Organizational Management Based on Persuasive Communication

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Abstract. *This article aims to analyze how persuasive communication is applied in organizational management at MAS Al-Washliyah 22 Tembung and how it influences organizational effectiveness. This research uses a qualitative method with a case study approach. Data was obtained through in-depth interviews with administrators and members of MAS Al-Washliyah 22 Tembung, participant observation, and documentation. This research shows that persuasive communication is applied in various aspects of organizational management at MAS Al-Washliyah 22 Tembung, such as planning, organizing, mobilizing and supervising. Effective persuasive communication has been proven to increase member motivation and participation, as well as strengthen a sense of togetherness and commitment to the organization. The application of effective persuasive communication in organizational management at MAS Al-Washliyah 22 Tembung has been proven to increase the effectiveness of the organization in achieving its goals. These research findings hold significant implications for organizational management practices in Islamic schools, offering valuable insights into how persuasive communication can enhance management practices in such educational institutions. By implementing these research findings, Islamic schools can enhance educational quality and achieve their goals more effectively.*

Keywords: *coordination, organizational management, persuasive communication*

Abstrak. Artikel ini bertujuan untuk menganalisis komunikasi persuasif yang diterapkan dalam manajemen organisasi di MAS Al-Washliyah 22 Tembung dan bagaimana pengaruhnya terhadap efektivitas organisasi. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Data diperoleh melalui wawancara mendalam dengan pengurus dan anggota MAS Al-Washliyah 22 Tembung, observasi partisipan, dan dokumentasi. Penelitian ini menunjukkan bahwa komunikasi persuasif diterapkan dalam berbagai aspek manajemen organisasi di MAS Al-Washliyah 22 Tembung, seperti perencanaan, pengorganisasian, penggerakan, dan pengawasan. Komunikasi persuasif yang efektif terbukti meningkatkan motivasi dan partisipasi anggota, serta memperkuat rasa kebersamaan dan komitmen terhadap organisasi. Penerapan komunikasi persuasif yang efektif dalam manajemen organisasi di MAS Al-Washliyah 22 Tembung terbukti meningkatkan efektivitas organisasi dalam mencapai tujuannya. Temuan penelitian ini mempunyai implikasi yang signifikan terhadap praktik manajemen organisasi di sekolah-sekolah Islam, menawarkan wawasan berharga tentang bagaimana komunikasi persuasif dapat meningkatkan praktik manajemen di lembaga-lembaga pendidikan tersebut. Dengan menerapkan temuan penelitian ini, sekolah Islam dapat meningkatkan kualitas pendidikan dan mencapai tujuannya dengan lebih efektif.

Kata Kunci: *komunikasi persuasif, koordinasi, manajemen organisasi*

INTRODUCTION

Education is a strategic opportunity for creating quality human resources. The purpose of education is to develop the potential of students to become individuals who are faithful, have good morals, are healthy, knowledgeable, capable, creative, independent, and responsible democratic citizens

(Nursulis, 2023). Education also plays a central role in human resource development. Improving the quality, relevance, and efficiency of education must be embedded within the education system and management (Chotimah, 2019).

In this modern era, education has rapidly developed, evidenced by the extensive use of technology across various platforms, allowing students to access it anytime and anywhere, making it easy to implement together (Suhairi, 2023). In this context, students are required to quickly adapt to such rapid changes to avoid lagging in exploring their interests and talents (Kreitner & Kinicki, 2022).

This responsibility does not escape the role of educational institutions in managing their internal systems, necessitating management within an educational organization (Asri, 2022). Organizational management is a crucial process for achieving organizational goals. This process involves planning, organizing, directing, and controlling organizational resources (Handoko, 2019).

The primary goal of organizational management is to achieve organizational efficiency, effectiveness, and sustainability. Efficiency involves optimizing the use of resources, while effectiveness is related to achieving organizational goals (Ayu et al., 2021). Organizational management is closely related to adapting to environmental changes, innovation, and human resource empowerment. Organizational management needs to adopt effective communication approaches to achieve strategic goals and maintain organizational sustainability (Hasibuan, 2020).

Within organizations, persuasive communication plays a crucial role in achieving organizational goals. Persuasive communication can be used to inform, invite, persuade, and motivate members to cooperate and achieve organizational objectives (Anaomi, 2014). MAS Al-Washliyah 22 Tembung, located in North Sumatra, aims to produce graduates with noble character, broad knowledge, and excellent skills (Candra et al., 2021).

Leaders have a significant role in influencing and achieving organizational goals. Effective leaders can set visions and missions, motivate and encourage members, make decisions and solve problems, build relationships, and manage changes. John Adair, a well-known author and leadership consultant, has a leadership model that consists of four main functions: providing direction, motivating, facilitating, and setting an example.

There are many leadership theories explaining how leaders can influence organizations, such as transformational leadership theory, which

focuses on leaders' ability to inspire and motivate followers to achieve extraordinary goals (Setyowati, 2020). Thus, a principal not only supervises but also equips themselves with knowledge and understanding of their staff's duties and functions to ensure supervision and guidance run smoothly and without confusion (Febrianto, 2022).

Research by Lestari & Anggraini (2021) shows that the appeal of the communicator and the credibility of the message significantly affect the effectiveness of persuasive communication. Sari & Rahayu (2018) research indicates that the ARCS persuasive communication model is effective in increasing elementary school students' reading interest. Anggraini & Handayani (2020) study shows that public service ads about Covid-19 use various persuasive communication strategies, such as emotional appeal, fear, and information, to encourage the public to follow health protocols and prevent the spread of Covid-19. These previous studies show that effective persuasive communication leads to good relationships, similar to this study, which emphasizes clear coordination from leadership to achieve an efficient and effective educational organization.

RESEARCH METHODS

This study employs a qualitative research method with a case study approach, focusing on understanding how persuasive communication-based organizational management is implemented at MAS Al-Washliyah 22 Tembung. The research was conducted at MAS Al-Washliyah 22 Tembung, Medan, chosen for its emphasis on Islamic education and notable achievements in coordination, allowing it to compete in various aspects, such as education and extracurricular achievements.

The study spanned two months, involving several stages: preparation, data collection, data analysis, and report writing. Qualitative data was gathered from various sources, including in-depth interviews with key participants such as the principal, vice-principal, teachers, and staff of MAS Al-Washliyah 22 Tembung; participant observation where the researcher was directly involved in activities to observe the implementation of persuasive communication; and official documents of MAS Al-Washliyah 22 Tembung, such as vision, mission, objectives, and work programs. Relevant journal articles and books also supplemented the data.

Data collection techniques included in-depth interviews to explore participants' experiences and perspectives, participant observation to understand their behavior in natural contexts, and documentation to complement data from other methods.

RESULTS AND DISCUSSION

In a school, there is an organization that manages and organizes the school's structure. Educational organizations are crucial elements in the development of a nation. By providing quality education and teaching services, educational organizations can help improve the quality of human resources and create a brighter future for the country.

In this context, it is not only the organization itself that plays a crucial role but also the elements within it, especially coordination. Persuasive communication is used to establish good coordination, from the leadership or principal down to the students, who are the targets of education. With good and structured coordination, it is very likely that the school environment will also improve. Effective coordination from a leader will facilitate the school in achieving its predetermined goals.

The principal also plays a crucial role in the successful implementation of organizational management based on persuasive communication at MAS Al-Wasliyah 22 Tembung. This serves as a primary reference for teachers to apply in their classrooms, as the principal employs a persuasive approach to encourage teachers to effectively perform their respective duties and functions.

As a leader in an educational institution, one of the key strategies to achieve these goals is by implementing persuasive communication across various aspects of organizational management. This includes regularly holding briefings with teachers every morning before classes begin and conducting daily evaluations after teaching activities. Additionally, the principal engages in face-to-face discussions with teachers who frequently experience performance declines, enabling the principal to understand the issues they face and provide solutions based on these discussions.

Furthermore, when communicating with parents, the principal clearly and convincingly explains the school's programs, providing information on how these programs can help their children develop. They also listen carefully to parents' concerns and questions, offering satisfactory answers.

Similarly, when motivating students, the principal praises and rewards those who demonstrate good achievements. They also provide inspirational examples of successful individuals who have achieved their goals through hard work and perseverance. By consistently and effectively applying persuasive communication, it is believed that MAS Al-Washliyah 22 Tembung can continue to grow and achieve its vision and mission of becoming an excellent and high-quality Islamic school.

Persuasive communication is a powerful tool that can be used to achieve organizational goals. By implementing the right strategies, MAS Al-Washliyah 22 Tembung can leverage persuasive communication to enhance motivation and participation, improve decision-making effectiveness, build positive relationships, enhance the organization's image, and achieve other organizational objectives.

Additionally, it is important to build a culture of open and transparent communication at MAS Al-Washliyah 22 Tembung. This will promote more effective persuasive communication and help create a conducive learning environment for all parties involved. Hopefully, this opinion is beneficial for improving organizational management effectiveness at MAS Al-Washliyah 22 Tembung.

Within an educational organization, there is a responsibility to guide and develop students' potentials, as well as to build an effective and efficient student organization. In carrying out these tasks, persuasive communication is always prioritized as a key strategy in organizational management. Here are some important aspects of applying persuasive communication in organizational management at MAS Al-Washliyah 22 Tembung:

Demonstrate Confidence and Enthusiasm: When communicating with students and staff, always demonstrate confidence and enthusiasm. This is crucial for making messages more convincing and inspiring. Show appreciation and recognition to students and staff for their efforts and achievements, as this helps build their motivation and morale. Always remain open to feedback from students and staff, as this aids in improving communication and becoming a more effective leader.

In this regard, when we relate it to the Quran, specifically Surah Al-Isra' (17:23):

وَقَضَىٰ رَبُّكَ أَلَّا تَعْبُدُوا إِلَّا إِيَّاهُ وَبِالْوَالِدَيْنِ إِحْسَانًا ۚ إِمَّا يَبْلُغَنَّ عِندَكَ الْكِبَرَ أَحَدُهُمَا أَوْ كِلَاهُمَا فَلَا تَقُل لَّهُمَا أُفٍّ وَلَا تَنْهَرْهُمَا وَقُل لَّهُمَا قَوْلًا كَرِيمًا

"Say to My servants that they should always speak what is best. Indeed, Satan induces [dissension] among them. Indeed, Satan is ever to mankind a clear enemy."

This verse reminds us to always use kind and polite words in communication, both verbally and in writing. Avoiding harsh words, insults, and hate speech can prevent hurting others' feelings and causing disputes. Therefore, the influence of persuasive communication is highly beneficial within organizations, whether educational or non-educational. Here is the

successful application of persuasive communication at MAS Al-Wasliyah 22 Tembung:

The use of persuasive communication techniques has proven effective at MAS Al-Wasliyah 22 Tembung. Teachers and staff at MAS Al-Wasliyah 22 Tembung have become adept at delivering messages clearly and succinctly, using easily understandable language, providing concrete examples and evidence, emphasizing benefits and advantages, and showing empathy and appreciation. The consistent implementation of persuasive communication with high commitment from all parties at MAS Al-Wasliyah 22 Tembung has significantly influenced the achievement of organizational goals.

Research indicates that persuasive communication has a significant impact on organizational goal achievement. Leaders at MAS Al-Wasliyah 22 Tembung have boosted motivation and commitment among teachers and staff through persuasive communication. They employ various techniques such as presenting a clear and inspirational vision and mission, recognizing and appreciating achievements, and fostering a positive and supportive work environment. This has encouraged teachers and staff to work harder and more enthusiastically toward organizational goals.

The increased motivation and commitment of teachers and staff resulting from persuasive communication have enhanced the quality of student learning. Motivated and committed educators provide higher-quality education to their students, reflected in improved academic outcomes across various subjects. The improved quality of student learning, alongside increased motivation and commitment of teachers and staff, has bolstered the overall performance of the organization. MAS Al-Wasliyah 22 Tumbung has achieved several milestones in recent years, including an increase in student enrollment, school accreditation, and awards received by the school.

1. Organizational Management

Management is both a discipline and an art focused on the arrangement and coordination of sustainable resources. These resources include human capabilities and expertise, as well as other resources like time, funds, and equipment. The goal of management is to achieve organizational objectives effectively, efficiently, and productively. This can be achieved through various means such as planning, organizing, directing, and controlling.

George R. Terry argued that organizational management consists of four activities: planning, organizing, leading, and controlling, all aimed at achieving organizational targets. Henry Fayol viewed organizational management as the art of directing others to achieve common goals (Robbins

et al., 2017). James A.F. Stoner described organizational management as a process comprising planning, organizing, directing, and controlling, carried out by members of the organization to achieve established objectives (Suhairi et al., 2023).

Organizational management is a professional service field that manages human resources and assets to achieve organizational goals effectively and efficiently. Experts like Griffin (2020) and Stoner (2019) define it as the process of planning, organizing, directing, and controlling.

Fundamentally, an organization is a group of individuals working together to achieve common goals. This definition is straightforward yet lacks detail. Robbins defines an organization as a deliberately established social unit aiming to achieve specific goals. It consists of at least two people working together in a coordinated manner with structured work patterns (Irawan, 2018).

An organization is a structured and organized group of people working towards common goals. According to Suhairi et al. (2023) an organization is a social system with regular work patterns, established by humans and comprising a group of individuals. Similarly, Richard Daft defines an organization as a goal-oriented social entity. Irawan (2018) describes it as a social entity with structured activity systems and identifiable boundaries.

From these perspectives, it can be concluded that managing an organization involves a comprehensive and critical process in achieving organizational goals. While experts provide different definitions of organizational management, they fundamentally agree that it involves managing resources and people to achieve jointly established goals.

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2. Persuasive Communication

Communication plays a crucial role in organizations to maintain harmonious relationships among its elements. Within an organization, communication can take various forms, both formal and informal, to prevent boredom or tension in carrying out tasks or specific agendas (Mustofa et al., 2021). Communication is the process of delivering messages or information from one party to another so that the message can be understood. In the context of educational institutions or educational organizations, effective communication between leaders and subordinates can create a conducive work environment and harmonious relationships between leaders and subordinates (Asri, 2022).

Persuasive communication, according to Bettinghaus, is a conscious effort by individuals to change the behavior of others through message delivery. Its goal is to raise awareness among message recipients, without coercion, so that they are willing to change their behavior as desired by the message sender (Hendri, 2019). In the context of educational organizations, persuasive communication is crucial for influencing and changing the attitudes of message recipients.

Effective persuasive communication requires communicators who can deliver messages clearly and convincingly (Nurjanah, 2016). Simons, in 1976, explained that the study of persuasive communication has existed since ancient Greek times. Persuasive communication is an activity with clear goals that must be achievable. Persuasive communication is used for various purposes, such as addressing issues, delivering speeches, and debating (Anaomi, 2014).

The AIDA Theory

The AIDA theory is one of the earliest and most popular theories of persuasive communication. This theory explains that persuasive communication can be divided into four stages:

a) Attention: In this stage, the communicator must grab the audience's attention.

b) Interest: Here, the communicator needs to create interest in the message being delivered.

c) Desire: This stage involves generating a desire within the audience to own or do something conveyed in the message.

d) Action: Finally, the communicator should encourage the audience to take the desired action (Schiffman & Kanuk, 2010).

Similarly, De Vito in 2011 emphasized that persuasive communication focuses on efforts to change or strengthen the audience's attitudes or beliefs, or to persuade them to take specific actions. In simpler terms, it aims to modify or reinforce the audience's beliefs and attitudes, and encourage them to perform certain behaviors (Nuryati et al., 2022).

In conclusion, persuasive communication is an effort to change the audience's attitudes, beliefs, or actions to achieve a goal. It can be defined as the ability to deliver a message in a way that gives the audience a sense of choice and convinces them. Within an organization, persuasion aims to present ideas or concepts to others and gauge their responses to actively participate in achieving predetermined goals.

3. The Function of Coordination in an Organization

Coordination is a vital management function within an organization. It involves integrating different activities within an organization to effectively and efficiently achieve common goals. Coordination can be understood as the effort to unify and integrate shared interests (Lovihan et al., 2018). According to Handayaningrat, coordination is a synchronized and orderly effort to provide and direct implementation in order to achieve uniform and harmonious actions towards predetermined targets (Siagian, 2015).

Coordination serves several important functions within an organization, including (Ayu et al., 2021).

a) Enhancing Work Efficiency and Effectiveness: Good coordination helps organizations achieve their goals more efficiently and effectively. This is because coordination can prevent job duplication, conflicts between work units, and resource wastage.

b) Improving Work Productivity: Effective coordination encourages increased work productivity because each unit can work harmoniously and supportively.

c) Increasing Job Satisfaction: Good coordination can enhance job satisfaction as each employee feels that their work is meaningful and beneficial to the organization.

Coordination can be categorized into two types:

a) Vertical Coordination

Vertical coordination is carried out by superiors towards their subordinates. This coordination can be direct or indirect. Direct vertical coordination occurs when superiors provide guidance, instructions, and mentoring to their subordinates. Indirect vertical coordination occurs when superiors establish policies, procedures, and regulations that must be followed by their subordinates (Morlian, 2016)

b) Horizontal Coordination

Horizontal coordination is the coordination between units at the same level within an organization. This coordination can be direct or indirect. Direct horizontal coordination is conducted by leaders of peer units through meetings, discussions, or workshops. Indirect horizontal coordination occurs when leaders of peer units establish work procedures that each unit must adhere to (Asmu et al., 2018).

To achieve its goals, coordination must follow several principles, including:

a) Unity of Command Principle: Each employee should be accountable to one superior only.
b) Unity of Purpose Principle: Each work unit should have clear goals aligned with the organization's goals.
c) Unity of Plan Principle: Each work unit should have clear work plans aligned with the organization's plans.
d) Unity of Execution Principle: Each work unit should execute its work plans effectively and efficiently.

Effective organizations require good communication among members and managers. Good communication helps organizations achieve their goals faster and more efficiently. Valoka and Bouradas found that organizational silence can occur because members fear the consequences of speaking the truth. Persuasive communication can be used to enhance job satisfaction and organizational member performance. It builds trust and mutual understanding among members, fosters a harmonious work environment, and increases members' commitment to organizational goals (Putra, 2000).

In conclusion, good communication can enhance job satisfaction, which ultimately optimizes employee performance and helps achieve company goals. However, in other studies, Brahmasari and Suprayetno demonstrated a significant negative impact of upward communication on job satisfaction. The managerial activities implemented may not always have positive effects on the organization (Candra et al., 2021).

CONCLUSION

This research has yielded significant findings, highlighting how the madrasah head utilizes various persuasive communication techniques to motivate and inspire teachers and staff, foster a sense of ownership among organizational members, and achieve organizational goals. By employing persuasive communication to involve teachers and staff in decision-making processes, it enhances their sense of ownership and commitment to the decisions made. Furthermore, the application of persuasive communication has also increased the motivation and commitment of teachers and staff, improved student learning outcomes, and enhanced overall organizational performance. The findings underscore that persuasive communication is a crucial tool for effective organizational management. Effectively employing persuasive communication enables leaders to motivate and inspire organizational members, cultivate ownership, enhance decision-making processes, resolve conflicts, and achieve organizational goals. These research

findings hold significant implications for organizational management practices in Islamic schools, offering valuable insights into how persuasive communication can enhance management practices in such educational institutions. By implementing these research findings, Islamic schools can enhance educational quality and achieve their goals more effectively.

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