



## The Role of Leadership in Building an Effective Communication Culture at Al Hijrah IT Middle School 2

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### ABSTRACT

This research aims to examine how the principal at Al Hijrah IT Middle School 2 develops and manages effective communication by exploring the strategies, approaches, and challenges faced. This study uses qualitative research methods with a descriptive approach. This method presents data as it is, without manipulation. Researchers used an interview guide with pre-arranged questions and explored in-depth information about the informants' experiences, perceptions, and motivations. Researchers also collected documents related to the research, such as field notes, photos, videos, artifacts, and official documents. Qualitative data analysis was conducted continuously during the data collection process. To ensure data validity, researchers used triangulation, a combination of data collection techniques (interviews, observations, and documentation) to obtain more complete and convergent information. This research was conducted at Al Hijrah IT Middle School 2, Kec. Percut Sei Tuan, Kab. Deli Serdang, with the subject being the principal of Al Hijrah IT Middle School 2. The urgency of an effective communication culture in education is crucial as it influences the success of the teaching and learning process. The research findings indicate that the principal of Al Hijrah IT Middle School 2 has implemented various strategies and approaches to strengthen an effective communication culture, significantly contributing to the performance and success of school programs.

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## INTRODUCTION

According to Makawimbang in (Nasution, 2021) leadership is simply the ability a person has to influence other people. This means that leadership is a person's ability to influence other people to follow the wishes of a leader. Leadership is the ability to influence the behavior of other people in certain situations so that they are willing to work together to achieve set goals. According to Overton in (Nasution, 2021) leadership is the ability to obtain

work actions with full trust and cooperation. In carrying out his leadership, a leader has his own styles. Leadership can also take place anywhere. Based on the opinions above, it can be concluded that leadership is the process of influencing individuals or groups of people to do something voluntarily so that the desired goals are achieved. In other words, in the leadership process, it is found that there is a leader function that gives influence, there are followers (members) who receive influence and there is activity and there is a situation in which leadership takes place.

The leadership process contains five elements including: 1) a leader is a person who directs followers, giving birth to performance/activity, 2) followers are people who work under the influence of a leader, 3) context is a situation (formal or informal, social or work, dynamic or static , emergency or routine, complicated or simple according to the relationship of leader and follower, (4) process is the act of leadership, a combination of leading, following, guidance towards achieving goals, exchange, building relationships and (5) results are those that emerge from the relationship of leader, follower and situation (respect, satisfaction and product quality) (Nasution, 2021).

The principal, as the head of an educational institution, has the task of implementing and supervising school activities by setting goals, maintaining discipline and evaluating the learning achieved. At this time, school principals are encouraged to become leaders who make it easier for school personnel by building cooperation, creating work networks and managing all school components with good communication (Nasution, 2021).

Effective communication is communication that is able to produce changes in attitudes in people that are visible in the communication. The aim of effective communication according to Suprpto in (Mahadi, 2021) is to make it easier to understand the message conveyed between the giver and recipient so that the language is clearer, more complete, delivery and feedback are balanced, and practice using non-verbal language well. Effective communication is communication that occurs if a message sent by the communicator to the recipient of the message (communicant) can be received well or is the same as the message intended by the sender of the message, so that there is no misperception.

Leaders can carry out their leadership effectively if they communicate effectively, because if communication is effective, the implementation of the tasks delegated to subordinates will be carried out well, because they understand what they are told to do. The principal completes everything and communicates it with other educators, education personnel, staff (Jaharuddin et al., 2023).

Besides Therefore, in realizing effective educational communication in learning, teachers are required to play a role and be responsible so that teachers are required to have good communication skills in order to produce an effective learning process. Educators need to be aware of this, namely that in carrying out teaching and learning activities, they are actually carrying out communication activities. Therefore, teachers need to always choose and use words that are appropriate to their students experiences, so that they can understand them well.

According to (Murtiningsih et al., 2019) There is a strong correlation between effective communication in the world of education and the implementation of organizational culture in schools. In a study conducted at secondary level schools in Indonesia, in general two-way communication can be implemented effectively in schools when students and teachers have internalized organizational culture in all their actions both inside and outside the school.

Communication effective very important in success organizations, including institutions education like Al Hijrah IT Middle School 2. Head school own role central in direct communication between teachers and staff, which becomes key smooth running of educational programs And achievement objective learning. Challenge in build effective communication in the environment school covers various background back, pattern thoughts, habits, and attitude you have by teachers and staff. By because those, steps concrete from head school in strengthen culture communication at school become important For identified.

This research aims to investigate how principals at Al Hijrah IT Middle School 2 develop and manage efficient communication by exploring the strategies, approaches and challenges they face. In conducting in-depth interviews with school principals, this research seeks to understand how communication is used as a means to handle conflict, overcome obstacles, and ensure that all team members understand the messages conveyed well. This research will also assess the role of school principals in creating an inclusive and supportive communication environment, as well as measuring the effectiveness of the communication strategies that have been implemented.

## **RESEARCH METHODE**

This research was conducted using qualitative research methods with a descriptive approach. Descriptive qualitative research is a type of research that displays data as it is without any manipulation process. According to (Creswell & Creswell, 2018) Descriptive qualitative research is a research approach that

reveals certain social situations by describing reality correctly, formed by words based on data collection techniques and analysis of relevant data obtained from natural situations. This research was carried out at Al Hijrah IT Middle School 2, Kec. Percut Sei Tuan Kab. Deli Serdang. The subject of this research is the Principal of Al Hijrah IT Middle School 2. Data collection in this research was carried out using interview, observation and documentation techniques. Data analysis in this research was carried out by data reduction, data presentation, data verification and drawing conclusions.

## RESULT AND DISCUSSION

This research explores the concrete steps taken by the principal of SMP IT Al Hijrah to strengthen a culture of effective communication in the school environment. Through in-depth interviews with school principals, it was found that syuro forums or meetings were the main platform for clearing up misunderstandings and resolving communication problems. A personal approach is also used to address individual errors directly. Conflicts and communication barriers are resolved through personal calls and discussions in meetings, reflecting the importance of open and transparent communication.

Diversity in the mindset, habits and attitudes of teachers must be aligned with school culture, where each member is expected to instill school values before conveying them to students. To ensure messages and orders are understood by all teachers and staff, information is conveyed via posters, meeting minutes and WhatsApp groups. This approach helps reduce miscommunication and ensures that all team members have equal access to important information. The success of a communication culture is measured through the achievement of planned programs, with options ready to be implemented if the initial strategy is less effective.

The principal plays a huge role in ensuring the impact of an effective communication culture on the overall performance of the team. If there are deficiencies in the reception of instructions or information, corrective action is taken, including training and coaching for teachers who need improved communication skills. Communication is carried out regularly through shuro, limited meetings, general meetings, and WhatsApp groups, as well as personal calls for special coaching. This approach shows that communication is carried out regularly and through various channels to ensure messages can be received and well understood by all team members.

Miscommunication is handled through direct communication and discussion in meetings. If the conflict cannot be resolved through direct communication, a meeting is held with a theme related to the problem, showing

that the school is trying to resolve the problem collectively and transparently. Staff who rarely speak out are encouraged to contribute more actively with advice and support so that they are more confident in expressing their opinions. A personal approach is taken to understand the reasons behind their reluctance to speak, creating an inclusive and supportive communication environment.

A culture of effective communication is considered critical to the success of the program and the achievement of school goals. Misperceptions can hinder program implementation and have a negative impact on achieving school goals. Therefore, the school strives to ensure that communication is carried out in a clear and effective manner, so that all team members can work well together. This research shows that the principal of Al Hijrah IT Middle School 2 has implemented various strategies and approaches to strengthen an effective communication culture, contributing significantly to the performance and success of school programs. It is recommended that schools continue to develop communication training for teachers and staff and facilitate more open and participatory discussion forums.

#### **Role Head School as Leader in Build Culture Communication Effective**

In leadership in a institution education head school hold role important For reach success goals institution. Head school must capable control medium institution led by him toward achievement goals Institution the a Head School must responsive with all form change and future oriented so that you can adapt with Good in the era of globalization like day This. For realize matter the head school need build healthy communication within The institution in matter This is The school he leads. Because with exists communication so functions management in Institution the will can executed like exists activity planning, organizing, implementing and activity supervision. Its creation effective communication wrong the only one can indicated with creation good interpersonal relationships and positive.

Because communication effective head school will can improve and grow motivation as well as teacher performance in particular And all stakeholders collectively general. According to Teri Kwai Gamble & Michael Gamble there is a number of absolute skill must owned by a Head School For can become effective communicator namely : (a) One communicator must capable moreover formerly recognize Who himself, (b) A person communicator must capable see How to what, why And to who will do communication, (c) One communicator must capable value exists diversity social culture , media and technology always possible development will influence the communication process, (d) One communicator must Ready become a good listener for furthermore processing and send information, (e) One communicator also

must have sensitivity catch non-verbal messages received during the communication process, (f) One communicator must be capable of knowing that method of speaking (language) very much influences communication, (g) One communicator must be able to develop good relationships in building inter and intra personal communication, (h) One communicator must understand that feeling and emotion can give great influence in activity communication, (i) One communicator must understand that attitude and exemplarity will give influence in taking decisions, leadership and building a solid group, (j) One communicator must be capable of handling and overcoming contention without emotion, (k) One communicator must understand that sense of trust, value and attitude can give influence to messages communicated, (l) A person as a communicator must own a strong desire to utilize knowledge, potential and his perception in activity communication (Fatimah, Djailani, 2015).

Based on expert views, it can be concluded that the role of a Head of School is very determinant in the organization of a school. As a leader in decision making and policy, a Head of School must become a wise person in communication so that various types of problems can be handled quickly and appropriately. A Head of School with art and style in his leadership must be able to grow and develop as well as look after the conducive atmosphere, motivation, good cooperation and high responsibility in the organization where you go to school. One of the reflections that exist is a healthy and full communication climate and openness.

### **Programs and Strategy of a Head of School in Building and Strengthening Effective Communication**

Effective communication is the key for school principals in carrying out their leadership well. With effective communication, the implementation of tasks given to subordinates will run smoothly because they clearly understand what they have been ordered to do. The principal is also responsible for completing various things and communicating them with people in the educational environment such as educators, education staff and staff.

Principals play an important role in strengthening a culture of effective communication in schools. This can be done through communication workshops, creating an open environment, utilizing communication technology, and providing regular feedback and evaluation. With a commitment to open communication, madrasah heads help build a harmonious and successful work culture in madrasahs.

The madrasah head's communication strategy really supports the achievement of organizational goals. Exemplary and persuasive leadership guides teachers, increases work motivation, and strengthens solidarity. The

principal too It is necessary to build two-way communication, especially face-to-face with teachers, because this has an impact on their activeness in carrying out their duties (Istighfara & Zaki, 2022).

According to Suyatno, necessary things done For create strategy communication organization, including: 1) Recognize characteristics communication, 2) Determine goal, 3) Doing principle base communication, 4) Having attitude, attention , and action, 5) Communicate with good, 6) Open and professional, 7) Structured And enthusiastic, 8) Involving member, 9) Change atmosphere communication, 10) Supervision and evaluation (Jaya, 2021).

### **Conflict and Obstacle in Effort Build Culture Effective Communication**

According to Sugandha, communication culture is a relationship between a group of individuals who work together to achieve common goals in a structured and effective manner. Effective communication will not be disrupted by obstacles that can damage the communication process. Communication barriers can be anything that interferes with understanding the message and prevents the recipient of the message from receiving information properly (Gori & Agung, n.d.).

The environment in an educational institution has an important role in shaping the communication culture within it. Communication is considered a key factor that influences the achievement of the goals of an educational institution or organization. Therefore, communication barriers can have an impact on the implementation of the vision and mission of an institution or organization, because the process of communication, organizing and disseminating information will be hampered if these obstacles exist. A less conducive environment can become an obstacle and affect the smooth communication in an educational institution.

The obstacles to building a culture of communication are:

#### **1. Technical Barriers**

Limited communication facilities and equipment. From a technological perspective, it is increasingly decreasing with new discoveries in the field of advances in communication and information technology, so that communication channels can be reliable and efficient as a medium for building a communication culture. Types of technical barriers to communication culture: a) Lack of clear work plans or procedures, b) Lack of information or explanation, c) Lack of reading skills, d) Inappropriate selection of media.

## 2. Semantic Barriers

Semantic interference is an obstacle in communication because there is often a misinterpretation of the meaning of words. To avoid miscommunication, communicators need to choose words appropriately according to the characteristics of their audience. This is important in building a culture of effective communication among fellow educators and education staff, considering that miscommunication often occurs due to differences in understanding of the information conveyed and received.

## 3. Humane Barriers

Barriers to communication can be caused by factors such as emotions, personal prejudices, different perceptions, varying listening skills, differences in status, and different processing and filtering of information. From individual human differences, such as differences in perception, age, emotional conditions, listening skills, social status, and ways of processing information, b) Barriers that arise from climate psychology in organizations, where the work atmosphere can influence the attitudes and behavior of staff, teaching staff, or education, as well as the overall effectiveness of communication.

### **Efforts and Ways to Overcome Challenges**

Regardless of the various kinds of obstacles that exist, there is a need for a response as an effort to overcome obstacles to building a culture of communication, namely overcoming communication barriers within an institution or organization. There are several solutions that can be offered to overcome obstacles that arise in the organizational communication process, including:

#### 1. Interpersonal Relationships

Creating harmonious relationships with other people at a personal level, whether between peers, fellow staff, or with superiors, is called interpersonal relationships. Several steps that can be taken to create effective communication in an organization include: a) Maintaining close personal contact without creating hostile feelings, b) Establishing and affirming our identity in relationships with other people without excessively reinforcing differences of opinion, c) Conveying information to others without causing confusion, misunderstanding, or intentional change, d) Engaging in problem solving openly without hindering the process, e) Helping others develop effective personal and interpersonal relationship styles, f) Taking part in informal social interactions without entangled in conflict.



## 2. Positional Relationships

Positional relationships in an organization are influenced by functional structure and tasks. According to Koontz and O'Donnell, to overcome communication problems that interfere with individual performance in an organization, it is necessary to plan position placement correctly because errors in placing people in positions can hinder horizontal and vertical communication in the organization.

## 3. Trying to clear up relationships

Ambiguity in organizational relationships can lead to jealousy, bickering, insecurity, inefficiency, and diminished responsibility more often than any other mistake in an organization. Therefore, individuals are needed who can be mediators to overcome situations of ice in horizontal and vertical communication between co-workers and between subordinates and superiors.

## 4. Sequential Relationships

Information within an organization is conveyed through a process that involves sending messages from the top of the hierarchy to other individuals, who then send them again to other individuals. This process involves repeating messages from one person to another. The key role in this system is called the message repeater (Rismayanti, 2018).

### **Importance Culture Communication Effective in Madrasas as well Benefits**

An effective communication culture is an important part of an organization to achieve its goals. Organizational failure in achieving goals is often caused by ineffective communication. For example, orders from a leader which should be part of communication, are often unclear and difficult to implement due to lack of effectiveness in communication (Nasukah et al., 2020).

Effective and transparent communication is very important in overcoming conflict in schools and allows conflict resolution without disrupting school activities. It also provides support to teachers and school staff, increases motivation and job satisfaction, and creates a positive work environment. Good communication strengthens relationships in educational organizations by understanding differences, facilitating open communication, and building a collaborative culture that supports mutual growth. It also facilitates the implementation of creative ideas, shares knowledge, and creates an environment where each member feels valued and contributes well. Furthermore, effective communication in conflict management ensures that conflict does not hinder, but instead becomes an opportunity for growth and improvement. The support provided through effective communication also

provides assurance that each individual feels heard, valued, and contributing to the school's overall goals (Krissi Wahyuni Saragih, 2024).

A culture of effective communication is not only a means of conveying information, but also a foundation that forms positive dynamics within educational organizations. This includes improving the quality of teaching, effective conflict management, recognition, and support through open and clear communication, which together can have a positive impact on the performance of teachers, school personnel, and overall school success. Communication effectiveness is the key to organizational success in the short and long term, and organizations need to have the ability to build effective communication at various levels. The use of various communication media such as audio, visual and audio-visual is also important in carrying out effective communication. Effective communication has the potential to accelerate organizational development at various scales without being limited by geographic boundaries (Jaya, 2021).

The benefits that can be obtained from planned and sustainable communication management are very significant, especially for school principals and the school organization as a whole. If organizational communication is managed programmed and continuously well, it is useful in terms of: a) Encouraging the optimization of work results to achieve the desired organizational goals, b) Becoming an alternative solution in dealing with organizational problems and increasing work productivity, c) Building a harmonious work situation, exchanging information, and improving the quality of staff, d) Building conducive professional relationships, strengthening trust, and creating a pleasant and loyal work atmosphere (Jaya, 2021).

## CONCLUSION

School as A institution education No will can walk with effective if communication within the institution the no works with Good. Communication process hold very role important because with exists communication functions management at school like activity planning, organizing, implementing and supervision can executed. Head School hold responsibility main as center regulator communication. There is effective communication will bring up equality perception and understanding about something things to come will makes it easier institution in reach objective together. Urgency culture communication effective in education very important Because effective communication influence success of the teaching and learning process. In situation education, effective communication allows teachers and student For

interact in a way effective, understanding information submitted, and develop required abilities.

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