

Organizational Communication Strategy of the Regional Leadership Council of the Indonesian Islamic Propagation Institute in Pekanbaru City in Strengthening National Values in the Digital Era

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Abstract

This research investigates the organizational communication frameworks implemented by the Regional Leadership Council of *Lembaga Dakwah Islam Indonesia* (DPD LDII) Pekanbaru to reinforce national values amidst the complexities of the digital age. Given the proliferation of misinformation and social polarization, the study underscores the critical role of community-based organizations in preserving social cohesion within multicultural urban environments. Adopting a descriptive qualitative approach, the study utilizes interviews, longitudinal observations, and archival analysis, anchored by Onong Uchjana Effendy's communication strategy framework and contemporary organizational communication theories. As the findings show, DPD LDII Pekanbaru has several communication strategies, such as: (1) structured internal communication, ensuring shared understanding of national values among the members, (2) external communication, using social media, the Virtual Nationality School program, and digital educational content to reach the broader public, (3) collaboration with the national institutions, e.g. the MPR RI, to spread national values, and (4) persuasive communication, in which religious moderation, tolerance, and patriotism are stressed. The strategies are effective in enhancing nationalism among the masses in the digital age. The study will be valuable to the field of organizational communication and can be used by other community organizations in formulating national value communication strategies.

Keywords: communication strategy, organizational communication, national values, LDII, digital era.

INTRODUCTION

Community organisations (organisasi kemasyarakatan / CSOs) are relevant in reinforcing national values in multicultural societies. Nevertheless, social polarization, misinformation and hoaxes, and the loss of cohesiveness and forbearance have become common occurrences in the digital age due to the uncontrolled, rapid flow of information. All this demands that community organizations communicate strategically and adaptively at an organizational level so as to continue being effective actors of social integration.

According to the mandate of the 1945 Constitution of the Republic of Indonesia, as discussed in Law No. 16 of 2017 on Community Organizations, CSOs have a role to play in ensuring national unity and cohesion, tolerance, and citizen participation. As such, organizational communication is an important tool in the process of converting national values into social practices, which may be discerned and accepted by society.

With a high level of ethnic and religious diversity, Pekanbaru City struggles with the concept of social harmony existing in the environment of the digital development of communication. In this respect, the Indonesian Islamic Da'wah Institute (LDII), specifically the Regional Leadership Council (DPD) of the LDII Pekanbaru City, actively promotes the spread of national values through different programs and the use of digital media. It is on this basis that this study attempts to examine the organizational communications strategies of DPD LDII Pekanbaru City in enhancing national values in the digital world. It is believed that the findings will have theoretical and practical implications in the development of organizational communication studies and the enhancement of the role of the community organization in upholding the national unity.

THEORETICAL FRAMEWORK

Organizational Communication

Organizational communication is described as the process of sending and receiving messages in an organization, whether formally or informally, with a view to achieving common objectives. Wiryanto argues that organizational communication encompasses communication between individuals, groups, and organizations and their environments. Concerning community organizations, organizational communication serves as a coordination system for the spread of values, identity, and social persuasion. The organizational communication strategies entail planning of messages, media choice as well as management of communication to ensure that the organizational messages are well comprehended by the internal and external stakeholders.

National Values

A set of core values based on the principles of Pancasila, the 1945 Constitution, *Bhinneka Tunggal Ika* (Unity in Diversity), and the Unitary State of the

Republic of Indonesia (NKRI) are national values. Such values are unity, tolerance, mutual cooperation, patriotism, and respect for diversity. Multicultural societies need to strengthen national values in order to avoid social conflict and retain national integration. Such values are installed strategically by the community organizations through social, religious, and educational practices.

Digital Communication

Digital communication refers to the process of sending messages via the use of technology-based mediums like social media, websites, and instant messaging programs. Speed, interactivity, and reaching a large audience are the main characteristics of digital communication. It gives great prospects with the opportunities to spread national values by organizations on the one hand and the threat of misinformation, hate speech, and polarization of society on the other hand. Thus, responsible and planned digital communication strategies are needed.

Systems Theory

As postulated by Katz and Kahn, organizations are considered to be systems that are open and discussed as being made up of interrelated and interdependent subsystems. Organizations have interactions with their environments in terms of input, transformation, output, and feedback. In this view, communication can be a key component that keeps systems in the system together and facilitates the ability of organizations to respond to changes in the environment, even changes brought about by digital technological advancements.

METHODOLOGY

This study is a qualitative research using a descriptive research design, as it seeks to include a deeper insight into the organizational communication practices of the Regional Leadership Council of the Indonesian Islamic Da'wah Institute (DPD LDII), Pekanbaru City, in enhancing national values in the digital age. The qualitative method is selected due to the concern about the processes, meanings, and dynamics of communication that are within the context of community organizations.

The research was carried out in Pekanbaru City, Riau Province, of DPD LDII. The subjects of the research were the DPD LDII Pekanbaru City administrators and people directly engaged in planning and implementation of organizational communication activities. Purposive sampling was used to select the informants, as they have to be well-informed, experience-based, and directly involved in the object of the research.

The primary and secondary data comprised the research data. Primary data were collected using in-depth interviewing, observations, and recording of

organizational activities, and the use of digital media. The secondary data was gathered through organizational documents, applicable laws and regulations, academic texts, and other supporting materials.

Data analysis was done based on qualitative descriptive methods, based on data reduction, data presentation, and drawing conclusions. This research used the source and method triangulation as a method to improve the validity and consistency of findings in order to make the data effective.

RESULTS AND DISCUSSION

The study findings show a systematic and integrated approach to organizational communication strategy implementation of DPD LDII Pekanbaru City to enhance the progress of the national values in the digital age, which should be addressed within the system theory as proposed by Katz and Kahn. This model has four key elements: input, transformation, output, and feedback which are in a continuous relationship with each other.

At the entry point, DPD LDII Pekanbaru City has comparably good and well-developed organizational resources, such as human resources, strategic policies in line with the eight processes of national contribution provided by LDII and external assistance of government institutions and cross-sector organizations (Indonesian Ulema Council or MUI), the Forum of Religious Harmony (FKUB), the Indonesian National Armed Forces (TNI), the National Police (Polri), and the Indonesian Red Cross (PMI). Moreover, the public feedback is received with the help of direct audiences and online communication platforms, which indicates the organization is open to the social environment.

The transformation phase will be achieved by the use of internal communication forums like Daily Executive Meetings, Regional Work Meetings, and Regional Deliberations. These forums can be used as the consolidation or policy-alignment forums, external input processing into the work programs that are pertinent to the local context of Pekanbaru City. Open and participatory communication patterns allow the exchange of ideas in an organization across the board.

The organizational communication strategy, in terms of output, generates some tangible programs of integration, in which Islamic and national values are combined by means of formal and non-formal education, humanitarian social activities, institutional cooperation, and the use of digital media, i.e., YouTube, Instagram, TikTok, and the internal media of the organization. Digital communication use is discussed as effective in reaching broader audiences and in the younger generations, as well as improving the social legitimacy of the organization.

Meanwhile, the feedback process is carried out by the use of internal analysis, reaction to publicity, and participation and engagement within social media. This feedback becomes the foundation on which the communication programs are improved and innovated so as to make them relevant to the social dynamics and technological changes.

Overall, the results highlight that the organizational communication strategy of DPD LDII Pekanbaru City successfully reinforces the national values with the help of an adaptive, collaborative, and digitally oriented strategy. This ascertains the fact of the fact that the management of organizational communication systematically is a key factor in ensuring cohesion and social cohesion in the digital age, multicultural societies.

CONCLUSION

Comparing the research results and discussion, it can be concluded that the organizational communication strategy of the Regional Leadership Council of the Indonesian Islamic Da'wah Institute (DPD LDII), Pekanbaru City, in enhancing national values in the digital age has been carried out in a systematic, structured, and adaptive way. The theory used in the strategy is that of organizational systems, which involves the interdependent processes of input, transformation, output, and feedback.

At the input level, DPD LDII Pekanbaru City has the advantage of well-planned human resources, strategic policies on the eight clusters of national contribution by LDII, and networking with government institutions and cross-sector organizations. The external environment, the community, as well as the digital media, are also taken into consideration in the development of the communication strategies.

The transformation phase is executed by providing internal communication forums that serve as platforms for consolidation and making strategic decisions. Then, on the exit level, the organizational communication strategy creates numerous religious development plans, character education programs, social undertakings, and the use of digital media, which perpetually fuse the national values. The feedback phase is carried out with the help of the internal assessment and the external feedback, the results of which can be discussed as the foundation of the program improvement and development. Overall, the organizational communication policy of DPD LDII Pekanbaru City has become effective in enhancing the national values within a multicultural society. This paper attests to the fact that well-thought-out and digitally based organizational communication is significant to the sustenance of cohesion, patience, and social acculturation in the digital age.

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