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**Improving Islamic Communication in Organizations to Improve  
Large Family Ukhuwah Abituren Musthafawiyah  
(Dictionary) Medan City**

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**ABSTRACT**

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This journal discusses the importance of grounding Islamic communication in the Abi Turen Musthafawiyah Extended Family (KAMUS) organization in Medan City. Effective communication based on Islamic values is expected to strengthen brotherhood between members. Through a qualitative approach, this research analyzes existing communication practices in organizations and their impact on relationships between members. The research results show that the application of Islamic communication principles can increase the sense of brotherhood and solidarity among KAMUS members.

*Islamic Communication, Organization, Brotherhood.*

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**INTRODUCTION**

Abituren Musthafawiyah Family (KAMUS) is an organization that focuses on community development and strengthening ukhuwah. In this context, good and effective communication is the key to building harmonious relationships between members. Ukhuwah, as a bond of brotherhood, is very important in creating solidarity and cooperation within organizations. Therefore, grounding Islamic communication in organizational practices is the main focus of this research (Nasution: 2022).

The existence of organizations has become a necessity at various levels of community life, both on a local, national and international scale. The role of organizations has been felt among society, namely being able to provide some of what society needs as social creatures. (Abdullah : 2019)

In the current digital era, challenges in communication are increasingly complex, especially with the existence of various social media platforms that can influence the way members interact. Therefore, grounding Islamic communication based on the values of honesty, mutual respect and openness is very important. This research aims to explore how good communication

practices can improve brotherhood in KAMUS, as well as to provide recommendations for administrators in managing communication within the organization.

## **RESEARCH METHOD**

This research uses qualitative methods with a case study approach to explore communication practices within the Abituren Musthafawiyah Extended Family (KAMUS) organization. Data was collected through in-depth interviews with KAMUS administrators and members, where questions were directed at understanding their experiences in communicating and building ukhuwah.

Apart from interviews, participant observation is also carried out during routine organizational activities, such as monthly meetings and social events. Through this observation, researchers can observe the dynamics of interactions between members and how Islamic values are applied in daily communication.

Data analysis was carried out descriptively, where information obtained from interviews and observations was categorized and interpreted to draw conclusions. The analysis process involves identifying key themes related to communication practices and their impact on ukhuwah. With this approach, the research aims to provide a comprehensive picture of how Islamic communication can build better relationships within the KAMUS organization.

With this method, it is hoped that the research results can provide useful recommendations for KAMUS administrators in increasing the effectiveness of communication and strengthening ukhuwah among members.

## **RESULT AND DISCUSSION**

### **The Importance of Islamic Communication in Organizations**

Grounding organizational communication involves understanding and applying two main types of communication: vertical communication and horizontal communication (Kreps: 2011). Both have an important role in building an effective organizational climate.

#### **1. Vertical Communication**

Vertical communication is the flow of information that moves between different levels of management, both from top to bottom (top-down) and from bottom to top (bottom-up). The roles are:

- a) Top-Down: namely Management conveys the organization's policies, instructions and vision to employees. This helps in conveying goals and expectations, as well as providing clear direction.
- b) Bottom-Up: i.e. Employees inform management about their challenges, feedback and ideas. It's important to create a feedback channel that

allows management to understand the needs and aspirations of team members.

In its implementation, hold regular meetings between management and employees to discuss developments and important issues and use communication tools such as bulletins, emails and internal communication platforms to convey important information.

## 2. Horizontal Communication

Horizontal communication is the flow of information between individuals or groups at the same level in the organization. This creates interaction between departments or teams. Its role is to encourage collaboration and cooperation between teams, which is very important for completing projects effectively and helps in sharing information and knowledge, thereby reducing information silos that often occur in large organizations (Robson: 2020).

In its implementation, holding cross-departmental meetings to share information and experiences and creating collaboration platforms such as online discussion groups or project management applications that enable better communication and coordination.

Islamic communication in an organizational context has a very crucial role. The following are several reasons why good communication, based on Islamic principles, is very important in an organizational environment (Al-Ghazali: Ihya ulumididn):

- a) Building Harmonious Relationships; Good communication can strengthen relationships between organizational members. By speaking honestly and politely, organizational members can create a more harmonious and collaborative work atmosphere.
- b) Increase Trust; The principles of honesty and transparency in Islamic communication increase trust among members. When communication is conducted in an ethical manner, organizational members are more likely to feel safe and trust each other.
- c) Resolving Conflict; Effective communication helps in identifying and resolving conflicts. By using a gentle and understanding approach, problems can be resolved before they escalate into larger conflicts.
- d) Encouraging Active Participation; By creating open channels of communication, organizational members feel more involved and valued. This encourages active participation in discussions, decision making, and other organizational activities.
- e) Increased Productivity; Clear and effective communication minimizes misunderstandings and confusion, thereby increasing efficiency and

productivity. Organization members can work more focused and directed. (Nasution: 2010)

Islamic communication allows organizations to convey their values and goals in a way that is consistent with religious teachings. This helps members understand the organization's mission and commit to it. By integrating Islamic communication principles, organizations can build a positive and inclusive culture. This creates a better work environment for all members. The application of Islamic communication in organizations is not just an ethical practice, but is also an effective strategy for achieving organizational goals (Endang: 2018).

In the Islamic context, good communication is rooted in values such as honesty, empathy and mutual respect. This creates an environment where members feel valued and motivated to contribute to their maximum potential. Additionally, good communication helps reduce stress and tension within the organization, thereby creating a more positive and productive work atmosphere. Thus, Islamic communication becomes an important pillar in achieving organizational success and sustainability.

### **Building Effective Communication**

Building effective communication within an organization is very important to achieve common goals and create a harmonious work environment. The following are several ways to build effective communication (Supriyadi : 2022):

- a) Be an Active Listener: Listening attentively is key to understanding another person's perspective. This helps prevent misunderstandings and strengthens relationships between team members.
- b) Give Feedback: Giving constructive feedback after listening to other people's opinions is very important, especially for leaders. This shows that every contribution is appreciated and can improve communication.
- c) Open for Discussion: Encourage open discussions where each team member feels comfortable to share their ideas and opinions. This creates an inclusive and collaborative atmosphere.
- d) Respect Different Opinions: Respecting different opinions is important in communication. This helps create an environment of mutual respect and reduces the potential for conflict.
- e) Use Appropriate Body Language: Positive body language, such as eye contact and smiling, can reinforce verbal messages and show attention to the person you are talking to.

- f) Avoid Conflict: Managing differences of opinion in a constructive manner and avoiding derogatory criticism can help maintain a harmonious work atmosphere.
- g) Insert Humor: Using humor wisely can help relieve tension and strengthen relationships between team members.
- h) Meetings Outside of Work: Arranging informal meetings outside of the work context can help build personal closeness between team members, which in turn can improve communication in the workplace.

By applying these principles, organizations can build more effective communication, which will ultimately increase productivity and job satisfaction (Al-Qaradawi: 2020).

### **Handling Conflicts with an Islamic Approach**

In an organizational context, conflict is inevitable. However, handling conflicts with an Islamic approach can produce more constructive and sustainable resolutions (Sulaiman: 2015). This approach emphasizes the importance of honest dialogue, empathy and mutual respect. One of the main principles in Islam is “sabar” (patience) and “adil” (justice), which encourage individuals to deal with conflict calmly and objectively.

In conflict situations, it is important to listen actively and seek to understand each party's perspective before evaluating solutions. In addition, Islam encourages conflict resolution through deliberation (shura), where all parties are invited to participate in discussions and search for solutions, thereby creating a sense of shared ownership and responsibility. This approach not only solves existing problems but also strengthens relationships between members of the organization (Nasution: 2010).

### **The Role of Leaders in Strengthening Ukhuwah**

Leaders have a very important role in strengthening ukhuwah (brotherhood) among Muslims. Here are some of the main roles of leaders in this context:

- a) Be a role model: Leaders must be a good example in behavior and morals. By showing good attitudes, such as honesty, integrity and caring, leaders can inspire members to respect and love each other (Zainuddin: 2022).
- b) Establish Effective Communication: Leaders need to create open and transparent communication channels. By listening to and responding to members' needs and concerns, leaders can strengthen mutual trust and solidarity. (Al-Qaradaqi : 2020)
- c) Overcoming Differences: In organizations, differences in opinions and views are normal. Leaders must be able to manage these differences

wisely, using a deliberative approach to reach agreements that benefit all parties. (Amen : 2021)

- d) Encourage Cooperation: Leaders should encourage members to work together to achieve common goals. By creating projects or activities that involve all members, leaders can strengthen the sense of togetherness and ukhuwah (Supryadi: 2022).
- e) Providing Moral and Spiritual Support: Leaders also play a role in providing moral and spiritual support to members. By reminding members of the importance of ukhuwah in Islam and inviting members to pray and worship together, leaders can strengthen emotional ties between them.
- f) Maintain a Positive Environment: Leaders must create a positive and inclusive environment, where every member feels valued and accepted. This will help strengthen ukhuwah and create a harmonious work atmosphere.

By carrying out these roles, leaders can contribute significantly to strengthening brotherhood among organizational members, which in turn will lead to mutual progress and success (Nasution: 2022).

#### **Islamic Communication Practices in KAMUS Organizations**

The KAMUS organization implements Islamic communication practices that focus on ethical values, honesty and mutual respect. In every interaction, KAMUS members are taught to use polite and respectful language, reflecting Islamic teachings about the importance of good morals. Regular meetings are held to discuss relevant issues, where each member is given the opportunity to speak and express their opinions. This creates an atmosphere of open and inclusive dialogue. Apart from that, KAMUS also holds communication training that teaches members how to communicate effectively and in accordance with Islamic principles.

In every activity, KAMUS tries to emphasize the importance of ukhuwah and solidarity among its members, so that each individual feels valued and involved in the community. By implementing good communication practices, KAMUS not only strengthens relationships between members but also increases the effectiveness of the organization in achieving its goals.

Communication practices in the Abituren Musthafawiyah Extended Family (KAMUS) show that communication based on Islamic values has a great influence on strengthening ukhuwah among members. In this context, several important aspects found in this research are:

- a) Openness and Honesty: KAMUS members emphasize the importance of openness in communication. Honest and open discussions during regular

meetings allow members to express opinions and criticism in a constructive manner. This creates a safe environment for members to share ideas and experiences, which in turn strengthens mutual trust between them.

- b) Use of Technology (Sari: 2023) Social media and instant messaging applications such as WhatsApp have become important tools in maintaining communication between members. Although there are challenges such as misunderstandings that may arise, the use of this technology allows information to be disseminated quickly and efficiently. Members who are active on these platforms tend to be more involved in organizational activities, showing that digital communication can strengthen relationships between members if used wisely.
- c) Active Participation: Observation results show that members who are actively involved in organizational communication have a higher level of participation in activities. They feel more responsible for the sustainability of the organization and are more motivated to contribute. This shows that good communication not only serves to convey information, but also builds a sense of ownership and attachment among members.
- d) Application of Islamic Values: Application of communication principles that are in accordance with Islamic values, such as mutual respect and empathy, is very important in building ukhuwah. Members who apply these values in their daily interactions tend to have more harmonious and productive relationships.

Overall, the results of this research show that grounding Islamic communication in the KAMUS organization not only increases brotherhood between members, but also contributes to the success of the organization in achieving common goals. Therefore, it is important for KAMUS administrators to continue to develop effective communication practices based on Islamic values.

### **Handling Conflicts with an Islamic Approach**

Handling conflict with an Islamic approach involves principles that focus on justice, empathy and deliberation. In Islam, conflict is considered something natural in social interactions, but its resolution must be done in a constructive way. One of the recommended methods is deliberation (shura), where all parties involved in the conflict are invited to discuss openly and listen to each other.

In this process, it is important to remain calm and avoid excessive emotions. Islam also encourages the use of wise mediators to help resolve conflicts, so that all parties feel heard and respected. In addition, this approach

emphasizes the importance of forgiving and forgetting mistakes, in order to maintain good relations and ukhuwah (brotherhood) between people. By applying these principles, conflicts can not only be resolved, but also strengthen relationships between individuals. (Sulaiman: 2015).

### **The Role of Leaders in Strengthening Ukhuwah**

Leaders have a very important role in strengthening ukhuwah (brotherhood) among organizational members. Here are some ways leaders can contribute to this:

- a) Be a role model: Leaders must demonstrate good morals and behavior that reflects Islamic values. By being a good example, leaders can inspire members to respect and love each other.
- b) Establish Open Communication: Leaders need to create open and transparent communication channels. By listening to and responding to members' needs and concerns, leaders can strengthen mutual trust and solidarity among them.
- c) Managing Differences: In organizations, differences of opinion are normal. Leaders must be able to manage these differences wisely, using a deliberative approach to reach agreements that benefit all parties.
- d) Encourage Cooperation: Leaders should encourage members to work together to achieve common goals. By creating projects or activities that involve all members, leaders can strengthen a sense of togetherness and ukhuwah.
- e) Providing Moral and Spiritual Support: Leaders also play a role in providing moral and spiritual support to members. By reminding members of the importance of ukhuwah in Islam and inviting members to pray and worship together, leaders can strengthen emotional ties between them.
- f) Maintain a Positive Environment: Leaders must create a positive and inclusive environment, where every member feels valued and accepted. This will help strengthen ukhuwah and create a harmonious work atmosphere (Mustakim: 2023).

By carrying out these roles, leaders can contribute significantly to strengthening brotherhood among organizational members, which in turn will lead to mutual progress and success.

There are theories related to grounding organizational communication

- a) Interpersonal Communication Theory: This theory emphasizes the importance of interactions and relationships between individuals in organizations. Effective communication between members can build trust and collaboration, which is critical to achieving shared goals.

- b) Social Network Theory: This theory views organizations as networks consisting of interconnected individuals. In this context, good communication helps strengthen relationships between individuals and creates a more efficient flow of information.
- c) Constructivism Theory: This theory focuses on how individuals construct meaning through social interactions. In organizations, constructivism encourages members to collaborate and share knowledge, thereby creating better shared understanding.
- d) Open Systems Theory: This theory states that organizations cannot be separated from the external environment. Good communication allows organizations to adapt to changes in the external environment, as well as build positive relationships with stakeholders.
- e) Transformational Leadership Theory: This theory emphasizes the role of leaders in motivating and inspiring organizational members. Effective leaders use communication to build a shared vision and strengthen members' commitment to organizational goals. (Schein : 2010)
- f) Organizational Culture Theory: This theory explains how the values, norms, and practices in an organization influence communication. An understanding of organizational culture helps in designing appropriate and effective communication strategies.
- g) Management Communication Theory: This theory suggests that clear and structured communication from management to members is critical to creating understanding and engagement. This includes the use of formal and informal communication channels (Wood: 2016).
- h) Dialogue Theory: This theory emphasizes the importance of open dialogue in organizations, where all voices are heard and valued. This approach encourages active participation and creates an atmosphere of mutual respect (Kreps: 2011).

Tafsir At-Thabari and Islamic Communication in Organizations to Improve Brotherhood Tafsir At-Thabari, which is one of the classic and leading tafsirs in the Islamic tradition, provides many insights into the principles of communication in social and organizational contexts. Although At-Thabari does not explicitly discuss "communication" in the modern sense, his teachings about ukhuwah and interaction between individuals in society can be interpreted to support the establishment of positive communication in organizations.

#### Main Principles in Tafsir At-Tabari

- a) Connectedness between People: At-Tabari emphasized the importance of good relationships between individuals, as expressed in many verses of

the Koran which encourage people to get to know, respect and help each other. This is in line with the principle of ukhuwah, which requires each member of the organization to support each other and maintain harmonious relationships.

- b) Honesty and Openness: In his interpretation, At-Thabari underlines the value of honesty as a basis for effective communication. In an organizational context, honesty in communication will build trust between members, which is an important element for improving ukhuwah.
- c) Empathy and Mutual Respect: At-Tabari teaches that every individual has rights and honor. In communication, this means that organizational members must respect each other's views and feelings. By prioritizing empathy, members can build stronger relationships and increase a sense of brotherhood.
- d) The Importance of Advice (Advice): One of the important teachings in Islam is giving good advice. In an organizational context, healthy communication should include giving each other advice in a constructive way. This not only enhances brotherhood, but also helps members to grow and learn from each other.

From the perspective of Tafsir At-Thabari, communication based on Islamic values is very important to increase ukhuwah within the organization. Principles such as honesty, empathy and mutual respect must be applied in every interaction. By grounding these values in daily communication practices, organizations can create an environment that supports unity and solidarity among their members. This will strengthen ties of brotherhood and create a more harmonious and productive community. (Al-Tabari: 1992)

Meanwhile, the results of interviews and observations show that communication in KAMUS takes place through various channels and various methods. Regular meetings are held every month, where members are given the opportunity to share experiences and ideas. Open and respectful discussions during these meetings are essential to creating an inclusive atmosphere. Many members report that they feel more connected to each other after participating in these discussion sessions

From the results of observations, it appears that KAMUS members are actively involved in communication. Apart from that, the use of WhatsApp groups and other social media platforms is also an effective means of maintaining communication between members. Through this platform, information related to organizational activities can be disseminated quickly, and members can support each other in various activities. However, there are

also challenges in using social media, such as the emergence of misunderstandings and inaccurate information.

This shows the importance of implementing communication principles that are in accordance with Islamic values, such as honesty and responsibility in sharing information. Organizations tend to have a higher level of participation in activities. They also feel more responsible for the continuity of organizational activities. This shows that good communication not only serves to convey information, but also plays a role in building a sense of ownership and attachment among members.

Overall, the research results show that effective communication practices, based on Islamic values, contribute significantly to increasing ukhuwah among KAMUS members. This is the basis for recommendations to continue to develop and strengthen communication practices within the organization in order to further increase solidarity and cooperation between members.

## **CONCLUSION**

Grounding Islamic communication within the Abituren Musthafawiyah Extended Family (KAMUS) organization is very important to increase ukhuwah between members. By applying communication principles based on Islamic values, relationships between members can be strengthened, which has a positive impact on participation and solidarity in organizational activities.

Apart from that, this research also shows that openness, honesty and wise use of technology can be determining factors in strengthening communication. Efforts to continue developing effective and inclusive communication strategies will further increase members' sense of belonging and attachment to the organization. Therefore, the recommendation for KAMUS administrators is to continue to encourage members to actively participate in every aspect of communication, both directly and via digital platforms.

Furthermore, this research also opens up space for further studies regarding the impact of effective communication in the context of other Islamic organizations. Thus, this research not only contributes to KAMUS, but also to the development of Islamic communication theory and practice in wider society. It is hoped that the integration of philosophical values and communication ethics in every interaction can produce a more harmonious and productive community.

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