Enhancing Leadership and Communication Strategies for PCIM (Pimpinan Cabang Istimewa Muhammadiyah) Islamabad, Pakistan

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Abstract. An organization is a forum for achieving the same goals, the organization has clear goals, vision, and mission, the organization plays an important role in society because the organization can make people to be more active in their environment and life, the organization can be a supporter of the ongoing socialization process in a societal environment. PCIM Pakistan is an extension of PP Muhammadiyah in spreading the message of good and forbidding evil to realize the ideals of internationalizing da'wah in Ali Jinnah's land. This effort is carried out by producing the best Muhammadiyah cadres who are thinking forward and keeping up with the times without leaving their identity as Muslim women guided by the Al-Qur'an and as-Sunnah. PCIM has around 263 members. The problems faced by PCIM Pakistan in organizational communication include (1) low cooperation among members of the organization, (2) lack of communication between team members, both leaders and group members, communication in teamwork can also increase the chances of achieving success or the chances of achieving the goals to be achieved, (3) Leadership issues: quality and self-skills to communicate effectively, and create a positive teamwork environment. The strength of leadership skills can facilitate a leader in dealing with others making productive decisions, and providing effective guidance to subordinates. The purpose of this community service activity is to (1) introduce the concept of organizational communication and its importance to members of the PCIM Pakistan organization and (2) increase the capacity and leadership competence of PCIM Pakistan administrators and members. The results of this community service activity were the webinars succeeded in increasing the knowledge of PPMI management and members related to organizational communication and leadership, as seen from the results of the questionnaires that were distributed before and after the activity.

Keywords: Institutional strengthening, Organizational Communication, Organization

1 Introduction

The organization is a forum for achieving the same goals, organization has clear goals, vision, and mission, the organization plays an important role in society too because the organization can help invite people to be more active in their environment & life, the organization can be a supporter of the ongoing socialization process in a societal environment. Organizations can also be called a collection of people who have something in common. An organization should have clear goals, this is an absolute thing that must be owned by an organization, where do you want to take this organization so that the organization must have a clear mission and vision so that it does not stop halfway.

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Organizations also need to have leaders and leadership, this is important because an organization can run under proper coordination, orders, and supervision. In an organization, there must be a division of labor, which should be important because the organization consists of various member structures, and each member has their duties.

Organization is the responsibility of all elements in it, not only the responsibility of the chairman or leader, but is a shared responsibility. It is certain that almost everyone wants to have good leadership skills, or at least hope to be under the right leadership management. Leadership is a force that plays an important role in the success of any organization. Without the presence of effective leadership, any organization will find the difficult things to work efficiently. Why it can happen? One of the goals of leadership is to achieve the same goal and one together with other team members. In other words, the leaders need to be able to control all team members to move in the same direction and goal.

How about the meaning of "leadership in the organization"? Leadership in the organization is a management approach in which each leader helps to set strategic goals for the organization and on the one hand, leaders also provide individual motivation in groups so that everyone in the organization succeeds in carrying out the expected tasks and goals.

The problems faced by PCIM (Muhammadiyah Special Branch) Pakistan in organizational communication include: (1) low cooperation among members of the organization, and (2) lack of communication between team members, both leaders and group members. Communication in teamwork can also increase the chances of achieving success or the chances of achieving the goals to be achieved, (3) Leadership issues: qualities and skills to communicate effectively, and create a positive teamwork environment. The strength of leadership skills can facilitate a leader in dealing with others making productive decisions and providing effective guidance to subordinates.

As an organization that has a strategic role, PCIM needs to improve organizational communication and improve its leadership skills. When the process of sharing information between two or more individuals in a company is low, there will be a waste of resources. To avoid this, effective communication in the workplace must be encouraged for the success of the company as a whole. Constructive suggestions and communication are needed to provide progress and improve the quality of employees. Communication is the sending and receiving of messages or news between two or more people so that the intended message can be understood.

Organizational communication can be defined as the performance and interpretation of messages between communication units that are part of a particular organization (Wayne, Pace, and Faules Don F, 2002:31). Organizational communication can be said as an exchange of information which is an idea or notion between an organization which in concluding the results of the discussion is based on the agreement of the people in the organization. An idea that will be discussed, then each member must provide their thoughts regarding the idea discussed. In making the final decision, it must be based on the agreement of all members of the organization.

Each type of communication has a function according to its capacity. According to Brent D. Ruben, the important functions of organizational communication include:

1. Coordinating the activities of individuals, groups, or other units within the organization
2. Providing overall organizational direction
3. Facilitating the exchange of information within the organization
4. Ensuring that there is a two-way flow of information between the organization and the external environment (outside) of the organization

In an organization, communication has an important role in directing its members as a whole. They interact with each other thoroughly so that directions will be received by all units. Furthermore, through overall organizational direction, there will be an exchange of
information between organizational units. Facilities such as media will become a tool for exchanging information. For example, with a notification letter regarding an event intended for all organizational units, they will understand each other's information circulating.

In an organization, communication has several flows/directions. These streams have their respective functions and purposes. These flows are downward, upward, horizontal, and cross-channel communication. The explanation is as follows: (1) Upward communication occurs when communication goes in a higher direction. This communication is used to provide feedback to superiors, inform them about progress toward goals, and convey problems encountered (Robbins, 2007:394 in the journal Makna Vol. 5 No. 1); (2) Downward communication. The direction of this communication is to a lower level in the hierarchy of an organization. This pattern is used by group leaders and managers to set goals, provide work instructions, inform policies and procedures to subordinates, indicate problems that require attention, and provide feedback about performance (Robbins, 2007:394); (3) Horizontal communication. When communication happens among members of the same workgroup, among work group members at the same level, between managers at the same level, or among any personnel horizontally (Robbins, 2007); (4) Diagonal/cross-channel communication. Diagonal communication is the process of sending and receiving information or communication flows that take place between employees at different position levels, in different tasks or functions, and each other does not have direct authority (Suranto, 2018: 89).

Organizational communication has goals that are expected to produce results as expected, with their performance and through the several stages they have carried out. Liliweri (2013) suggests that there are four goals of organizational communication, namely:

1. expressing thoughts, views, and opinions
2. sharing information
3. expressing feelings and emotions
4. coordinating

The purpose of communication within the organization is to encourage all organizational units to be open with each other, share information, express opinions, and reprimand each other and such things. It is hoped that with these things, their goals in organizing will be able to produce results according to what they planned. Because if an organization does not have good communication, they will likely experience obstacles in the process of carrying out their activities and the goals they will get are less than optimal.

The meaning of organization is a group of people who work together in a structured system with the same aims and objectives. Humans are social creatures, so there is a tendency for them to interact and cooperate. Human history can be traced through the development of social organization. In his life, humans are members of an organization, for example, members of social organizations, sports businesses, and so on. These organizations have plans and ways of achieving goals, including the task of finding and allocating resources owned by the organization, and have leaders who are also called managers who are responsible for the success of the organization in achieving the goals set.

The notion of communication is a process of someone trying to provide understanding and information by conveying messages to others. This communication activity is needed to keep us close to one another, as well as to facilitate a relationship, whether between family, friends, or members of the organization. Organizational Communication is a process that occurs within an organization in the form of sending, receiving, and exchanging information and messages to achieve a certain goal that has been set by the members and leaders of the organization. According to Kotler quoted by Arni Muhamat in the book “Organizational Communication”, effective communication is very important for all organizations. Therefore, organizational leaders and members/communicators within the organization need
to understand and improve communication skills within the organization (Muhammad, 2009).

For communication to take place effectively and the information conveyed by the leader can be received and understood, it is necessary to apply the right communication pattern. Organizational Communication is an answer to problems that usually occur in organizations. Organizational communication is communication that occurs between people who are within the organization itself, and also between people who are inside the organization and the outside public, to achieve a goal (Soemirat, et al., Organizational Communication, p. 1.3).

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The purpose of communication within the organization is to encourage all organizational units to be open with each other, share information, express opinions, and reprimand each other. It is hoped that with these things, their goals in an organization will be able to produce results as planned. Because if an organization does not have good communication, it is likely that they will experience obstacles in the process of carrying out their activities and the goals they will get are not fully optimal.

### 3 Results and Discussion

This community service activity is packaged in the form of webinars and workshops. Raising the theme entitled “Leadership and Communications Competence Improvement of the Indonesian-Pakistan Student Association”. The material was delivered in lectures and active discussions, with Dr. Yeni Rosilawati, SIP, MM (UMY) as the resource person delivering material entitled “Effective Organizational Communication Strategy”. The second guest speaker, namely Dr. Zain Rafique (NUML Pakistan) delivered a topic on Leadership and Learning Organization.

The purpose of this community service activity is to introduce and provide provisions related to effective communication skills to shape character and communication skills for members of the PCIM organization.

Evaluation of activities includes pre-test and post-test using a survey method of participants (80 participants). Activities have been carried out on February 19, 2023.
Activities include preparation, implementation of activities, and evaluation of activities. Evaluation is carried out through pretest and posttest by distributing a Google Form to participants.

From the results of community service activities carried out through lecture and simulation methods, the participants' knowledge regarding organizational communication showed an increase (83.9%) said the importance of communication within the organization, 78.3% responded Strongly Agree that organizational communication is the key to success in organization and PCIM members are quite good at delegating authority to other members; namely as much as 76.5%. For the item “PCIM members are good enough to convince the team to achieve joint success”, it reaches 69.6%.

The results of the post-test also showed that after the community service activities were carried out, the results showed that 53.3% of participants understood the concept of the importance of team building, while 45.2% chose to understand the importance of a learning organization. From a comparison of the results of the pretest and posttest, it can be concluded that the community service activities carried out were quite effective in increasing the understanding of Himpaudi members regarding organizational communication and the importance of leadership and teamwork. This knowledge becomes a very important provision for organizational management to carry out their daily duties and in managing the organization.

The Wilcoxon Matched Paired Test method is a non-parametric statistical test that is usually used to analyze whether there is a difference in the mean scores of two sample groups that are mutually dependent. The Wilcoxon Matched Paired Test was used to test the hypothesis on two paired samples with ordinal (tiered) data types.

<table>
<thead>
<tr>
<th>Ranks</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>POST-TEST - PRE-TEST</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negative Ranks</td>
<td>31a</td>
<td>16.00</td>
<td>496.00</td>
</tr>
<tr>
<td>Positive Ranks</td>
<td>0b</td>
<td>.00</td>
<td>.00</td>
</tr>
<tr>
<td>Ties</td>
<td>0c</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. POST TEST ≤ PRE TEST  
b. POST TEST ≥ PRE TEST  
c. POST TEST = PRE TEST

Test Statistics

<table>
<thead>
<tr>
<th>Test Statistics</th>
<th>POST-TEST - PRE-TEST</th>
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</thead>
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<tr>
<td>Z</td>
<td>-4.868b</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Wilcoxon Signed Ranks Test  
b. Based on positive ranks.

Based on the rank table, it is known that:

a. Negative Ranks are negative difference values between the results of the Organizational Communication and Leadership Webinar pre-test and post-test. The value of Negative Ranks at (N) is 31. Meanwhile, the mean rank is 16.00, and the Sum of Ranks is 496.00. This data shows that 31 respondents experienced a decrease or reduction from the pre-test to the post-test value.

b. Positive Ranks are positive difference values between the results of the Organizational Communication and Leadership Webinar pre-test and post-test.
There were zero (0) positive ranks at (N), meaning that no respondents experienced an increase in the Organizational Communication and Leadership Webinar.

c. Ties are the same values between the pre-test and post-test. The table above shows that the value of (N) for Ties is 0 (zero). This means that no respondents experienced the same value between the pre-test and post-test.

Decision-making basis:
- If the Asymp.Sig value is less than 0.05, then the hypothesis is accepted.
- If the Asymp.Sig value is greater than 0.05, then the hypothesis is rejected.

d. Based on the "Test Statistics" output, it is known that the value of Asymp.Sig (2-tailed) is 0.000. This means that there is a difference in the Organizational Communication and Leadership Webinar.

4 Conclusions

The purpose of communication within the organization is to encourage all organizational units to be open to each other, share information, express opinions, reprimand each other, and such things. It is hoped that with these things, their goals in organizing will be able to produce results according to what they planned. Because if an organization does not have good communication, they will likely experience obstacles in the process of carrying out their activities and the goals they will get are less than optimal. These reasons form the basis for the implementation of community service activities, and seen from the results of the post and pre-test, show that there is a change in knowledge related to the topic of community service. It is hoped that after participating in this activity, PCIM can apply the knowledge that has been given to create harmonious organizational sustainability.

Suggestions for partners are to continue to be able to improve communication within the organization, both leaders and members, fellow members, and other PCIMs across regions.

Acknowledgment

We utter our gratitude to PCIM Pakistan for being a partner in this Community Service activity. We also thank Dr. Zain Rafique who has agreed to become a partner and resource person in the webinar held.

References
