



OPTIMISING THE ROLE OF THE ISLAMIC SPIRITUAL COMMUNICATION AND CONSULTATION FORUM IN EMBEDDING RELIGIOUS VALUES AMONG CIVIL SERVANTS OF THE NORTH SUMATRA PROVINCIAL GOVERNMENT

Qori Ananda Azhari Hasibuan, Syawaluddin Nasution, Hasnun Jauhari Ritonga

Universitas Islam Negeri Sumatera Utara Medan

Jl. Lap. Golf No.120, Pancur Batu, Deli Serdang, Sumatera Utara 20353

qori3005234015@uinsu.ac.id

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Abstract

This research aims to: (1) To find out the communication synergy carried out by the Communication and Consultation Forum for Islamic Spiritual Guidance (Fokkus Babinrohis) in conveying religious values to the State Civil Apparatus (ASN) within the North Sumatra Provincial Government; (2) To find out the contribution of Fokkus Babinrohis programs and activities in instilling Islamic religious values in ASN behavior; and (3) To find out the challenges faced by Fokkus Babinrohis in building effective communication in religious guidance to ASN. This research used a descriptive method with a qualitative approach. Data collection techniques were conducted through in-depth interviews, observation, and documentation of eleven informants who were directly involved in the forum and policy makers. The results showed that the communication synergy built by Fokkus Babinrohis runs strategically, participatively, and touches the spiritual aspects of ASN through a two-way communication approach and vertical coordination across agencies. Religious programs such as routine recitation, Islamic ethics training, and dakwah safaris make a real contribution to improving ASN morale, discipline, and integrity. However, there are a number of challenges faced, including internal management conflicts, limited facilities and budgets, low ASN participation, and the non-optimal role of rohis units in agencies. For this reason, institutional evaluation, management restructuring, and a more contextual and comprehensive coaching approach are needed to effectively internalize religious values in the bureaucratic environment.

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A. INTRODUCTION

Based on Law Number 5 of 2014, the Civil Service (ASN) is a profession for Civil Servants and Government Employees with Employment Contracts who work in Government Institutions. Civil Servants (PNS) are Indonesian citizens who meet certain conditions and are permanently appointed as Civil Service employees by Civil Service personnel management officials. while Government Employees with Work Contracts (PPPK) are Civil Service employees appointed as employees with work contracts by civil service officials in accordance with the needs of government agencies (Rahman & Bakri, 2019). In this context, the Civil Service plays a crucial role in achieving public service objectives by fostering a clean and authoritative government. Civil servants are expected to uphold moral and spiritual values when carrying out their duties and functions. As an important part of the government bureaucracy, civil servants have a strategic role in realizing good governance based on ethics and religious values (Saktiananda et al., 2023).

In government institutions, religious values have an important role in shaping the character and work ethics of the State Civil Apparatus (ASN). These values contribute to creating a work environment with integrity, professionalism, and loyalty to their duties and responsibilities. However, in practice, there are still various challenges in instilling religious values within the North Sumatra Provincial Government. Some Apparatus still show a lack of integrity, professionalism, and loyalty in carrying out their duties, which has the potential to hamper the effectiveness of bureaucracy and public services. Therefore, fostering religious values is an important aspect that needs to be optimized in the implementation of ASN duties.

In this context, the Forum for Communication and Consultation of the Islamic Spiritual Guidance Agency (Fokkus Babinrohis) is present as a forum that functions to foster and strengthen the understanding and application of religious values among the State Civil Apparatus (Shalsabila et al., 2025). Through effective and synergistic communication, this forum seeks to create a more systematic and sustainable religious guidance system. In this case, communication plays a key role in forming synergies that are not only open but also effective (Susanto, 2020). in various sectors of life, including within the scope of government organizations. Synergy in communication plays a role in realizing solid moral and spiritual

integrity. This integrity is the foundation in forming a positive work culture in the government environment. A strong culture will create a conducive work environment (Patel, 2018).

Based on initial observations made by researchers at the Communication and Consultation Forum of the North Sumatra Islamic Spiritual Guidance Agency, the position of the Islamic Spiritual Guidance Agency as an independent partner organization of the government has limited room for maneuver in carrying out its duties and functions. One of the reasons is the limited budget and its existence outside the government. This was felt by the management of the Communication and Consultation Forum of the Islamic Spiritual Guidance Agency of North Sumatra Province before 2023. Its existence as an organization that nurtures or instills religious values in the State Civil Apparatus seems to be neither here nor there. The difficulty in collaborating with local and provincial government leaders has been the main obstacle in instilling religious values among civil servants. Additionally, the lack of concrete support from the North Sumatra Provincial Government in the form of grant funding has limited the implementation of sustainable and effective religious development programs for civil servants.

However, since the 2023–2028 term, the Communication and Consultation Forum of the Islamic Spiritual Guidance Body has begun to be optimized and transformed into one of the active government-affiliated organizations in North Sumatra Province. This is based on the issuance of Governor of North Sumatra Decision No. 188.44/702/KPTS/2023. Based on this decision, the forum now has broader legal standing and authority to instill religious values in the behavior of civil servants. The forum has also been entrusted with the freedom to establish communication and synergy with local government leaders in the context of religious guidance for civil servants. Furthermore, the increase in the amount of grant funds allocated provides greater opportunities for this forum to expand the scope of its activities. With greater flexibility, this forum is able to organize various routine and incidental guidance activities. These programs are expected to strengthen the implementation of religious values in the lives of ASN in their respective work environments.

Although the role of the forum has been strengthened institutionally, the reality on the ground shows that violations of ethics and professionalism among

civil servants still frequently occur in North Sumatra. Several cases, such as violations of political neutrality, abuse of authority, immoral acts, and other ethical code violations, have come to light and tarnished the image of civil servants. Even cases involving corruption, extortion, and nepotism remain unresolved issues. One example is the alleged corruption case involving the embezzlement of School Operational Assistance (BOS) funds across Batu Bara District, North Sumatra, which involved two individuals serving as chairpersons of the School Heads' Working Committee (MKKS) for vocational high schools (SMK) and senior high schools (SMA) (as reported by sumut.antaranews.com).

This phenomenon indicates that there is still a gap between existing regulations and the implementation of religious values, professionalism, loyalty, and integrity within the civil service. Therefore, the optimization of the role of the Communication and Consultation Forum of the Islamic Spiritual Guidance Body is highly necessary. This optimization includes strengthening inter-institutional communication synergy, developing training programs based on the actual needs of civil servants, and actively involving all leadership elements in fostering collective awareness of the importance of moral and spiritual integrity in fulfilling their duties as public servants.

B. METHODS

This study uses a descriptive qualitative approach, which is based on postpositivism philosophy and aims to understand phenomena in depth in their natural context, with an emphasis on meaning rather than generalization. This method is used to describe in detail the synergy of communication within the Communication and Consultation Forum of the Islamic Spiritual Guidance Agency (Fokkus Babinrohis) in instilling religious values in the behavior of civil servants within the North Sumatra Provincial Government. This method was chosen to understand, analyze phenomena, experiences, meanings, or broader perspectives by directly involving informants so that the data is accurate, sharp, and in-depth. Informants were selected purposively and divided into primary and secondary informants, with a total of eleven people who have knowledge and direct involvement in the forum. The research data sources consist of primary data

(interview results, observations, and direct interactions) and secondary data (official documents, activity reports, government policies, and related literature).

Data collection techniques were conducted through observation, in-depth interviews, and documentation to obtain a complete picture. The main instrument in this study was the researcher himself, who was also assisted by tools such as interview guides and recording devices. Data analysis was conducted in three stages: data reduction, data presentation, and conclusion drawing (Cresswel, 2014). To ensure data validity, source and method triangulation, member checks, and audit trails were used to ensure the validity and reliability of the research results. This approach allowed the researcher to comprehensively explore how Fokkus Babinrohis plays a role in the religious guidance of ASN.

C. RESULTS AND DISCUSSION

Optimization of Communication Conducted by Fokkus Babinrohis of North Sumatra Province

The synergy of communication conducted by Fokkus Babinrohis of North Sumatra plays a crucial role in conveying religious values to Civil Servants (ASN) within the North Sumatra Provincial Government. Through a harmonious, structured, and collaborative communication approach, Fokkus Babinrohis strives to cultivate a religious character among ASN, fostering loyalty, integrity, and professionalism. This process does not rely solely on religious lectures but also includes regular spiritual development activities, Islamic discussions, and relevant mental and spiritual training aligned with ASN duties. In its implementation, this synergy involves various institutions and religious figures to strengthen the understanding and practice of Islamic teachings comprehensively. The communication established is two-way, participatory, and emphasizes the value of setting a good example. Thus, this synergy becomes a crucial pillar in the formation of an Islamic work ethic and a bureaucratic culture rooted in religious values.

An interview with Mr. Drs. H. Muhammad D, chairman of the Communication and Consultation Forum of the Islamic Spiritual Guidance Board of North Sumatra Province, explained that; (H. Muhammad D, 2025).

“The optimization of communication carried out by Fokkus Babinrohis in conveying religious values to civil servants within the North Sumatra Provincial

Government is structured and effective through vertical coordination with the Public Welfare Bureau of the Provincial Secretariat as the steering committee. He stated that communication with unit heads is conducted intensively, both through the dissemination of program information and the issuance of official invitations signed by the Provincial Secretary as a form of formal reinforcement. This facilitates coordination and builds trust between institutions, making it easier to convey religious messages. The effectiveness of this communication is also evident in the high level of participation among civil servants, who not only attend but actively participate in every session of the activities. This enthusiasm, according to him, reflects that the religious messages conveyed are not only received but also applied in work behavior. The Babinrohis focus also received many positive feedbacks encouraging the continued implementation of similar activities. The trust built between the committee and civil servants is an important foundation in creating a religious, harmonious, and spiritually united work environment.

In line with the results of an interview with Mr. Hendra Dermawan Siregar, Acting Head of the People's Welfare Bureau of the North Sumatra Provincial Secretariat, he explained that; (Hendra Dermawan Siregar, 2025)

“Fokkus Babinrohis has demonstrated effective communication synergy in conveying religious values to civil servants. Communication is conducted vertically, starting with coordination with the Public Welfare Bureau as the steering committee, followed by the dissemination of information to the heads of work units within the North Sumatra Provincial Government. One tangible example of this synergy was seen during the large-scale religious gathering commemorating the Islamic New Year, where Fokkus Babinrohis coordinated with various government agencies, arranged the attendance schedule for civil servants, and invited national religious scholars with full support from the Public Welfare Bureau and the Secretary of the Provincial Government. The effectiveness of this communication was evident from the enthusiasm of participants exceeding the set quota, with some government agencies even requesting additional quotas to allow their staff to participate. The feedback received was also very positive, with many civil servants actively asking questions and expressing interest in participating again in future activities. Fokus Babinrohis also builds trust through the presence of religious scholars and speakers who have the ability to deliver inspiring and touching

sermons. Additionally, creative approaches are implemented through monthly religious study sessions, commemorations of Islamic holidays, outreach programs to various districts/cities, and the deployment of religious instructors to institutions in need of spiritual guidance. All of this aims to ensure that religious values are not only understood theoretically but can also be applied in the daily work lives of civil servants.

Based on the above interviews, it can be concluded that the optimization of Fokkus Babinrohis' communication in conveying religious values to civil servants is carried out strategically, structurally, and directly addresses the spiritual needs of government officials. The active role of the Social Affairs Bureau as a liaison strengthens the effectiveness of message delivery through formal and informal communication, along with full support from the Governor of North Sumatra through the Secretary of North Sumatra Province, further reinforcing the synergy being implemented. A concrete example of success is evident in the participatory and inspirational religious study sessions. The attendance of civil servants aligns with the quota and is further reinforced by the presence of regional government leaders within the North Sumatra Provincial Government. The presentation of simple and relevant materials makes religious values easier to understand and practice. The two-way communication established also strengthens a sense of belonging and creates a religious and harmonious work environment (Maulina et al., 2023).

The optimization of communication by Fokkus Babinrohis in conveying religious values to civil servants within the North Sumatra Provincial Government can be analyzed using the Linking Pin Model theory. In this context, communication is not conducted in a one-way or hierarchical manner, but rather forms a network pattern involving connectors between groups, particularly within the internal management of Fokkus Babinrohis, who also serve as representatives of the Babinrohis management of the institution. The Fokkus Babinrohis management acts as a “connecting pin” that coordinates between the Governor of North Sumatra through the North Sumatra Regional Secretary, the Bureau of People's Welfare as the steering committee, OPD leaders, Babinrohis Agency management, and civil servants as activity participants. This communication pattern enables effective information flow, active participation, and religious

guidance that resonates deeply. According to Syamsu & Djafri (2017) the Linking Pin Model consists of nine main concepts. However, in this research finding, only three concepts stand out:

Effective Vertical Coordination, Effective vertical coordination is one of the main foundations in building communication synergy carried out by Fokkus Babinrohis in conveying religious values to civil servants (ASN) within the North Sumatra Provincial Government. Based on an interview with Mr. Drs. H. Muhammad D., Chairman of Fokkus Babinrohis North Sumatra Province, he explained that; (Muhammad D, 2025). “Fokkus Babinrohis is able to establish effective vertical coordination with the Social Affairs Bureau and OPD leaders. This is evident from the use of official invitations signed by the Provincial Secretary and the active role of the Social Affairs Bureau in conveying information in a structured manner. With intermediaries at every level of the bureaucracy, the flow of information becomes clearer and facilitates the mobilization of ASN to participate in religious activities through agency/unit leaders. This model demonstrates that relationships between organizational levels are not only administrative but also communicative and participatory.”

Based on the above interview results, it can be concluded that the vertical coordination carried out by the Provincial Religious Affairs Office of North Sumatra is effective. This is due to the involvement of the Provincial Secretary of North Sumatra in every activity conducted. It is common knowledge that the involvement of the Provincial Secretary can serve as a form of leverage for Fokkus Babinrohis in intervening with other agency leaders to attend and bring civil servants from their units as participants in the activities (Muhasim et al., 2024). This is an advantage for the current Fokkus Babinrohis Provincial Secretariat of North Sumatra, as evidenced by the Secretariat Decision signed by the Governor of North Sumatra.

Dual Role as Leader and Group Member, In this context, administrators not only act as implementers of religious activities, but also as part of the management of the Islamic Spiritual Agency in their respective agencies and the ASN community who feel directly the spiritual needs of their colleagues. This dual role allows them to develop programs that are more relevant, communicative, and touching because they are based on shared experiences within the bureaucratic structure (Rachmawati

et al., 2022). In the Linking Pin Model theory, this is so important but the Fokkus Babinrohis management has not maximized the dual role of its members both as administrators in the North Sumatra Province Babinrohis Fokkus and leaders/representatives in the Islamic spiritual management body as well as ASNs in their institutions. So that this makes activities in program preparation less relevant and uncommunicative between the North Sumatra Province Babinrohis Fokkus and the Islamic Spiritual Board administrators in existing agencies (Rubino, 2016).

Participatory Two-way Communication, Participatory two-way communication is one of the keys to the success of the Babinrohis Fokkus in conveying religious values to ASNs within the North Sumatra Provincial Government. In this approach, communication is not only one-way from the management of the Sumatra Province Babinrohis Fokkus to the ASNs through the management of the Rohis Board in the agency/work unit, but also opens space for active dialogue and discussion (Sazali, 2020). ASNs are given the opportunity to provide input, ask questions, and share spiritual experiences, thus creating an interactive atmosphere that encourages emotional and intellectual involvement. The results of an interview with Dr. Hendra Dermawan Siregar, S.STP, M.SP as Acting Head of the People's Welfare Bureau of the Regional Secretariat of North Sumatra Province; (Hendra Dermawan Siregar, 2025).

Contribution of Programs and Activities

The cultivation of religious values in the behavior of the State Civil Apparatus (ASN) can not only be done through a structural approach, but also through the real contribution of consistent and directed religious programs. The North Sumatra Province Babinrohis Fokkus is present as a driving force in shaping the character of a religious ASN, through various activities that are not only ceremonial in nature, but have a direct impact on the formation of work attitudes and behavior.

Routine recitations, thematic studies and da'wah safaris are an important part of sowing moral values and integrity in the bureaucratic environment. Each activity is designed so that ASN not only understands Islamic teachings theoretically, but is also able to apply them in daily life in the workplace. These programs integrate

the spiritual dimension with work professionalism, creating a synergy between faith and work ethic. With an approach that touches the heart and mind, the contribution of Fokkus Babinrohis has succeeded in becoming one of the important factors in shaping a strong Islamic work culture within the North Sumatra Provincial Government (Sulvinajayanti et al., 2024).

The results of the interview with Mr. Muhammad Noor Maulana Taufik, S.Pd.I as ASN PPPK Teacher of Islamic Religion at SMA Negeri 19 Medan explained that; (Muhammad Noor Maulana Taufik, 2025).

"The optimization of the role of Fokkus Babinrohis can be seen from how this forum is able to gradually raise ASN's spiritual awareness. The concept that God witnesses every action becomes the basis of motivation to improve work ethic, increase responsibility, and foster a humanist spirit of service. After several months of this program being run consistently, positive changes began to appear. The ASN attendance rate increased, services to the community became more friendly and welcoming, and a culture of reminding each other in kindness grew in the work environment. This change is clear evidence that optimizing the role of Fokkus Babinrohis is very important in forming ASNs who are not only administratively smart, but also morally and spiritually strong. With a sustainable, personalized, and contextual coaching approach, this forum is able to answer the challenges of modern bureaucracy that demands professional, integrity, and moral ASN."

In line with the results of interviews with Mr. Dr. Hendra Dermawan Siregar, S.STP, M.SP as Acting Head of the Kesra Bureau who is also an ASN who is a participant in routine monthly recitation activities, Islamic holiday commemoration activities and even often participates in the preaching safari activities of North Sumatra Province to districts / cities in North Sumatra carried out by Fokkus Babinrohis explained that; (Hendra Dermawan Siregar, 2025).

"Religious activities carried out by Fokkus Babinrohis have a big influence on an ASN. With the spiritual atmosphere created from these activities, it becomes a reminder and reinforcement of previously known religious understanding. In fact, a lot of new knowledge can be obtained through these activities, all of which affect the work behavior as an ASN. Fokkus Babinrohis programs and activities make a positive contribution in building religious awareness among ASNs. Through routine agendas such as spiritual guidance, religious values such as honesty,

discipline, and responsibility begin to grow in employees. Which aims to form ASNs who are more caring and empathetic towards their social environment. The presence of an ASN in these activities can make it an ambassador or an extension of the Babinrohis Fokkus to convey religious studies to other ASNs in the place of duty ...".

Based on the results of the interviews above, it can be concluded that the contribution of Fokkus Babinrohis is very important in instilling religious values to improve ASN behavior within the North Sumatra Provincial Government. Both agree that there are still various moral problems among ASNs, such as low discipline, unfriendly attitude towards the community, lack of transparency in administration, and misuse of funds, including BOS funds. Fokkus Babinrohis is present as a solution that is not only ceremonial, but also touches the spiritual roots through recitation programs, Islamic ethics training, spiritual guidance, and cross-agency activities. This approach has succeeded in fostering awareness that ASN duties are a mandate that must be carried out with integrity, responsibility, and a spirit of worship. Positive changes began to be seen in work discipline, service quality, and a more religious and ethical work culture, indicating that religious value-based coaching is a strategic step in creating a professional and moral ASN.

The results of the interview with Mr. H. Muhammad D. as chairman of the Communication and Consultation Forum of the Islamic Spiritual Guidance Agency of North Sumatra Province explained that; (H. Muhammad, 2025).

"The contribution of Fokkus Babinrohis is very significant in instilling religious values in the behavior of state civil apparatus (ASN) within the North Sumatra Provincial Government. The programs arranged by Fokkus are not only ceremonial, but directly target the spiritual needs of ASNs who still often show behavior that does not reflect religious values, such as individualistic attitudes, lack of discipline, and low concern for trustworthy public services and even household problems through personal consultation forums. This condition is the reason why the presence of Fokkus Babinrohis is needed as a forum for spiritual development that touches the root of ASN character problems. The Fokkus work program in 2006 covers the fields of worship, social, culture, education, public relations, and economic empowerment, among others through congregational prayer activities, inter-agency MTQ, safari da'wah and sakinah family development. In addition to

strengthening social ties between ASNs across agencies. One case that reflects the importance of this contribution occurred in a provincial agency where ASNs were found to be often late, unfriendly in service, and less transparent in administration. In fact, there are allegations of misuse of official budgets due to low integrity and work morale. Through the presence of Fokkus Babinrohis, which routinely holds recitations, thematic discussions and da'wah safaris, there is an increase in discipline, a spirit of sincere service, and a more religious and ethical work culture. The head of the agency even made religious values part of the performance evaluation. This proves that Fokkus Babinrohis not only forms ASNs who are administratively smart, but also morally and spiritually strong."

Based on the above results, it can be concluded that Fokkus Babinrohis has a strategic and significant role in instilling religious values and shaping the character of ASNs who are religious, disciplined, and have integrity within the North Sumatra Provincial Government. Fokkus programs are not only ceremonial in nature, but directly touch on ASN moral issues through activities such as recitation, Islamic ethics training, da'wah safaris, and family and socio-religious coaching. This contribution has proven effective in improving ASN behavior, such as increased discipline, honesty, and a trustworthy public service attitude. Although its implementation still faces the obstacle of uneven coordination in all work units, the existence of Fokkus remains an important solution in building an Islamic work culture and strengthening bureaucratic integrity from within.

The contribution of Fokkus Babinrohis programs and activities in instilling religious values in the behavior of ASN of the North Sumatra Provincial Government shows a strategic role in shaping the character of bureaucrats who are religious, disciplined, and have integrity. Through various activities such as routine recitation, Islamic ethics training, safari dakwah, and sakinah family development, Fokkus directly targets the root of moral problems that have not been reached by formal guidance. This program is not only ceremonial, but touches on the spiritual aspects and ASN's inner awareness that their duties are a mandate that must be carried out professionally and based on religious values. Interview results show that this program is able to foster a more humanist, transparent, and responsible work awareness. Although there are still coordination obstacles, especially at the work unit level, the existence of Fokkus remains an important solution in shaping an

Islamic work culture that has a positive impact on the quality of public services and the image of a trustworthy bureaucracy.

According to Fitri (2025) stated that the formation of Fokkus Babinrohis in various districts / cities in North Sumatra, including the plan to form it in Tanjungbalai City in 2025, has the main objective of increasing the faith and piety of ASN through religious programs. In the hearing delivered by the Deputy Chairperson III of the North Sumatra Babinrohis Fokkus, it was emphasized that the existence of this forum is expected to be able to make ASN a role model and driver of development based on Islamic values. Programs such as routine recitation, leadership training of the Prophet Muhammad, and fostering akhlakul karimah are the main strategies to instill religious values in the work life of ASN.

In line with that, Fadla et al. (2023), examined the application of the core values of ASN Berhlak in the Regional Secretariat of Mandailing Natal Regency, which basically reflects efforts to shape ASN behavior through basic values such as accountability, service orientation, competence, and collaboration. However, Rahmad assessed that the implementation was still not optimal because it was influenced by weak organizational commitment, lack of support, and lack of employee involvement. This finding is important in looking at the contribution of Fokkus Babinrohis, because its religious programs can be a reinforcement for the internalization of ASN Berhlak values spiritually and emotionally.

Obstacles and Solutions Faced by the North Sumatra Province Babinrohis Fokkus in Building Synergy

In an effort to instill religious values in the behavior of the State Civil Apparatus (ASN) within the North Sumatra Provincial Government, the Islamic Spiritual Development Agency Communication Forum (Fokkus Babinrohis) faces various complex challenges. Although the religious development program has been initiated with a collaborative approach, obstacles such as the lack of exemplary bureaucratic officials, the absence of legally binding policies, and the low active participation of ASN in religious activities, become obstacles in creating synergistic and effective communication. In addition, differences in educational background, religious understanding, and individual motivation also affect the success of Fokkus Babinrohis in building a comprehensive religious atmosphere. Therefore, it is

important to identify and unravel these obstacles so that the coaching strategy can be more targeted and sustainable (Alkahfi, 2025; Fajar et al., 2024).

The results of the interview with Mr. Zulkarnain Nasution as the Head of the Religious Section of the Regional Secretariat of North Sumatra Province explained that; (Zulkarnain Nasution, 2025)

"One of the main obstacles in building effective communication synergy is the internal conflict within the Fokkus management itself. This conflict arises because of a shift in the spirit of the management, where some administrators are involved not because of the call of da'wah, but because of personal considerations or structural closeness. This causes disharmony of vision, weak coordination, and low commitment in running religious programs. This condition certainly greatly hampers the process of instilling religious values to ASN. In addition, limited communication across the agency's Babinrohis Unit is also a challenge. As a solution, he emphasized the importance of evaluating and restructuring the management so that the administrators involved really understand the spirit of da'wah and have spiritual integrity. In addition, continuous guidance is needed for the management, increasing the frequency of friendship to agencies, and emphasizing the importance of the role of rohis as an extension of ASN development in each work unit. With solid management and well-developed communication, religious values will be more easily internalized in ASN behavior."

Based on the results of the interview above, it can be concluded that the main obstacle in building effective communication synergy in instilling religious values in ASN is the internal conflict in management. This conflict is caused by a mismatch between the initial spirit of da'wah and the motivation of some administrators who are more driven by personal interests or structural relationships, thus triggering vision disharmony, weak coordination, and low commitment. In addition, communication across agencies that has not been optimized is also an obstacle. As a solution, he emphasized the importance of a thorough evaluation, a reshuffle of the management structure, and continuous coaching that instills the spirit of da'wah and spiritual integrity. It is also necessary to increase the frequency of hospitality to agencies and strengthen the role of the rohis unit as the spearhead of ASN development in each work unit. Based on the results of the interview above, the obstacles and solutions include;

Obstacles: a). Internal conflict in the management of Fokkus Babinrohis, b). Weak coordination between administrators. c). Low commitment in implementing religious programs. d). Limited communication across agencies. Solutions: a). Evaluate and restructure the management. b). Selecting administrators who have spiritual integrity. c). Carry out continuous coaching of the management. d). Increase friendship and coordination between agencies. e). Strengthening the role of the Rohis unit in each agency (Widodo & Al Muchtar, 2020).

The results of the interview with Mr. Hendra Dermawan Siregar as Acting Head of the People's Welfare Bureau of the North Sumatra Provincial Secretariat explained that; (Hendra Dermawan Siregar, 2025).

"The main obstacle faced by the Forum for Communication and Consultation of Islamic Spiritual Guidance Bodies (Fokkus Babinrohis) in instilling religious values to ASN is the limited reach of activities to all ASN due to the lack of facilities, budget, and venue capacity. He emphasized the importance of synergy between Fokkus Babinrohis and agency leaders to send participants who have influence in the work environment to be able to transfer religious values and become role models. In addition, the synergy has not been optimally established with the rohis unit in each agency because there has been no intense and systematic communication. Coordination so far is only limited to continuous reporting without further guidance. Therefore, he hopes that Fokkus Babinrohis will strengthen its role as a gathering forum that actively coordinates with rohis units in each agency. In its capacity as a steering board, the Kesra Bureau encourages the formation of rohis units in agencies that do not yet have them and optimizes the role of existing rohis in ASN religious guidance".

Based on the results of the interviews above, it can be concluded that the main obstacles faced by the Communication and Consultation Forum of the Islamic Spiritual Guidance Agency (Fokkus Babinrohis) of North Sumatra Province in building effective communication synergy to instill religious values in ASN lie in three important aspects: limited reach of activities due to facilities and budget, less than optimal synergy with the rohis unit in each agency, and constraints on scheduling activities that depend on regional leaders. In addition, the lack of internalization of religious values is also influenced by the fact that there are still ASNs who consider spiritual activities as a formality. To overcome these obstacles,

it is necessary to strengthen communication and coordination across agencies, establish and empower spirituality units in each institution, a more contextual approach to coaching, and efforts to make every religious activity an integral part in shaping the character of religious and integrity ASN (Mudore et al., 2025; Rahmawati et al., 2025).

The success of Fokkus Babinrohis in building effective communication synergy depends on its ability to overcome various internal and external obstacles. Starting from management conflicts that disrupt organizational solidity, limited reach of activities, to technical constraints such as scheduling that depends on the leadership, all need to be handled with a planned and sustainable strategy. Strengthening the spirit of da'wah, restructuring the management, improving the quality of communication across agencies, and empowering rohis units as agents of guidance at the agency level are important steps that must be taken. By prioritizing a contextual, collaborative, and exemplary-based spiritual approach, Fokkus Babinrohis is expected to be a driving force for the formation of ASN characters who are not only professional, but also religious, noble, and have high integrity in carrying out government duties.

Referring to the theory of Chandra et al., (2023) the results of his research revealed that there are three main factors that influence the synergy of effective communication, namely knowledge and perception, emotions and environment, as well as relationships and social roles. These three factors are relevant in analyzing the obstacles faced by Fokkus Babinrohis in instilling religious values in ASN.

First, from the aspect of knowledge and perception, there are still many ASNs who have the perception that spiritual activities are merely a formality, not an essential spiritual need. This is a major obstacle because negative perceptions will have a direct impact on low active participation.

Second, in emotional and environmental factors, the stressful work atmosphere, bureaucratic routines, and the lack of support from the agency environment for spiritual activities are challenges. A non-conductive work environment can hinder ASN's involvement in religious activities. Third, the factor of relationships and social roles also plays an important role; internal conflicts between Babinrohis Fokkus administrators and weak synergy with rohis units in

each OPD show the lack of a solid social role in uniting the vision and mission of religious development.

Overcoming these obstacles, the strategic solutions taken by Fokkus Babinrohis include increasing ASN's spiritual literacy through a contextual and touching da'wah approach, restructuring a more transparent and solid internal organization, and strengthening communication across agencies to create a supportive work environment for the practice of religious values. This approach is in line with Marcelino's theory that successful communication depends not only on the content of the message, but also on individual perceptions, emotional stability, and social support formed in the work environment (Mudore et al., 2025; Putra et al., 2024).

D. CONCLUSION

The optimization of communication carried out by Fokkus Babinrohis in conveying religious values to ASN of the North Sumatra Provincial Government is strategic, structured, and participatory. Through quite effective vertical coordination, the high enthusiasm and involvement of ASN is an indicator of the success of the communication pattern built. But on the other hand, two-way communication and the dual role of administrators as leaders and members of the bureaucracy have not been fully optimized. This causes Fokkus Babinrohis not to be able to build emotional closeness as a whole and reach all ASNs of the North Sumatra Provincial Government. Nevertheless, the contribution of Fokkus Babinrohis programs and activities in instilling religious values in ASN behavior has proven significant. Through spiritual approaches such as recitation and dakwah safaris, Fokkus Babinrohis has succeeded in deeply touching the moral aspects of ASN. These programs foster awareness that ASN's duties are a mandate that must be carried out with integrity and responsibility. Positive changes can be seen in increased discipline, more humane services, and a religious work culture. Although there are still challenges, optimizing the role of Fokkus Babinrohis remains an important strategy in building a professional and moral ASN character.

The main obstacles faced by Fokkus Babinrohis in building effective communication synergy in instilling religious values in the behavior of ASN of the North Sumatra Provincial Government include internal conflicts in management,

weak coordination, limited facilities and budgets, dependence on the schedule on the leadership, and the less than optimal role of the rohis unit in the agency making it difficult to reach all ASNs within the North Sumatra Province. In addition, the low awareness of ASNs who think that religious activities are only ceremonial in nature is also an obstacle in the process of internalizing religious values. To overcome these obstacles, evaluation and restructuring of management, continuous coaching that instills the spirit of da'wah and spiritual integrity, increased coordination across agencies, strengthening the role of the rohis unit as the spearhead of coaching in each agency, and a coaching approach that is more contextual and touches aspects of ASN's overall attitude and awareness are needed. These efforts are key to the success of Fokkus Babinrohis in realizing ASNs who are religious, moral, and have high integrity.

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