy to solve the problems faced by society and find solutions. He consistently maintained his smile, ensuring the people who came felt comfortable and welcomed to express their aspirations or issues.

The fourth dimension of the communication function is to convey various policies. The Banten Provincial Government pays great attention to and understands the community's cultural conditions, local customs, and population circumstances. The government also launched several websites to create public trust in information delivery and reduce corruption perception (Garcia-Murillo, 2013; Huang & Benyoucef, 2014). The websites include the province government website, communication and information service website, Information and Documentation Management Officer website, and Banten government flagship applications such as the leadership and Jawara dashboard. The existence of the website mentioned above can facilitate public access to information and enable the submission of complaints and aspirations to the government more conveniently.

The government communication function directly determines the credibility of Banten Province's government leadership. Leadership credibility explains three indicators: integrity, competence, and leadership. Integrity plays an essential role in building the credibility of the government leadership itself. Integrity is more than just ethics. Ethical leadership plays a role in maintaining the organisation's integrity (Van Eeden Jones & Lasthuizen, 2018). Integrity is the unity of an individual's characteristics that consistently considers compassion, attitude, transparency, honesty, and ethics. It may also refer to completeness, wholeness, harmony, and the entirety of life's cooperation between speech and actions. Integrity is a characteristic that refers to relevant moral values and norms (Huberts, 2014). Individuals with integrity will stand up to defend the truth, fulfil their mandate by keeping their promises, and be expected to show the truth. Based on the data analysis results, most people related the fact to indicators of the

integrity of government leadership in Banten Province, namely the truth to community group interests. Regarding the public's perception of Governor Wahidin Halim's leadership performance, the Visi Research and Consulting Institute (VISI) surveyed that 34.3 per cent of people would vote for him if he stood for re-election in the upcoming regional elections. Compared to other candidates such as Rano Karno, who was elected spontaneously by 8 per cent, Wahidin Halim was chosen more spontaneously than Airin Rahmi Diani (3 per cent), Andika Hazrumi (2.8 per cent), and Iti Jayabaya (2.8 per cent).

Competence indicates the practical ability of a person or organisation to carry out specific tasks. Hence, a leader's competence in carrying out his primary duties and functions to create a professional government administration is crucial. Generally, the public's assessment of the government organisers' competencies under the current governor's leadership is competent. This assessment is based on technical, managerial, social, and intellectual competence aspects.

The technical competence possessed by government organisers in Banten Province, in general, is considered to be quite good for implementing government-related tasks. Most officeholders are appointed according to their expertise and knowledge. As a result of their educational background and experience in government, administration, and public policy, the leadership of the governor and deputy governor in office have a comprehensive understanding of government. Consequently, the community widely acknowledges their credibility. In addition, in certain positions, this government leadership tends to place alumnae of government science in various structural parts because of the belief that alums of government studies are people with more qualified abilities in carrying out governance compared to other graduates. Various educational and training activities are also regularly carried out to increase competence. In improving the technical competence of government organisers, multiple actions are carried out in the form of exercises by the Human Resource Development Agency in Banten Province. The activities are structural training for Regional Civil Servants, including Leadership Training IV/ III/II; pre-service training for Provincial Civil Servants in Banten Province, including Pre-Service Training III and II; training for the development of general technical competence; substantive specialised competence development training; functional competency development training; training on the development of management competencies; and training on the development of government competencies.

Government organisers in Banten Province possess managerial competence quite well, such as proficiency in carrying out their primary duties and functions. This competence is generally known as performance management competencies ([Shet et al., 2019](#)). The Governor Regulation No. 54 of 2016 concerning the Guidelines for the Preparation of Managerial Competency Standards in Banten Province provides understanding and technical guidance for the preparation of Managerial Competency Standards to produce objectivity and quality of the recruitment process of Civil Servants in various positions within the Banten Provincial Government.

Social competence hints at the leader's sensitivity to various social problems in the middle of society. Social competence also directs how a leader can socialise, inspire, and motivate everyone, from millennials to older people, to achieve organisational goals ([Farhan, 2021](#); [Gray & Rhodes, 2019](#)). Within the internal scope of government organisers, this competency encourages the morale and productivity of government officials and civil servant apparatus who work for the regional government of Banten Province. In the broader context, this social competence is expected to build sensitivity and closeness between leaders and the community when facing various community social problems that impact public trust in the government. As a result of communicating and creating likeness with subordinates and the community, the government's leadership in Banten Province received a positive response.

Intellectual competence is also mandatory for every government organiser, primarily regional heads, in formulating and setting visions, missions, and strategies for achieving the

organisation's goals. Likewise, in solving problems, it is hoped that the solutions provided will address various community problems. Therefore, the intellectual competence of the government organisers in Banten Province is quite good. The position holders consisting of mutations and promotions are determined through the procedure by considering aspects of competence, experience, education, training, performance, rank order, assessment, and behaviour of each civil servant. Additionally, there is also a direction from the governor to prioritise employees who have worked well in the past and those currently in their senior year.

With the strategic competence over the past few years, the leadership achievement of Banten Province has positioned it as the fourth best investment destination nationally, with a workforce placement of 37 thousand people in the first semester of 2021 during the COVID-19 pandemic. Banten Province won the top 5 in the Innovative Government Award. Banten Province also ranked 6<sup>th</sup> in the Regional Competitiveness Index and 1<sup>st</sup> place in the 2021 National Level of Superior Appropriate Technology Innovation Competition. In addition, it received recognition as the informative provincial predicate in public information disclosure. It was awarded the Unqualified Fair Opinion (WTP) five consecutive times by the Ministry of Finance of the Republic of Indonesia. Moreover, it has attained various achievements in agriculture, development, education, health, and others.

Leadership components in this discussion consist of power and attractiveness, determined based on the field findings through data collection and MDAP analysis. In creating credibility, the characteristics of a government must be honest, trustworthy, competent, and skilful; have a good vision, and be dynamic and inspirational. Having these characteristics can minimise the potential for conflict with the community. Given the reality that is happening today, he assumes that many government organisers fail to uphold these principles. They cannot align their actions with the community's expectations and needs. It will, therefore, diminish the credibility of government administration. Banten Province is one of Indonesia's provinces with a solid and unique local power structure. This local power structure has close ties to the local government network. In regional government power, some individuals play a role in and behind the scenes of the government network (Boogers, 2014).

In contrast to Boogers's (2014) research, the local power structure in the form of a power oligarchy practice known as a political dynasty in Banten Province has lasted very long. However, part of the regional power is facing cases of lawlessness. This local power structure in Banten Province takes an essential role in various aspects within the scope of the executive, legislature, Business Association of the Chamber of Commerce and Industry (Kadin), Political Parties (Golkar), religious organisations, youth organisations, sports organisations, warrior organisations (champions), and even to socio-cultural organisations (Sutisna, 2018). Despite facing cases of lawlessness, this local power still gains legitimacy from the community's high electability until the 2019 regional elections.

In the previous regional and general elections in 2014, the arrest of Banten Governor Ratu Atut Chosiyah and her brother Tubagus Chaeri Wardana by the Corruption Eradication Commission (KPK) on suspicion of bribery against the Chief Justice of the Constitutional Court (now inactive) Akil Mochtar did not affect the electability of this political dynasty clan (Mukti & Rodiyah, 2020). People still entrust their political rights to be distributed to the family members of the political dynasty. This local power already has the presence of political stability in the eyes of the Banten people. This regional power has become a system that can improve despite some flawed elements. This political dynasty has a sound regeneration system that allows other family members to continue their political clans in Banten (Fitri, 2019; Fuad & Nugroho, 2017). This political dynasty clan is the Octopussy Dynasty (Sukri, 2020), with a robust network built by Tubagus Chasan Sohib, Atut's father. This political strategy is the cause of the continued existence of political dynasties in Banten (Sutisna, 2018). It still gets

the community's trust due to the consideration that the ruling group has a deep concern about the welfare of the general populace and the presence of more credible government leadership.

Attractiveness also encourages a person to occupy an essential position in leadership. This attraction can be both physical and non-physical. Implementing government leadership in Banten Province is influenced by attractiveness indicators, encompassing physical and non-physical attributes such as physical attractiveness, posture and good looks. For example, the leader is now the governor and deputy governor in Banten Province. Physically, he has the tall and sturdy stance of the Governor of Banten Province. Likewise, the deputy governor appears youthful and more attractive because he is a part of the millennial generation. From the non-physical attractiveness, the Governor of Banten Province is respected by his subordinates and the community due to his charisma, authority, and courage.

Meanwhile, the deputy governor is popular in Banten Province because he is the biological son of Ratu Atut Chosiyah and is a core part of the political dynasty developed in Banten Province. Moreover, the public knows about the deputy governor's existence because he was previously a Commission III of the Legislature member in 2016. Therefore, this charismatic leadership can create positive change, staff trust in the organisation, and support for change (Rita et al., 2020).

### Communication Model in Building Government Leadership Credibility

A model is a conceptual framework that describes applying a theory in specific cases. A model will organise the data to form a conceptual framework for something to be written (Abidin, 2016). The communication model will show the communication process and the relationship between the components. The author used the Schramm communication model in a circular form to formulate the government communication model for building leadership credibility in Banten Province (McQuail & Windhl, 2013). In this model, communication does not go one way. However, there is reciprocity that the communicator gives to the communicant and vice versa. This two-way communication model is very appropriate because leadership credibility is how the community provides confidence to the government through communication. The government and the community can carry out the encoding and decoding processes. The communication model follows simple memos:

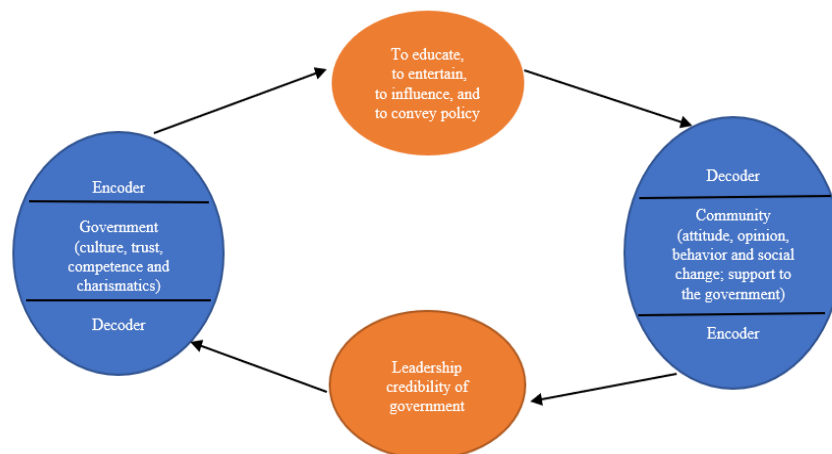


Figure 3. Memos of Government Communication Model (Processed by the Author, 2023)

The government communication model above explains that both the government and the community can be communicators and communicants. The communication process is bidirectional. It relates to government-understood policies, ideas, and programs and has the

following classifications: culture, trust, competence, and charisma. In educating, entertaining, influencing, and conveying policy to the community, the government must understand a region's culture, customs, and norms. As a result, the community becomes enthusiastic about the communicator, and the community's attitude, opinion, behaviour, and social sympathy improve due to feeling valued. Consequently, every government policy and program has the support of the community.

A trust is a leader or communicator who keeps his mandate in government functions. He tries to fill the community's needs and desires by creating peace, order, comfort, and happiness from the services provided. One endeavour to increase public trust in the government is to optimise transparency, accountability, and people's expectations using e-government (Mahmood et al., 2018). The local government in Banten Province has launched the process.

The local government also build facilities and infrastructure by carrying out infrastructural development to meet the economic and educational needs of the community. Besides that, competence is the leader's ability and knowledge of government communication. It must depend on reference, insight level, and his community's condition. Competent leaders can adjust communication messages, intonations, and words to convey information and socialisation to the community to avoid misinterpretation and multi-meaning.

The last is charismatic. The charismatic qualities of the government leaders in Banten Province are inseparable from the hereditary factor of the family clan, a descendant respected by the community. Nevertheless, the charisma of the line is still a significant influence in society, so the community continues to obey and follow information and socialisation. Charismatic qualities also become an extraordinarily magnetic personality (Sy et al., 2017).

## **E. CONCLUSION**

The function of government communication in building leadership credibility in Banten Province has not been optimal. The role of educating and entertaining is already in progress. Still, influencing and conveying various policies have not been running optimally. Meanwhile, the credibility dimensions of leadership have gone well. Each measurement has been achieved in harmony and balance. Therefore, no sizes stand out, ranging from integrity, competence, and leadership (power & attractiveness).

The model from this research was formulated to realise the function of government communication in building leadership credibility, and it applies to all leaders of formal and informal organisations. Government communication is assumed to increase leadership credibility if the leader or government understands the culture of the community. He is trustworthy in carrying out tasks, has a personality (charismatic), and has competence in the form of adequate abilities and knowledge. This model is relevant to be applied in building the credibility of government leadership at the central and regional levels.

This research took place during the outbreak of the Covid-19 pandemic, so it was pretty challenging for the researchers to find informants. The informants were willing to be interviewed in person to avoid face-to-face interactions and continued to fill out the questionnaire. In addition, this research is limited to delivering programs and ideas of local governments in conducting government communication. The researchers hope to develop future research on government communication from various perspectives because this research is fundamental but rarely found in multiple scientific articles. In the Future, the researcher can also do research development for the effectiveness of this model implementation either in Banten Province or in other regions in Indonesia. A leader must consider Indonesia's various cultures and local wisdom when communicating with the community to encourage the credibility of government leadership in the area.

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