

# Implementation of Communication in Organization Leadership Administration College of Islamic Studies Johor (MARSAH)

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## Abstract

Communication practices in an organization is important in forming a good relationship between employers and employees subordinate. This research uses qualitative research methods through in-depth interviews with participants consisting of three subordinate management participants working in this college. This study was conducted to identify, understand and explain the implementation of communication in the organization's leadership in the administration of College of Islamic Studies Johor (MARSAH). Exploration undertaken covering such aspects as practiced in the form of communication and organization techniques and styles will be studied to establish bilateral relations between superior and subordinate leaders. Set of interview questions used in this method. Data was analyzed using NVIVO 10. The findings will be used to describe in more detail about the theme of the research questions that have been designated as the type of communication and strategy and leadership style practiced in the administration of the College of Islamic Studies Johor. Leading to discussions, conclusions and recommendations of the findings and recommendations that continued research will provide a guide to the future

**Keywords:** Leadership Communication , College of Islamic Studies Johor ( MARSAH )

## 1 Introduction

### 1.1 Introduction

According to the Dictionary of the Board (1989), leadership means the ability to lead. Certo (1997), leadership is the process of directing the behavior of others towards the completion of an objective. Directing means an individual acting in a particular way or by any such policy, organization, procedures and job descriptions. The role of communication in leadership is vital to drive a liaison between senior management and the bottom of a well. This is because the leadership of top management shows an example of fair and models for the management of the subordinate. Indirectly when carrying out communication in the organization's leadership curriculum management practitioners have adopted, will create good values will be formed to assist in the stability and the achievement of a goal in the organization. According to Hackman and Johnson (2004) leadership is communication to the public managers, who wish to develop and learn how to communicate more effectively, improve leadership and management skills to be more efficient. Leaders interact with the environment of various human resources.

### 1.2 Background

Administrative communication within the organization is essential for effective and efficient administration of subordinates. Three main leadership styles of leadership is Autocratic, Democratic and Laissez faire. Autocratic leadership style place a leader as a source of wisdom. Democratic leadership style give responsibility and authority to everyone, so actively involved in the organization, members are given the opportunity to provide suggestions and comments and suggestions for the betterment of the organization. In principle Laissez faire leadership style also give absolute freedom to the subordinates. Once the great leadership style is like that brought by the Prophet Muhammad recognized by the whole community, whether Muslim or non-Muslim. A historian and astronomer named Michael Hart wrote that the people were very influential among millions of people who were born Muhammad, a Muslim leader; Because he was the only person in history who succeeded gloriously in two areas at once, namely religious life and carry out the management of people in the world (Newsweek 1978).

Communication is an important activity in an organization (Zelko and Dance, 1965), and managers in large organizations in the United States use 85-90 percent of their work time for the work that has to do with communication. Barnard (1938), states that the first task should be done by an executive of the organization is to establish and maintain a system of formal communication was good. It should also endeavor to create a climate of good communication within the organization and encourage the growth of the informal communication system is good. Oral communication skills have also been used as a criterion for promotion within the

organization.

### 1.3 Statement of the Problem

The problem of communication in the organization's leadership became the subject of this study is also a global phenomenon faced by top management and junior staff in Malaysia. Among the issues that should be tackled in order to improve the performance and quality of the organization, especially the College of Islamic Studies Johor (MARSAH)

### 1.4 Purpose of the study

This study was conducted to explore, understand and explain the implementation of communication in organization's leadership administration of College of Islamic Studies Johor. Aspects include the nature and practice of leadership communication is practiced at the College of Islamic Studies Johor. Further, the use of techniques and strategies of communication in organizational leadership communication

### 1.5 Costs of Research

To achieve the study objectives, specific questions set out in this study are:

- i) What type of communication is practiced in the administration of the College of Islamic Studies Johor?
- ii) Does the leadership style practiced at the Administration College of Islamic Studies Johor?

## 2 Literature Review

### 2.1 Introduction

We often talk about good communication and relevant will be able to influence the minds of even the actions or behavior of a person. Most of us assume communication as everyday conversation no matter formal or communication is very important in the implementation of an organization to reach a consensus in the administration of the organization. Without communication within an organization, the possibility of an organization's policy will not be achieved. Communication is very important and effective leadership within the organization, particularly between management and workers. Effective communication of involvement in the fair begins management and implemented at all levels in an organization. Leadership of top management in the organization also need to demonstrate a good role model and to employees. According to Hackman and Johnson (2004), leadership is communication to the public managers, who wish to develop and learn how to communicate more effectively, improve leadership and management skills to be more effective and more efficient. The organization is changing and workers are facing new tasks challenging. The efficiency of your organization depends on the effectiveness of interaction with the media.

### 2.2 Operational Definition

#### 2.2.1 The meaning of communication

Communication is very important in any activity that requires understanding between the parties concerned. Such communication also provides point to as the "process of delivery of information, insight and understanding between the sender and recipient are in accordance with Meanwhile, the leadership of Abdullah & Aenon (1998), the state leadership as behavior that seeks to influence others so that they are willing and happy to do what required by the person in charge. While Muhammad J. (1992) also states that there are three concepts of leadership, namely:

- a) It involves other people or other parties
- b) The leader has the authority to give orders in respect of members of the group
- c) Can the workers through the instructions executed by them.

#### 2.2.2 Communication Practice

Oral communication skills have also been used as a condition for promotion organization. Jennings (1960) found that people who became president of the organization are the ones who have good communication skills face to face. In another study, he found that if a president of an organization fired its main reason is that it does not have good communication skills face to face. Therefore, it can be said that the practice of leadership communication is also associated with a leader A leader is using the technique of asking questions and encouraging people to direct subordinates when they do something. They did not use the technique ordering the violence.

Whereas, Stech (1983) suggest that leaders practice-oriented leadership and the use of individual communication better leadership, which always communicate and live them, communicate verbally, give a good response and interest when listening, asking and not direct employees make work and give praise when it is done well, showing good moral when communicating, and pay attention when communicating informally. In addition, he also noted that the leader-oriented instruction, use through leadership communication; (I) Less communicate with others than people-oriented leader who can interfere with communication due to the working lives of employees, (ii) Select to writing of oral communication, (iii) Prefer to dominate a conversation, (iv) Provide

guidance and criticism, (v) Pressing interaction informative and regulatory rules, and (vi) Pay attention to the use of official languages.

Hence, the question of leadership is something that is important in Islam. Similarly, communication, leadership communication when discussed in the context of Malaysia, it is relevant to an Islamic perspective.

### 2.3.3 Forms of Communication

#### Oral and Written communication

This type of communication is the most widely practiced daily, especially in impersonal communication. Selection oral or written form of communication is influenced by factors of time, speed, cost, individual skills in communicating, facilities available to communicate.

#### Verbal and Non-Verbal Communication

Verbal communication's refer to the through words either spoken or written. Non-verbal communication is communication using body language or body, such as the movement of the hands, fingers, eyes, head, and others. The reason for using this type of communication is usually associated with a problem of time and situation when communication occurs.

The second type of visual aids in verbal communication is written or drawn. While in non-verbal communication, the most important part is related to the use of body language (body language). Body language is an important complement to non-verbal communication. Non-verbal communication has a specific function in the process of verbal communication. The main functions of non-verbal communication is as repetition, complementary, substitute, providing suppression and deceptive

## 3 Research Methodology

### 3.1 Selection of Study Participants

Selection of study participants is one of the elements to create a primary data source. It is clear that these elements can influence the validity and reliability of the research. In this study, researchers chose the College of Islamic Studies Johor (MARSAH) which involves two employees as participants. This includes a superior and a subordinate in the administrative part. The sample of the study participants have as a boss and a subordinate employee. This is because the selection of participants is compatible with the title and theme of this study. Indirectly, the study can be done well and carefully. The content of the research data collected will be used as primary data through interview, observation and data analysis. Through this joint election is also seen as a way to obtain information and facts. In this sense, every corner of the findings will be analyzed in depth to create an effect that occurs if the study coincides with a given theme.

### 3.2 Method of Data Collection

#### 3.2.1 Interviews

For the interview, the two sets of interview protocols submitted to the study participants. The first set presented to senior employees in the administration MARSAH and one set that is being given to employees. This is to see the difference that made the implementation of leadership communication as a guide in the organization. As a result of this interview is used by researchers to further strengthen the validity and reliability of the information obtained from the quantitative data.

#### 3.3 Data Validity and reliability

## 4 Findings

### 4.1 Introduction

Through this section, the researchers discuss and explain more clearly about the findings obtained through the methods used such as interviews. Aspects include the themes of communication practiced in the administration of the College of Islamic Studies Johor. Hence, the theme of leadership style adopted at the Administrative College of Islamic Studies Johor. In addition, the data obtained will be used as the ultimate guide to complete this research study as a whole. The results of these interviews has been changed to the shape of the transcript and any statements provided were coded by researchers.

### 4.2 Types of communication practices in the administration of the College of Islamic Studies Johor

#### 4.2.1 Understanding of communication

The study participants was a senior officer in the administration MARSAH said communication is word of mouth channels and non-verbal. It is often used in everyday work and an important channel to deliver messages to other workers and students. If the terms of the perception of a wider administrative officer knowledge, raise awareness about communication as follows:

*"We often use communication skills in various fields of work. We'll see me as a superior example often give instructions to my staff for the purpose of carrying out an important work in the field of the administration such as giving instructions to make an official letter about the use of equipment and teaching aids. My staff will receive instruction in oral and continue to do well.*

*Communication was very spacious medium. Our work in this MARSAAH indirectly accept instructions given by our chairman was one medium of communication. "*

While study participants who represented subordinates also express opinions on the understanding of communication skills is something that large. This is because the frequency of use of communication widely applied in daily life, especially in carrying out assignments at the College of Islamic Studies Johor.

*"Communication skills are spacious. But the perspective implemented a priority in its presentation. To my knowledge, practice communication in an organization will be a boost in realizing execution of their assignments. "*

Through this research question, the results showed that study participants already understand the concept of communication in detail and they also often use the right communication channels to deliver information. Indirectly, this communication will give the impression of good governance in an organization.

#### 4.2.2 The importance of communication

Study participants are of the opinion that the communication is implemented in an organization plays an important role, particularly in its presentation as a whole. This is because, indirectly, the communication will create a perfect system of technical terms and use the right information delivery channel.

*"I think communication is very important in order to carry out an important task. This will deliver a positive impact, especially in terms of global travel scene from a work supervisor and subordinate. If no communication can be used as an important practice, the possibility of the work cannot be carried out properly. Another thing, which is said to be very effective communication is two-way communication, which involves a major source of reference which we call the chief gave the order. Then, subordinates to provide feedback to the task.*

Based on the findings of the importance of this communication is justified superiors and subordinates work together and take between one another. This shows that communication can establish a good relationship within the organization MARSAAH

#### 4.2.3 Types of communication practices in the administration MARSAAH

Implementation of communication in the administration of the College of Islamic Studies Johor is an important one, headed by the leader of the organization involves interpersonal communication skills and interpersonal communication and media communication and information communication technology. However, through the administration superiors to subordinates requires communication up and down and the bottom up, horizontal communication, formal and informal communication, verbal and non-verbal communication, intrapersonal and interpersonal communication and media communication and information technology.

##### 4.2.3.1 Communications top-down, bottom-up and horizontal

Through the study participants noted that senior officials understand the importance of communication top-down, bottom-up and horizontal communication practices that serve as utterer exists in this organization.

*"I think communication is very important in order to carry out an important task. Administrative division supervised by my college and a subordinate. We often use a top-down communication approach, bottom-up and horizontal as a measure that is easy to give directions, get feedback good job, can create two-way communication between me and my employees. Indirectly, the use of this communication gives a deep impression in the administration of this MARSAAH "*

In conclusion, this communication is able to create the best working level and rewarding as well as to foster good relations between superiors and subordinates as a whole.

##### 4.2.3.2 Formal and informal communication

Study participants subordinates argued that formal and informal communication is very important for use in an organization, especially the College of Islamic Studies Johor because the style and way of interacting with superiors and colleagues are different.

*"I think when the formal communication when we are dealing with superiors or even visitors who come to interview with us, especially the Ministry of Higher Education and the like. This is because when we begin to interact with others, will show and reflect the culture of work that we carry. I also think, appropriate formal communication is used extensively because indirectly, ourselves feel more confident den disciplined to communicate with other organizations, students or their families. Typically use informal communication with colleagues who have been long known. Indeed liable if I talked with them, especially when using the breaks. I would not use that formal way. "*

Based on the findings obtained, it agreed to when the use of formal and informal communication carried out at the College of Islamic Studies Johor's in order to distinguish and honor superior officer or visitors.

##### 4.2.3.3 Intrapersonal and interpersonal communication

Based on the findings of the study participants appeared intrapersonal and interpersonal communication is very important in the relationship between superiors and subordinates.

*"I love to interact with my subordinates. This leads us to a meeting and I know the problems that happen to my employees. Sometimes I just rooted my employees and you alone outside normal*

*office hours. This would foster the spirit of solidarity with them. Intrapersonal communication in me because I have a high motivation to work and from the outset I intend to do my duties sincerely. That's important. Because of it we can make a good job and quiet. Whereas if I'd expressed satisfaction or not, I have to say to those who closely especially subordinates. When a meeting, I can understand the ins and outs of their opinions can be adopted. "*

Therefore, all intrapersonal and interpersonal communication can facilitate all things work well. In addition, intrapersonal and interpersonal communication can more effectively when working to make this as a source of power and confidence in subordinates.

#### 4.2.3.4 Communications media and information technology

The use of media communication and information technology is vital in order to establish a high knowledge about the diversity of information. It is no doubt that an organization shall use the medium of mass media such as email, video conferencing and so on.

*"Actually, media communication and information technology is vital at this point to use. We saw today it seems the days of internet technology. Facilities This in turn will have a positive impact in the administration of the college especially when we are alone from the administration need this media as a reference to find information about the prospects of our work in greater depth. In addition, we have to find a supplier if there are others in the management of this college needs help. So, like it or not, we need to ensure that this kind of media. Another, we have own our portal MARSAH conducted by the ICT in the college. All information about the administration, academic division, the students. Visitors are only required to type the website of MARSAH. "*

Therefore, the study participants indeed agreed to the use of communications media and information technology because everything is in it thoroughly.

#### 4.3 Strategy and leadership style practiced in the administration of the College of Islamic Studies Johor

Strategy and leadership style has certainly become synonymous with an administrative organization. This is because the strategy is a method of forming a pattern or image of the organization. In addition, the strategy reflects a culture that to be a step towards achieving the goals, mission and vision of the organization as a whole. The style is a style of leadership practiced in an administrative organization. According to survey participants are of the opinion that in order to administer an organization with a good, reasonable leaders have high morale and are often willing to change the existing administrative better direction. A good leader is able to give an example and a good example to subordinates. In addition, effective leadership can create a major change to the organization by involving the type of problem to be solved, and how to troubleshoot problems that occur. Strategy and leadership style that this applies equally to involve decision-makers through a democratic, autocratic and lassies-faire.

*"Actually, at this college, we use democratic methods to hear the opinions of all parties, including the heads of superiors and subordinates as a whole. Usually this will be implemented in such meetings to see cooperation in solving problems. I am also delighted with the response given by all parties. In this way, we are able to make decisions more wisely. So we should not hesitate anymore to solve the problems that will occur later. However, sometimes I also use autocratic leadership style when I was about to reprimand subordinates fault me if they found four violations in this work. "*

The findings found that study participants are very concerned about the cooperation of all parties in the decision to solve the problem. However, some things going on in a particular administration will force the leaders to implement the autocratic leadership style if subordinates violations in the workplace as a whole.

##### 4.3.1 Strategies for Problem Solving and Decision Making

Through the study participants expressed the opinion of a good leader is able to give an example and a good example to subordinates. In addition, effective leadership begins with the cooperation of all parties in making decisions to solve problems.

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The findings revealed that any decision must be made based on discussions with all parties to ensure that the results did not disappoint everyone and able to be implemented without any provocation.

##### 4.3.2 Using Communications Strategy Leadership Training

Through the opinions produced by the study participants have a description of the correct answer and contend that any superior officer elaborated on the importance of using a strategy of leadership communication training. This indicates that communication is performed based on the strategy of leadership that brought either be able to

improve the basic quality of administration to be built effectively or not.

*"Actually subordinates should attend seminars related to basic administration, how to solve problems that occur, strategy to establish good governance. It's all basic things that should be known by them thoroughly so that no problems occur in the future. "*

This opinion is also in line with the study participants, who represented subordinates who also have the same opinion. This explains the importance of the science related to the administration of a company, especially college administration system.

*"I actually prefer to attend a seminar in connection with the foundation of the organization. This will make me more to learn with good administration. If we have no knowledge, it would be difficult later on. "*

In conclusion, for the administration of an organization is good, all parties must play an important role in understanding the basic science of this administration This is because every day more organizations are seen as the main contenders to reach the goals, mission and vision perfectly. If there is no communication exercise leadership, then the organization will not succeed.

## **5 Discussion, Summary and Recommendations**

### **5.1 Introduction**

When analyzing the results obtained, the study continues with a discussion, conclusions and recommendations that led to the solution of problems. Through this section, the researchers discuss and explain more clearly about the findings obtained through the methods used such as interviews. The findings are also discussed and supported by the fact that last scholar. This is because it can reinforce these findings with care.

### **5.2 Types of communication practices in the administration of the College of Islamic Studies Johor**

#### **5.2.1 Understanding of communication**

The study participants was a senior officer in the administration MARSAH, said communication is word of mouth channels and non-verbal. It is often used in everyday work and an important channel to deliver messages to other workers and students. While study participants who represented subordinates also express opinions on the understanding of communication skills is something that large. This is because the frequency of use of communication widely applied in daily life, especially in carrying out assignments at the College of Islamic Studies Johor. Through this research question, the results showed that study participants already understand the concept of communication in detail and they also often use the right communication channels to deliver information. Indirectly, this communication will give the impression of good governance in an organization. To overcome the problems of organizational communication among staff, Hackman and Johnson (2004) states that the concept of leadership communication should be established between the two parties in order to build and learn how to communicate more effectively.

#### **5.2.2 The importance of communication**

Study participants are of the opinion that the communication is implemented in an organization plays an important role, particularly in its presentation as a whole. This is because, indirectly, the communication will create a perfect system of technical terms and use the right information delivery channel. Based on the findings of the importance of this communication is justified superiors and subordinates work together and take between one another. This shows that communication can establish a good relationship within the organization MARSAH. It is supported by (Girton & Heald, 2002), communication is very important not only for the benefit of leaders, subordinates, and also the entire organization.

#### **5.2.3 Types of communication practices in the administration MARSAH**

Implementation of communication in the administration of the College of Islamic Studies Johor is an important one, headed by the leader of the organization involves interpersonal communication skills and interpersonal communication and media communication and information communication technology. However, through the administration superiors to subordinates requires communication up and down and the bottom up, horizontal communication, formal and informal communication, verbal and non-verbal communication, intrapersonal and interpersonal communication and media communication and information technology.

##### **5.2.3.1 Communications top-down, bottom-up and horizontal**

Through the study participants noted that senior officials understand the importance of communication top-down, bottom-up and horizontal communication practices that serve as utterly exists in this organization. In conclusion, this communication is able to create the best working level and rewarding as well as to foster good relations between superiors and subordinates as a whole. Horizontal communication aspects admittedly important and should be emphasized in order to enhance cohesion in the context of organizational management in Malaysia (to Ahmad, 1994).

##### **5.2.3.2 Formal and informal communication**

Study participants subordinates argued that formal and informal communication is very important for use in an

organization, especially the College of Islamic Studies Johor because the style and way of interacting with superiors and colleagues are different. Based on the findings obtained, it agreed to when the use of formal and informal communication carried out at the College of Islamic Studies Johor's in order to distinguish and honor superior officer or visitors.

#### 5.2.3.3 Intrapersonal and interpersonal communication

Based on the findings of the study participants appeared intrapersonal and interpersonal communication is very important in the relationship between superiors and subordinates. Therefore, all intrapersonal and interpersonal communication can facilitate all things work well. In addition, intrapersonal and interpersonal communication more effectively when working to make this as a source of power and confidence in subordinates

#### 5.2.3.4 Communications media and information technology

The use of media communication and information technology is vital in order to establish a high knowledge about the diversity of information. It is no doubt that an organization shall use the medium of mass media such as email, video conferencing and so on. Therefore, the study participants indeed agreed to the use of communications media and information technology because everything is in it thoroughly.

### 5.3 Strategy and leadership style practiced in the administration of the College of Islamic Studies Johor

Strategy and leadership style has certainly become synonymous with an administrative organization. This is because the strategy is a method of forming a pattern or image of the organization. In addition, the strategy reflects a culture that to be a step towards achieving the goals, mission and vision of the organization as a whole. The style is a style of leadership practiced in an administrative organization. A good leader is able to give an example and a good example to subordinates. In addition, effective leadership can create a major change to the organization by involving the type of problem to be solved, and how to troubleshoot problems that occur. The findings found that study participants are very concerned about the cooperation of all parties in the decision to solve the problem. However, some things going on in a particular administration will force the leaders to implement the autocratic leadership style if subordinates violations in the workplace as a whole.

#### 5.3.1 Strategies for Problem Solving and Decision Making

Through the study participants expressed the opinion of a good leader is able to give an example and a good example to subordinates. In addition, effective leadership begins with the cooperation of all parties in making decisions to solve problems. The findings revealed that any decision must be made based on discussions with all parties to ensure that the results did not disappoint everyone and able to be implemented without any provocation. According to Wahab S. (2005), the features or items which need to be considered by administrators when making decisions is the decision to be decided by someone who really deserves and in accordance with his office and the decision was not contrary to the policy of the organization and the need to support the achievement of organizational goals

#### 5.3.2 Using Communications Strategy Leadership Training

Through the opinions produced by the study participants have a description of the correct answer and contend that any superior officer elaborated on the importance of using a strategy of leadership communication training. This indicates that communication is performed based on the strategy of leadership that brought either be able to improve the basic quality of administration to be built effectively or not. This opinion is also in line with the study participants, who represented subordinates, who also has the same opinion. This explains the importance of the science related to the administration of a company, especially college administration system. In conclusion, for the administration of an organization is good, all parties must play an important role in understanding the basic science of this administration. This is because every day more organizations are seen as the main contenders to reach the goals, mission and vision perfectly. If there is no communication exercise leadership, then the organization will not succeed. The staff of the organization should also be informed of the organizational perspective to enable them to participate in generating organizational goals while increasing investment (Antal, 1994).

### 5.4 Summary

This study was carried out indirectly will serve as a basic guide to continue research in more detail. The findings could be used by employers to employees employed under this type of communication used and strategy and leadership style practiced in the administration of the College of Islamic Studies Johor. It is associated with the effort to improve the quality of administration to be comprehensive. While the subordinates were seen as supporting all the efforts made by his superiors and collaborate to guarantee the strengthening of administrative excellence strategy. Overall, the results showed that both the theme of the research questions set out at the beginning of the study were achieved. This study could look at the implementation of organizational leadership in the administration of communications College of Islamic Studies Johor (MARSAH) well. Discussion and conclusions based on the findings described obtained. Suggestions and recommendations were submitted in one step solutions and guidance for the organization and the idea of coming to the researchers.

## 5.5 Proposal

### 5.5.1 The proposed findings

The study carried out showed that the leadership of this communication seeks to establish a good chance in management MARSAH in detail. Researchers also gave some recommendations to the college in order to strengthen efficient administration in the future in terms of:

#### 1. Diversify of Communication

- a). Top leaders duly understand more clearly about the importance of understanding and communication within the administration. While subordinates are always trying to feed that good cooperation with the boss
- b). Leaders also need to explore in more detail about the type of communication is practiced in the administration of such communication top-down, bottom-up and horizontal, formal and not formal communication, intrapersonal communication and interpersonal and media communication and information technology to deliver information and instructions .

#### 2. Strategy and leadership style

- a). Accordingly leaders have high knowledge about strategy and leadership style practiced in the administration of the college in order to achieve the goals, mission and vision of the organization perfectly.

### 5.5.2 Recommendations for further research

Through the studies that have been reviewed as a whole, further study could be carried out accordingly to explore and learn more about leadership communication on the implementation of the College of Islamic Studies Johor administration. Some suggestions for future research as follows:

Further research should be carried out to participants who have greater knowledge about the topic of the study. Appropriate researchers observed strewn about the site selection study. Indirectly, this allows researchers to do research better.

In addition, further research should be carried out to look at the difference between leadership communication exercise with IPTA IPTS as a whole. Further research is carried out to determine whether the practice of leadership communication can be achieved by targeting multiple well-defined goals. If the plan is successfully implemented drawn up, then it implies that this study also had an impact on the investigation.

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