Exploring Communication Dynamics in Organizational Leadership and Work Behavior: A Case Study of SEMA FITK UIN Sunan Kalijaga

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Article Info	Abstract
	Purpose – This study aims to delve into the intricate relationship between communication, leadership, and work behavior within the Faculty of Tarbiyah and Teacher Training (FITK) at UIN Sunan Kalijaga, focusing on the Student Executive Board (SEMA). **Design/methods/approach –** Employing a qualitative descriptive research design, the study utilized primary data from interviews with key SEMA figures and observational techniques, supplemented by extensive library research for secondary data. This approach facilitated a comprehensive understanding of the communication dynamics within SEMA FITK. **Findings –** The research revealed that effective communication is pivotal in guiding, motivating, and enhancing organizational performance and human resource management. Leadership within the organizational culture, communication patterns, and their interconnectedness with work behavior emerged as key factors influencing organizational success. **Research implications/limitations –** The findings contribute to existing literature on organizational communication, leadership, and work behavior. However, the study is limited by its specific focus and reliance on secondary data. Future research should include diverse organizational types and investigate digital communication tools. **Practical implications –** The study highlights the importance of integrating effective communication strategies in organizational management and human resource practices to foster a positive culture and enhance performance. **Originality/value –** This research underscores the critical role of communication in organizational contexts, illustrating its complex interplay with leadership and work behavior. It provides valuable insights for both theoretical and practical applications in organizational management.

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Introduction

The essence of organizational communication, as a pivotal element within the framework of organizational functionality, cannot be overstated (Puspitasari & Bayu.P.D., 2022). This topic holds paramount importance globally and within specific disciplines, addressing the critical need for effective message transmission and exchange within organizations. Its significance is rooted in the necessity for stable operational flow and the avoidance of misunderstandings among members, which are crucial for organizational comfort and performance. Organizational communication, therefore, emerges not only as a facilitator of information dissemination but also as a cornerstone for organizational stability and member satisfaction.

Previous studies have extensively explored the various facets of organizational communication.Puspitasari & Bayu.P.D. (2022) emphasizes the impact of oral, non-verbal, and written communication on organizational dynamics. Similarly, Muslih (2020) reinforce the critical role of communication in influencing organizational longevity and individual motivation. These studies collectively highlight the profound effect of communication modes on the organizational ecosystem, underlining its indispensability for effective functioning.

The strategic aspect of communication within organizations has been a focal point in recent research. Januar (2021); Zahara (2018) focus on the role of leadership communication in achieving organizational goals. Perkasa & Rafinita (2023) dan Zamzami & Wili (2021), delve into the necessity for apt communication strategies in the digital era, emphasizing the role of two-way communication in unforeseen organizational challenges. Fauzan Ahmad Siregar and Siregar. F.A & Lailatul (2021) further expound on communication's preventive and repressive roles in conflict management within organizations.

The literature presents an array of studies discussing the urgency, impacts, benefits, and strategies of communication in organizations, employing diverse research methodologies. Studies in information technology and communication, particularly in the education sector, have been explored by scholars like Rojas de la Puente & Ayay (2021), highlighting the intersection of communication with technological advancements. Similarly, Salvador et al. (2015) have contributed to understanding the role of communication technologies in remote educational settings and nursing education, respectively.

Despite the extensive research in this field, a gap exists in comprehensively understanding the interplay between communication, leadership, and work behavior within organizations. This study aims to bridge this gap by investigating leadership within organizational culture, communication patterns within an organization, and the relationship between communication, leadership, and work behavior (Puspitasari & Bayu.P.D., 2022). By exploring these dimensions, the study intends to offer new insights into the dynamics of organizational communication and its multifaceted impact.

Previous works, while extensive, have certain limitations. They often focus on specific aspects of organizational communication, leaving the broader relationship between communication, leadership, and work behavior less explored. Moreover, there is a scarcity of literature that integrates these concepts in the context of emerging digital communication trends and their impact on organizational dynamics. This study aims to fill these gaps by providing a holistic understanding of how communication strategies and leadership styles influence organizational behavior and performance.

The focus of this study is to elucidate the intricate relationship between communication, leadership, and work behavior in organizations. It aims to unravel how leadership styles and communication patterns influence the overall work culture and efficiency of organizations. The study's potential contributions are significant, as it will provide a deeper understanding of effective communication strategies in leadership and their impact on work behavior, thereby offering valuable insights for organizational development and management.

Methods

The study employed a qualitative descriptive research design, focusing on understanding the phenomena experienced by the subjects through detailed descriptions in words and language, as outlined by (Creswell, 2014). This approach was particularly pertinent in exploring the urgency of communication within the Student Executive Board (SEMA) of the Faculty of Tarbiyah and Teacher Training (FITK) at UIN Sunan Kalijaga. Primary data was obtained through interviews with several key informants, the Chair of SEMA and three other commission chairs. These interviews provide important insights into organizational communication strategies and challenges. Observation and discussion techniques were also used to collect comprehensive primary data.

Secondary data were collected via extensive library research, utilizing academic platforms such as Google Scholar. This process involved selecting and analyzing literature pertinent to the study's theme, thus complementing the primary data and broadening the understanding of the communication dynamics within SEMA FITK. To ensure the study's reliability and validity, the research employed structured yet flexible interviews, allowing for in-depth data collection. The selection of secondary data sources was based on academic credibility, ensuring reliability and validity. The analysis phase involved a systematic review and thematic analysis of both primary and secondary data, focusing on identifying patterns and themes relevant to the study's objectives. This methodological approach facilitated a comprehensive understanding of the communication dynamics within SEMA FITK UIN Sunan Kalijaga.

Results

1. *Leadership within Organizational Culture*

Communication in organizational management is crucial, serving as a tool for guiding, motivating, monitoring, and evaluating processes. Communication functions and benefits vary depending on the condition, theme, and participants involved in the communication event. Effective communication is vital for organizations to achieve their goals, ensuring continuous improvement or enhancement in organizational performance and human resources management (Mulyadi dan Rivai, 2009). All organization members must understand the organizational communication process to avoid miscommunications. Communication strategies contribute significantly to overall activities, performance, and the achievement of organizational objectives.

Organizations must foster interactions among their members, with organizational performance being a key measure of success. Human resources remain a central focus and support for organizations, especially in the competitive era of globalization. The increasing demands necessitate well-managed human resource strategies, considering all needs to achieve predetermined organizational goals. Leadership is pivotal in organizations, with leaders playing a strategic role in achieving organizational goals in line with the vision and mission. Siagian (2002) and Suranta (2002) states that leadership involves individuals in specific positions with the ability to influence others' behavior, leading to positive contributions towards organizational objectives. Transformational leadership is particularly effective, motivating members to perform better and elevating task values, thereby positively influencing decision-making and negatively affecting avoidance decision-making styles and dependency. Moreover, authoritarian leadership styles significantly impact loyalty through job satisfaction (Suranta et al., 2009). Organizational leadership also demands sensitivity to the

existing organizational culture, which establishes boundaries, authority, and a sense of identity for its members.

2. *Communication Patterns in Organizations*

Organizational communication naturally involves internal communication among organization members and external communication with outside parties. Communication patterns and organizational performance depend on objectives, management styles, and the organizational climate. Effendy (2009) states that organizational life comprises internal and external communication dimensions. According to one of the commission chairs, internal communication is initiated by approaching each member, leading to well-established communication once familiarity and comfort are achieved. Internal communication is not limited to formal organizational communications, like internal bulletins or notice boards. It encompasses open communications such as meetings, memos, and more.

Internal communication plays a crucial role in spreading information within an organization, where information is a critical aspect. Effective internal communication helps members align their views and the organization's vision and mission. It also fosters relationships between external parties, strengthening the organization. Experts, including Van Riel & Fombrun (2007), describe internal communication as key to building a strong organizational identity, providing a sense of belonging to internal parties. It is essential in resolving inevitable conflicts, where effective communication quickly addresses misunderstandings and straightens out issues.

Internal communication comprises personal and group communication. Personal communication occurs at an individual level, either face-to-face or through media like phone calls, emails, or memos. Group communication involves interactions between different groups or divisions within the organization, often requiring face-to-face contact to avoid misunderstandings. The primary purposes of internal communication include disseminating information and explaining regulations and policies, fostering reciprocal relationships among internal parties, avoiding misunderstandings and resolving conflicts, and serving as a medium for conveying aspirations and desires within the organization.

External communication refers to the indispensable interactions with the public outside the organization. No organization can exist in isolation without collaborating with others, making it crucial to cultivate harmonious relationships with specific public sectors, especially the general community. Communication with external publics should be informative and persuasive, ensuring honesty, precision, and completeness based on factual evidence. Persuasively, communication aims to capture the public's attention, generating interest.

External publics, such as the press, government, educational institutions, and communities, are crucial for an organization's image. Maintaining a positive public perception is essential for strengthening relations with external entities and forming favorable public opinions about the organization. External Public Relations (PR) is vital for managing communication with the public outside the organization. It encompasses not only internal communication but also external interactions, offering a broad understanding of organizational communication (Rahmawati, 2016). However, many organizations overlook the fundamental role of PR, limiting it to mere administrative tasks. In reality, PR's primary role is to create a positive institutional image, requiring active fieldwork and extensive external networking.

In today's reality, where the public expects high quality with minimal expenditure, it becomes crucial for all stakeholders, especially PR, to meet these expectations. Therefore, effective strategies are necessary to foster positive public opinion. The relationship between public opinion and an organization's life is strong, making it imperative to maintain a favorable public perception for the organization's sustainability and quality improvement. External communication aims to build good relationships with external publics, acting as a liaison with

outside parties, creating mutually beneficial collaborations, selecting external communications carefully, and fostering a positive public image and strong external relationships.

3. *Communication, Leadership, and Work Behavior in Organizations*

Communication has been defined by numerous experts as the act of sending and receiving messages distorted by noise, occurring within a specific context, having certain effects, and allowing feedback (Hubeis & et al., 2012). The importance of communication in an organization's success cannot be overstated, as it influences leadership styles and work behavior. Effective communication is crucial for an organization's survival and success. Without it, goals cannot be achieved, and internal cooperation falters. According to Saudari Nazila, communication is foundational for achieving organizational goals, enabling leaders to convey their vision and mission effectively, fostering collaboration and coordination.

Maintaining good communication between leaders and members is essential for effective and efficient communication. Simple language understood by both parties, openness in message delivery, quick responses, active listening, satisfaction surveys, and regular evaluation meetings are key components. These elements help address challenges and obstacles within the organization.

Communication barriers in organizations include indifference, lack of ownership, unclear or insufficient information, limited communication openness, and underutilization of communication tools. According to Pace & Faules (1993), communication in organizations serves as a guide and interpretation of messages between communication units within an organization (Ruliana, 2016).

There are four communication processes in organizations: upward communication (from subordinates to superiors), downward communication (from superiors to subordinates), horizontal communication (among peers within the same unit), and cross (or diagonal) communication (across functional boundaries with individuals who are neither superiors nor subordinates). Each of these communication types plays a vital role in disseminating information, establishing company policies, understanding job rationale, and fostering a sense of ownership and motivation among employees (Hubeis & et al., 2012).

Discussion

The urgency of communication within organizational structures, such as in the Faculty of Tarbiyah and Teacher Training (FITK) at UIN Sunan Kalijaga, has been a focal point of scholarly discussion. Existing literature reveals several studies on the importance, impact, and strategies of communication within organizations. However, there is a notable lack of in-depth exploration regarding the interplay between communication, leadership, and work behavior in organizational contexts. This research seeks to bridge this gap by examining the intertwining of these elements. It aims to illuminate the dynamics of leadership within organizational culture, communication patterns, and their collective influence on work behavior.

The study underscores the pivotal role of communication in guiding, motivating, monitoring, and evaluating organizational processes. Effective communication emerges as a key ingredient for achieving organizational goals and enhancing performance. Leadership styles, particularly transformational and authoritarian, significantly influence organizational culture, member satisfaction, and loyalty. These leadership styles are instrumental in molding communication strategies and their effectiveness within the organization. The findings also emphasize the critical role of both internal and external communication in building relationships, managing conflicts, and ensuring organizational success.

This study's results align with prior research highlighting the impact of communication on organizational effectiveness. Notably, the role of ICT in enhancing organizational competitiveness as identified by Galushkin (2018) and Rojas de la Puente & Ayay (2021) mirrors our findings on effective communication strategies. However, this study extends

beyond the scope of ICT, incorporating broader aspects of communication within organizational contexts. The contrast with studies focused on simulation-based education and arts integration indicates the diverse applications of communication strategies. This comparison underscores the multifaceted nature of communication in various organizational environments.

The findings suggest that effective organizational communication transcends mere information exchange. It plays a crucial role in building relationships, fostering belonging, and resolving conflicts. Internal and external communications are equally important in maintaining smooth operations and enhancing the organization's external image. The study highlights the necessity of a comprehensive approach to communication, integrating both personal and group interactions. It also reveals the importance of adapting communication strategies to suit the organizational culture and individual member needs.

The significance of the study's findings cannot be overstated in the context of modern organizational management and human resource strategies. They demonstrate the critical importance of aligning communication strategies with leadership styles and organizational culture. This alignment is key to enhancing job satisfaction, loyalty, and overall organizational performance. The findings also provide valuable insights for leaders in crafting effective communication strategies that resonate with organizational values and goals. Additionally, these insights contribute to the broader discourse on the role of communication in fostering a positive and productive organizational environment.

While the study offers valuable insights, it is important to approach its findings with caution. The specific context of the study, centered on FITK UIN Sunan Kalijaga, may limit the generalizability of the results to other organizational settings. The dynamic nature of communication in organizations requires ongoing adaptation and evaluation of strategies. Furthermore, the complex interplay between communication, leadership, and work behavior necessitates a nuanced understanding. The findings should be viewed as a contribution to a larger conversation, rather than definitive conclusions. Future research is needed to further explore these relationships in different organizational contexts.

The implications of these findings extend to various facets of organizational management and strategy. They highlight the need for leaders and human resource managers to integrate effective communication strategies into their practices. This integration is crucial for fostering a positive organizational culture, improving performance, and building strong relationships both within and outside the organization. The study adds significantly to the existing literature on the critical role of communication in organizational success and sustainability. It also provides a foundation for future research and practice, emphasizing the need for continuous innovation and adaptation in communication strategies to meet evolving organizational challenges and opportunities.

Conclusion

In this study focusing on the Faculty of Tarbiyah and Teacher Training (FITK) at UIN Sunan Kalijaga, we explored the urgency of communication within organizations, particularly examining its interplay with leadership and work behavior. The primary objectives included understanding leadership within organizational culture, analyzing communication patterns, and examining their relationship with leadership and work behavior. The findings revealed the pivotal role of effective communication in guiding, motivating, and enhancing organizational performance and human resource management. Both internal and external communications were identified as crucial for aligning organizational goals and maintaining positive public perceptions. The study underlines the foundational impact of communication in influencing leadership styles and work behavior, thus contributing significantly to the body of knowledge on organizational success and sustainability. However, the study recognizes its limitations due to its specific focus and reliance on secondary data. Future research is recommended to include diverse organizational types and to investigate the impacts of digital communication

tools in organizational settings. This research reaffirms the criticality of effective communication in organizational contexts, highlighting its complex connections with leadership and work behavior, and providing valuable insights for both theoretical and practical applications in organizational management.

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