Organizational Communication Effectiveness in Islamic Educational Institutions

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	ABSTRACT The importance of communication within organizations is expected to contribute to creating a conducive environment. This study is a literature review analyzing theories and studies from academic works such as books, journals, and proceedings. The research findings indicate that effective communication in educational institutions needs to take steps such as: 1) transparency, 2) communication media, and 3) communication skills. The basic principles of effective communication include openness, consistency, etiquette, contextual appropriateness, and empowerment, while some inhibiting factors include information filtering, selective perception, emotions, and language differences. The implication of the article is the necessity for active efforts in creating an environment that supports effective communication in educational institutions.
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INTRODUCTION

Organization and communication are two inseparable elements, interrelated with each other. An organization is a group that can be controlled with skills, while communication is the tool to convey the goals of that organization. It is important for school principals or madrasah leaders as the highest leaders to pay attention to both aspects so that as leaders, they can lead Islamic educational institutions towards excellence (Muhammad & Fadhli, 2013; Wijaya, 2017). The success of an educational institution is greatly influenced by good management and organization, as well as the communication skills of every stakeholder in carrying out their duties. These abilities are not only important in the context of education but also in various aspects within Islamic educational institutions. Every day, individuals use communication and organization in their activities. Therefore, success in daily activities also heavily relies on communication and organizational skills (Ritonga, 2020; Siregar & Zaki, 2022).

As it is known, organizational communication is the exchange of information, ideas, and views among individuals within an organization with the aim of achieving mutual understanding, coordinating actions, and effectively reaching organizational goals. This involves the use of various communication channels, such as oral, written, and non-verbal, while considering the organizational context and existing culture. It focuses on how messages are sent, received, and understood within the organizational environment, as well as how this communication affects organizational performance and the dynamics of relationships among individuals within it (Siregar & Zaki, 2022).

Humans are dynamic beings within their social environment. To thrive, humans engage in interactions with others. Good relationships stem from good communication as well. (Mesiono, 2015; Muhammad Rifa'i, 2019). Driving an organization is a crucial part of its activities. No matter how good and comprehensive the facilities, infrastructure, and organizational resources (man, money, material, machine, and method) are, if organizational leaders cannot mobilize their followers, all of it will be meaningless. There are several aspects that leaders must pay attention to and utilize in order to successfully drive the organization towards achieving its goals, and one of them is communication.

Creating effective communication for leaders is an essential skill because planning, organizing, and controlling functions can only proceed through communication activities. Communication is also a crucial factor in motivating employees to achieve organizational goals. This is evidenced by the fact that more than 70% of a leader's (manager's) time is spent communicating with the people involved in their task coordination (Mulyono, 2010; Wahyudi, 2010).

Thus, by creating effective communication within the organization, it is hoped that it can contribute to creating a conducive environment. This research is based on the significance of effective communication in an organization.

RESEARCH METHODE

This research uses library research, Below is an explanation of the procedure for conducting a literature review:

- Identifying the Research Topic: The first step is to clearly define the research topic or question that you want to explore in the literature review.
- Search Strategy: Develop a systematic search strategy to identify relevant literature. This may involve searching electronic databases, academic journals, books, conference proceedings, and other sources using specific keywords and search terms related to your topic.
- Screening and Selection: Screen the search results to identify relevant articles, books, or other sources. Evaluate each source based on its relevance

to your research question and its quality. Exclude sources that are not directly related to your topic or are of low quality.

- Data Extraction: Extract relevant information from the selected sources. This may include key findings, theories, methodologies, and other relevant data that address your research question.

- Synthesis and Analysis: Analyze the extracted data to identify themes, patterns, and relationships among the literature. Synthesize the findings from different sources to develop a comprehensive understanding of the topic.

- Critical Evaluation: Critically evaluate the strengths and weaknesses of the literature. Assess the credibility, reliability, and validity of the sources, as well as any biases or limitations that may affect the findings.

- Writing the Literature Review: Organize and write the literature review following a clear structure, such as an introduction, main body, and conclusion. Summarize the key findings and insights from the literature, and discuss their implications for your research topic.

- Citation and Referencing: Properly cite and reference all the sources used in the literature review following the appropriate citation style (e.g., APA, MLA, Chicago). Ensure that you provide accurate and complete bibliographic information for each source.

- Revision and Editing: Review and revise the literature review to ensure clarity, coherence, and logical flow of ideas. Edit the document for grammar, punctuation, and formatting errors.

- Finalization: Finalize the literature review and incorporate any feedback or suggestions from peers, mentors, or reviewers. Ensure that the literature review contributes meaningfully to the understanding of the research topic and provides valuable insights for future studies.

RESULT AND DISCUSSION
Efforts to Create Effective Communication in Educational Institutions

Effective communication for leaders is an essential skill because planning, organizing, and controlling functions can only proceed through communication activities. Communication for leaders is an important aspect of work as part of organizational functions. Common issues become serious when instructions are misunderstood; constructive jokes within workgroups ignite anger instead; or informal conversations by leaders result in distortion (deviation) ((K. Khairani et al., 2024).

In terminology, effectiveness means demonstrating the level of achievement of a goal; an effort is said to be effective if it achieves its goal. In

other words, something is considered effective if the process of the activity is short, requires minimal energy, is cost-effective, but the results are in line with the target. Effective communication is communication that influences the recipient (communicator). Influence can occur in the form of attitude changes, knowledge acquisition, and behavior. These three elements greatly influence the efforts of leaders (managers) to mobilize their followers within an organization. All changes resulting from this effective communication process will ultimately lead to an improvement in the performance of the employees involved, and ultimately, an improvement in the overall performance of the organization (Nasukah et al., 2020).

In communication, there must be an assurance that information and thoughts will flow freely in all necessary directions, whether downwards, upwards, or sideways. A specific or multiple formal communication channels to and from each individual or member are necessary. These channels should be understood by every member. Communication should be made as short and direct as possible. All members should act as sources of communication as well as receivers (I. Khairani et al., 2018). The goal of an organization or institution can be achieved optimally when its communication process runs smoothly without any obstacles. However, if obstacles arise, communicators and recipients must carefully address the issues causing the barriers so that the communication process can proceed ((K. Khairani et al., 2024; Ritonga, 2020).

Communication is the process of conveying information between individuals, and therefore, each individual is expected to have the necessary skills and abilities for effective communication. Feedback is crucial in communication; it provides information about the recipient's success in understanding the message conveyed by the source, serving as a control for the communicator's effectiveness and a guide for future actions. Thus, the measure of communication effectiveness lies in feedback, which involves responding to the communicator (Khoiruddin, 2013).

If leaders want to know the behavior of their subordinates after receiving information or instructions from them, feedback needs to be provided. An effective feedback mechanism begins with the willingness of superiors to accept all suggestions, criticisms, inputs, proposals, demands, recommendations, and the like from subordinates. Once this willingness exists, feedback will naturally occur. Every piece of information in the form of orders, instructions, or decisions from leaders will prompt subordinates to provide input as feedback.

The willingness of superiors to create feedback includes their willingness to consider input from subordinates. If the feedback mechanism is provided but every input from subordinates is ignored or accepted without further action, then

the feedback loop will become ineffective. An atmosphere that recognizes subordinates as individuals who can play a role and are a valuable asset to the leader needs to be created to ensure that feedback truly serves as an effective tool.

Building effective communication in educational institutions is key to enhancing performance and achieving desired educational goals. Here are some steps that can be taken to create effective communication in educational institutions:

1. Foster Openness: It is important to create an environment where all parties feel comfortable sharing their ideas, concerns, and suggestions without fear of judgment or neglect.
2. Utilize Various Communication Channels: Make use of different communication channels such as regular meetings, emails, notice boards, and online platforms to ensure information can be conveyed quickly and accurately to all relevant parties.
3. Socialize Goals and Vision: Ensure all staff members, students, and parents understand the goals and vision of the educational institution. This helps create alignment in efforts to achieve common goals.
4. Encourage External Communication: Build strong relationships with the local community, non-profit organizations, and other educational institutions to share resources, experiences, and useful information.
5. Train Communication Skills: Provide training to staff and students on effective communication skills, including active listening, providing constructive feedback, and handling conflicts productively.
6. Evaluate and Review: Regularly evaluate the effectiveness of communication in the educational institution and implement improvements based on feedback from all relevant parties.
7. Foster a Collaborative Culture: Encourage a work culture that values collaboration, team support, and the exchange of ideas among all members of the educational institution.

By prioritizing effective communication, educational institutions can strengthen internal and external relationships, enhance performance, and create a better learning environment for all involved.

Basic Principles of Effective Communication in Islamic Educational Institutions

The success of effective communication in educational institutions is rooted in five basic principles or laws of effective communication (The Five Inevitable Laws of Effective Communication) which include Respect, Empathy, Audible, Clarity, and Humble, abbreviated as REACH, meaning to embrace or reach out (Asriadi, 2020).

1. Law of Respect: This involves an attitude of respect and appreciation towards the interlocutor. With this attitude, we learn to prioritize the interests of others. With the information conveyed, we strive to understand others and maintain the attitude that we indeed need that information. If this is established, cooperation resulting in synergy will enhance the quality of human relationships.

2. Law of Empathy: This is the ability to put oneself in the situation or condition faced by others. In this regard, we strive to understand someone's attitude and participate in the condition experienced by that person, so that emotional connections will be easier to establish.

Typically, people prefer to communicate with those who can make them feel comfortable. Comfort here refers more to someone's attention and understanding in understanding the attitudes of others (Wisman, 2017).

1. Law of Audibility: This means being able to be heard or understood well. The key to implementing this law in delivering a message is: (1) Make the message easy to understand, (2) Focus on important information, (3) Use illustrations to clarify the content of the message, (4) Pay attention to existing facilities and the surrounding environment, (5) Anticipate possible problems that may arise, (6) Always prepare a plan or backup message.

2. Law of Clarity: This refers to the clarity of the message conveyed. Essentially, it involves setting clear goals for a message and not conveying messages that can lead to different interpretations or various interpretations. Clarity of the message requires the use of symbols or signals, good language, emphasis on words, and familiar terms. When delivering a message, it is important to make it clear, precise, convincing, and as engaging as possible, so that the impression of the message can last long.

3. Law of Humility: This is an attitude of humility. The humble attitude displayed does not diminish credibility in the eyes of the communicator, but rather, it earns more respect and automatically facilitates tasks. This attitude also means not being arrogant because with humility, one will be more appreciated.

The basic principles of effective communication in Islamic educational institutions include (K. Khairani et al., 2024) :

1. Openness and Transparency: Upholding the value of openness in communication among all stakeholders, including teachers, students, parents, and administrative staff. Transparency in policies, procedures, and decisions is essential for building trust and involvement.

2. Consistency: Communicating messages consistently to minimize confusion and ambiguity. This includes consistency in conveying Islamic values, school rules, and other important information.

3. Courtesy and Etiquette: Ensuring that communication is conducted with politeness and respect, in line with Islamic values of morality and etiquette. This includes the use of polite language, active listening, and respect for others' opinions.

4. Exemplarity: School leadership and staff should set a good example in their communication, practicing Islamic values in every interaction with others.

5. Inclusivity: Encouraging active participation from all stakeholders, including students, parents, teachers, and staff, in the communication process. This creates a greater sense of ownership and involvement in school decisions and activities.

6. Contextual Appropriateness: Understanding the cultural and religious context in communication in the Islamic education environment. Messages and communication methods should be adapted to the values and beliefs held by the Islamic community.

7. Empowerment: Empowering students and staff to communicate effectively, both in conveying their ideas and aspirations and in resolving conflicts peacefully and productively.

Based on the above description, effective communication requires an individual's ability to convey messages, analyze, and be responsive to the existing situations and conditions. Effective communication demands sensitivity to situations and conditions, and many organizational failures are indeed associated with poor communication. The most challenging issue in communication is how to grab the attention of listeners to ensure that they are listening.

Effective communication requires eye contact, facial expressions, body posture, and external physical appearance. By applying these principles, Islamic educational institutions can build an environment that is supportive, inclusive, and based on Islamic values in all aspects of their communication.

Discussion

The importance of effective communication in the context of educational institutions, particularly Islamic educational institutions, is highly relevant and crucial. Effective communication is not only required by leaders in planning, organizing, and controlling activities within educational institutions, but it also serves as the primary foundation for fostering harmonious relationships among all stakeholders, including teachers, students, parents, and administrative staff.

Without effective communication, educational institutions may encounter various issues, ranging from misunderstandings, internal conflicts, to information distortion that can undermine collective interests.

The article mentions that effective communication is communication that influences the message recipients, whether in the form of attitude, knowledge, or behavior changes. Effective communication in educational institutions will have positive impacts, such as enhancing employee performance and overall organizational effectiveness.

Several basic principles of effective communication in Islamic educational institutions are also outlined in the article, including openness, consistency, courtesy and ethics, exemplarity, inclusivity, contextual appropriateness, and empowerment. Effective communication requires the ability to convey messages clearly, while considering body language, facial expressions, and cultural and religious contexts.

However, in the context of Islamic educational institutions, there are several communication barriers that need to be addressed, such as information filtering, selective perception, information overload, emotions, language differences, and communication difficulties. These factors can impede the flow of information and affect communication effectiveness within educational institutions.

In order to create effective communication in educational institutions, the article also provides several steps that can be taken, such as fostering openness, utilizing various communication channels, socializing goals and visions, encouraging external communication, training communication skills, conducting evaluations and reviews, and building a collaborative culture. The importance of effective communication in Islamic educational institutions and providing an understanding of the basic principles, communication barriers, and steps to create effective communication within educational institutions are emphasized.

CONCLUSION

Effective communication is crucial in educational institutions, including Islamic educational institutions. Effective communication impacts various aspects, including the improvement of individual performance and overall organizational performance. The basic principles of effective communication include openness, consistency, etiquette, contextual appropriateness, and empowerment, while some inhibiting factors include information filtering, selective perception, emotions, and language differences. The implication of the article is the need for active efforts to create an environment that supports effective communication in educational institutions. This includes communication skills training, building a collaborative culture, utilizing various

communication channels, and increasing awareness of factors that can hinder communication. Thus, educational institutions can achieve desired educational goals and enhance the quality of teaching and learning.

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