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Strategi Komunikasi Islam Dalam Organisasi (Studi Kasus Pimpinan Komisariat IMM Al-Birr FAI Unismuh Makassar Periode 2024-2025)

Islamic Communication Strategies in Organizations (Case Study of the IMM Al-Birr FAI Unismuh Makassar Commissariat Leadership for the 2024-2025 Period)

Ripaldi¹, Muh. Ramli², Abd Rahman³

Universitas Muhammadiyah Makassar¹ | ripaldipaldi200@gmail.com
Universitas Muhammadiyah Makassar² | ramli@unismuh.ac.id
Universitas Muhammadiyah Makassar³ | abd.rahman@unismuh.ac.id

Abstrak

Kata Kunci:

Strategi; Komunikasi Islam; Organisasi; Pimpinan Komisariat;

Penelitian deskriptif kualitatif ini bertujuan untuk menganalisis dan mendeskripsikan Strategi Komunikasi Islam (SKI) dalam Pimpinan Komisariat Ikatan Mahasiswa Muhammadiyah (IMM) Al-Birr Fakultas Agama Islam (FAI) Universitas Muhammadiyah Makassar. Penelitian dilaksanakan di lokasi Pimpinan Komisariat IMM Al-Birr FAI Unismuh Makassar dengan menggunakan teknik pengumpulan data observasi, wawancara, dan dokumentasi, serta analisis data melalui reduksi, penyajian, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa Strategi Komunikasi Islam cukup berperan aktif dalam organisasi melalui tiga komponen utama, yakni komunikasi dari Badan Pengurus Harian (BPH) ke Demisioner, antar sesama BPH, dan BPH ke Kader, yang merujuk pada penyampaian ajaran Islam secara bijaksana, cerdas, dan penuh pertimbangan. Penguatan komunikasi BPH ke Kader, khususnya melalui kajian, berhasil melahirkan kader yang loyal dan siap melanjutkan estafet kepemimpinan. Faktor penunjang keberhasilan strategi ini adalah semangat tinggi, militansi, komitmen, iuran anggota, fasilitas yang memadai, dan dukungan universitas. Meskipun demikian, tantangan utama yang dihadapi meliputi kesulitan dalam regenerasi kader karena banyaknya organisasi kampus, kurangnya pendekatan emosional BPH ke Kader, benturan waktu organisasi dan akademik, serta kurangnya perhatian BPH terhadap keahlian Kader yang menyebabkan sebagian memilih berproses di organisasi lain.

Abstract

Keywords: Strategy;
Islamic
Communication;
Organization;
Branch Leadership;

This qualitative descriptive research aims to analyze and describe the Islamic Communication Strategy (ICS) within the Leadership Branch of the Ikatan Mahasiswa Muhammadiyah (IMM) Al-Birr, Faculty of Islamic Studies (FAI), Muhammadiyah University of Makassar. The study was conducted at the IMM Al-Birr FAI Unismuh Makassar Leadership Branch location, utilizing observation, interviews, and documentation for data collection, and data analysis through reduction, presentation, and conclusion drawing. The findings indicate that the Islamic Communication Strategy plays a sufficiently active role in the organization through three main components: communication from the Daily Executive Board (BPH) to the former executives, among BPH members, and BPH to Cadres, which refers to conveying Islamic teachings wisely, intelligently, and thoughtfully. The reinforcement of BPH-to-Cadre communication, especially through study groups, has successfully produced loyal cadres prepared to continue the leadership succession. Supporting factors for this strategy's success include high spirit, militancy, commitment, membership fees, adequate facilities, and university support. Nevertheless, the main challenges faced encompass difficulties in cadre regeneration due to the high number of campus organizations, a lack of emotional approach from the BPH to Cadres, clashes between organizational and academic schedules, and the BPH's insufficient attention to Cadres' expertise, which leads some to choose engagement in other organizations.

INTRODUCTION

The Muhammadiyah Student Association (IMM) as part of the young generation of Islam needs to take a bigger role in participatory cultural movements, to educate the community. The quantitative population of the ummah that is still not balanced with quality is the responsibility of the Muhammadiyah Student Association (IMM) together with other young generations of Islam to prepare quality and competitive human resources (Tanfidz Musykom VI, 2023: 1)

IMM as a forum for cadre regeneration has an ideology and personality of Muhammadiyah that is always upheld. Q.S Ali Imran verse/3 : 104 became the foundation of the establishment of IMM. The birth of IMM answered the problem of the time that Muhammadiyah needed regeneration in the student sphere. Muhammadiyah's da'wah must not stop as well as the construction and ideological balance must be maintained. This is as explained in the words of Allah Q.S Ali Imran verse/3:104

وَلْتَكُنْ مِنْكُمْ أُمَّةٌ يَدْعُونَ إِلَى الْخَيْرِ وَيَأْمُرُونَ بِالْمَعْرُوفِ
وَيَنْهَوْنَ عَنِ الْمُنْكَرِ وَأُولَئِكَ هُمُ الْمُفْلِحُونَ

Translation:

"And there should be among you a group of people who call for good, enjoin (do) what is righteous, and

prevent from doing evil; They are the lucky ones." (Ministry of Religion of the Republic of Indonesia, 2012: 531)

The Muhammadiyah Student Association that has progressed in the latest movement has created new dynamics in religious movements that have various ideological orientations. In addition, IMM is in the flow of religious development with all inevitable tendencies, religious movements of various orientations and ideas in the framework of one Islam. IMM is in a vortex of pluralistic religious understandings and dynamics. In the Tafsir of Ibn Katsir, Allah SWT. It is said in the Qur'an which means: that there should be from you a number of people who are in charge of upholding the commands of Allah, that is, by calling people to do good deeds and forbidding evil deeds, they are the lucky group "What is meant by this virtue is to follow the Qur'an and my Sunnah".

The articles of association in chapter 1 article 1 of the name of the Muhammadiyah Student Association abbreviated as IMM are an Islamic student movement with Islamic beliefs sourced from the Qur'an and As-Sunnah. The meaning of this verse is that there should be a group of IMM cadres who are tasked with carrying out the affairs of the organization, the ummah, and the nation. even though these matters are indeed obligatory on every individual Immawan and Immawati

of the Thousand Ages who uphold noble ideals. As mentioned in the book Saheeh Muslim in a hadith from Abu Hurairah. It is mentioned that the Prophet PBUH said:

عَنْ أَبِي سَعِيدٍ الْخُدْرِيِّ رَضِيَ اللَّهُ عَنْهُ، قَالَ: سَمِعْتُ رَسُولَ اللَّهِ ﷺ يَقُولُ: «مَنْ رَأَى مِنْكُمْ مُنْكَرًا فَلْيُغَيِّرْهُ بِيَدِهِ، فَإِنْ لَمْ يَسْتَطِعْ فَبِلِسَانِهِ، فَإِنْ لَمْ يَسْتَطِعْ فَبِقَلْبِهِ وَذَلِكَ أَضْعَفُ الْإِيمَانِ» رَوَاهُ مُسْلِمٌ.

Meaning:

Abu Sa'id al-Khudriy radiyallahu'anhu narrated that I heard the Prophet PBUH say, "Whoever among you sees an evil, let him prevent it with his hands." If with the hands he is not able, then with the verb. If it is incapable of words, then by heart, and that is the weakest faith. HR. Muslim (Imam Muhyiddin Bin Syaraf An-Nawawi, 2018: 116).

In relation to the above hadith, as IMM Cadres in religious movements must intensify, be effective and optimize the da'wah of Amar Ma'ruf Nahi Mungkar to the community, especially the student community. Imam Ahmad said, has narrated to us Sulaiman Al-Hashimi, has narrated to us Ismail Ibn Ja'far, has narrated to me Amr Ibn Abu Amr, from jarullah ibn Abdur Rahman Al-Ashhal, from Hudzhaifah Ibn Yemen, that the Prophet PBUH once said: "By God whose soul is in the grasp of His power, you must indeed

command virtue and forbid wrongdoing, Or Allah SWT will send you punishment from His side, then you really pray (ask for help from Him), but your prayers are not allowed." Imam Tirmidhi and Imam Ibn Majah narrated through the hadith of Amr Ibn Abu Amr with the same words. Imam Tirmidhi said that this hadith is hasan. To achieve this goal, there needs to be a group of Muslims engaged in the field of da'wah who always give reminders, whenever there are symptoms of division and deviation. Therefore, in this verse it is commanded that among Muslims there is a group of people who are trained in the field of da'wah who firmly call for goodness, command the ma'ruf (good) and prevent the unrighteous (vile).

Thus, all efforts that do not violate the principles of Muslims will be preserved from division and infiltration of any party advocating doing good alone is not enough, but must be accompanied by eliminating bad qualities. For this reason, remember "Anyone who wants to achieve victory. So he must first know the requirements and tactics of the struggle to achieve it, namely: victory will not be achieved except by strength, and strength will not be realized but by unity.

In the Muhammadiyah Student Association (IMM) to achieve organizational goals, it is necessary to have an administrator or in this case the Daily

Leadership Board (BPH) because BPH is a group of leaders/management of the association that is selected and given a mandate by the Congress, Branch Deliberations or Commissariat Deliberations. (Meknisme, 2014; 2)

Globalization and technological sophistication are the reality that is happening today. This means that the challenges that must be faced are becoming more diverse. In facing these challenges, of course, Muslims must prepare the next generation of cadres who are intellectually ready and able to spread Islamic values that are rahmatan lil'aalamiin. The implementation of madrasah-based education is one of the answers in overcoming these challenges. Islamic education is interpreted as the process of developing and saving human beings as their nature. Islamic education does not only develop physically, spiritually, soul and even intellect, but also how the four potentials develop and "survive" (Islam) (Abdul Malik Karim & Zainuddin, 2019: 193).

In order to create the best generation of Muslims, of course, educational institutions that have good quality are also needed. One of the factors that is a factor in the success of an educational institution in achieving good quality is by forming competent educators, one of the strategies

is to conduct effective communication, of course it requires a strategy in running it.

Strategy is defined as a careful plan of activities to achieve specific goals. Strategy can be interpreted as an overall plan to achieve a target, although there is no guarantee of success. Strategy is needed in communication, this is based on the fact that to achieve goals, systematic and directed steps are needed so that the planned goals can be accepted and understood by members of the organization, so that it will have a good impact on the institution, which in this case is an educational institution and also the community (Qoimah, 2018: 195).

Communication is an inseparable thing in daily life. Without communication, all human activities will never materialize. Communication is what binds the unity of the organization. Communication helps members of the organization achieve individual and organizational goals, respond to and implement organizational changes, coordinate organizational activities, and play a role in almost all relevant organizational actions. If an organization reaches the point where communication within the organization is not as effective as it should be, it will not function properly (Khomsahrial Romli, 2014: 7-8).

In the scope of school-based education management, the communication system is

a scientific study developed as an effort to instill values in the formation of organizational culture. The mechanism of its development is multidisciplinary using systems theory, based on the understanding that communication science as a social science is not value-free. An organization's communication system has its own characteristics that distinguish it from other organizations.

These characteristics were born as part of a management system based on the organizational philosophy that was built. The study of the communication system developed is between individuals that is oriented towards changing individual behavior in a positive direction. And it is necessary to build interpersonal communication as a means of expressing ideas of the mind orally and in writing (Muh.Anggung & Khairul Anwar, 2021: 2).

Organizational communication is the organizing behavior that occurs and how they engage in that process, transact and give meaning to what is happening. The most important nature of organizational communication is the creation of messages, interpretation, and handling of the activities of organizational members, how the organizational communication process is intertwined depends on a person or its members interpreting or interpreting things in their

organization. Effective communication in the organization is very necessary in order to achieve goals, but to achieve it, it is also necessary to pay attention to the inhibiting factors. This is because not all members can understand or interpret the message in the same way as intended, but there are different perceptions among all members. This organizational communication is a space for every employee who works in the organization to carry out the internal communication process with fellow employees, superiors and subordinates (Nur Annisa Agustina & Ninuk Purnaningsih: 90).

Efficient communication in professional organizations can have a meaningful impact on job satisfaction and performance of cadres. Effective organizational communication can help cadres improve their job satisfaction and performance which can improve organizational efficiency. Communication is important in every organization or business, especially in terms of building an efficient and effective organization. A strong organizational culture and effective organizational communication can help strengthen an organization's identity while increasing efficiency and effectiveness (Carlos D, Cris Kuntadi, 2023: 2). To achieve maximum performance, professional organizations must prioritize effective organizational communication

and ensure that Cadres have a good working atmosphere. Therefore, it is very important for professional organizations to foster effective organizational communication while ensuring that cadres have an adequate work-life balance and opportunities to achieve organizational goals.

Effective Communication requires an understanding of the communication process and an awareness of what happens when communicating, which can only be achieved after delving into the stages of *communication* and understanding what happens when communicating. Effective communication also emphasizes mutual trust, thoroughness, desire for interaction and accurate information requirements. There are several differences, including individual differences, organizational psychology and improved ease of communication. Therefore, in order to communicate effectively and efficiently, workers and pioneers must learn to appreciate others and understand themselves as unique individuals.

In reality, communication problems always arise in the organizing process. Communication has a role in building the organizational climate, which has an impact on building the organizational climate, which has an impact on building an organizational culture, namely values and

beliefs that are the central point of the organization.

Organizational culture is an integral part of the organization's internal environment because the diversity of cultures in an organization is as much as the number of individuals in the organization. Generally, organizational culture is greatly influenced by the organization's external environment. An organization needs a culture that is a collection of general perceptions of all cadres as members of the organization, which will be used as a system that combines several meanings that are explicitly considered as the definition of organizational culture.

In general, communication problems always arise in the organizing process. Communication has a role in building the organizational climate, which has an impact on building the organizational climate, which has an impact on building an organizational culture, namely values and beliefs that are the central point of the organization. Organizational culture is an inseparable part of the organization's internal environment because the diversity of cultures in an organization is as much as the number of individuals in the organization (Rahmi Yuliana, 2012: 57). An organization can thrive influenced by communication. Every organization certainly has a vision, mission,

organizational culture, motivation and norms that are very decisive for the goodness or failure of an organization. In reality, communication problems always arise in the organizing process. Communication has a role in building the organizational climate, which has an impact on building the organizational climate, which has an impact on building an organizational culture, namely values and beliefs that are the central point of the organization. Organizational culture is an inseparable part of the organization's internal environment because the diversity of cultures in an organization is as much as the number of individuals in the organization. The purpose of communication is as a form of mutual understanding between members of the organization.

The effectiveness of communication in organizational institutions is determined by the communication strategy model carried out. This research focuses on the implementation of communication strategies in organizations, to understand this, the researcher is interested in researching "*Islamic Communication Strategies in Organizations: Case Study of the Commissariat Leadership of IMM Al-Birr FAI Unismuh Makassar for the 2024-2025 Period*".

RESEARCH METHODS

This study uses a qualitative descriptive research design, where the research is conducted in a *natural setting* without manipulation by the researcher, and the findings are not obtained through statistical procedures. This qualitative (naturalistic/interpretive) approach focuses on an in-depth analysis of Communication Strategies in Organizational Effectiveness in the Commissariat of IMM Al-Birr FAI Unismuh Makassar, especially the effectiveness of communication of the Daily Leadership Board (BPH) in carrying out organizational activities. The type of data used includes primary data obtained directly from the research location through interviews with key informants (Daily Leadership Agency), as well as secondary data in the form of conceptual literature reviews and relevant previous research results.

Data collection techniques used to prove and expand data include observation (direct observation of on-site phenomena), interviews (in-depth questions and answers with key informants), and documentation (data retrieval from books, reports, photographs, and other relevant data). Data analysis techniques are carried out through three main stages: Data Reduction (simplification and classification of important data), Data Presentation

(systematic arrangement of data, generally in the form of narrative texts), and Conclusion Drawing and Verification (looking for meanings, relationships, similarities, or differences to draw final conclusions). The main variables in this study were Islamic Communication Strategy (as the independent variable or main focus) and Organizational Effectiveness (as the bound variable or the results achieved). Variable measurements were carried out qualitatively, relying on interpretation, narrative description, and in-depth interpretation of the collected data.

RESULTS AND DISCUSSION

Islamic Communication Strategy in the Organization Case Study of the Leadership of the Commissariat of IMM Al-Birr FAI Unismuh Makassar for the 2024-2025 Period

There are 3 Islamic communication strategies at Pikom IMM Al-Birr FAI Unismuh Makassar, namely:

- a. the first BPH to the demissioner
- b. the second BPH to BPH
- c. the third BPH to cadres

Basically, everything is the same based on bil hikmah as in the Qur'an surah An-Nahl verse 125 which means "call (people) to the way of your Lord with wisdom". In the context of da'wah, "bil hikmah" refers to the method of conveying

Islamic religious teachings wisely, intelligently, and thoughtfully. This was explained by one of the founders of Pikom IMM Al-Birr FAI Unismuh Makassar Kakanda Eka Mahendra Putra S.Pd., M.Pd.

"The demisioner when BPH comes, his position is as an adjutant, then communication between BPH there are 2 coordinators and commands, then communication to the Department is the command line" (interview, July 14, 2025)

We can deny that the Communication strategy in the organization is very orderly because there are three areas that play a very important role, Departments or Cadres, BPH and Demisioner. This can help in Communication Strategies in the Case Study Organization of IMM Al-Birr FAI Unismuh Makassar. Every new Cadre or Department who is confused when there is an internal problem, there is BPH's job to look fine. The point is that Cadres must know that BPH is fine. BPH must communicate with the Demisioner to help solve the problem, the Demisioner must also be ready to help if there is a problem that cannot be solved by BPH's internal In this case, according to one of the BPH Pikom IMM Al-Birr FAI Unismuh Makassar, Ahsanul Haq.

"The communication strategy that we do first makes something that can be

said to be a place or forum that discusses plening, where the plening we do is to discuss openly or inclusively through our forum in the grub as a leader grub, then make a conclusion after getting an interactive discussion in the group then we decide to make a plening agenda, after making a plenary agenda we make a decision on where to place" (interview, July 24, 2025)

One form of BPH Communication Strategy that is carried out is, then make activities such as a study where the study is a study of the opening of *Suffah al-Abror* where the *study of Suffah al-Abror* makes us able to see more people who can develop this commissariat so that in *Suffah al-Abror* There are a lot of things that we make to interest new leadership candidates, new Muballigoh Missionary candidates who are the hope of the people in the future so that the strategy we carry out has been planned with matan and the results we get in accordance with the conditions and strategies that we do.

The form of communication is divided into 2 coordination and command, command is defined as communication from top to bottom, then if the coordination of communication lines is from bottom to top, and according to Saharuddin Demissioner, chairman of the 2021-2022 period.

"This information delivery strategy can at least deliver the message that wants to be conveyed so that it can be conveyed properly, so it can be met directly or through technology, for example via WA Then we and the content of the message must be clear." (interview, July 16, 2025)

This delivery strategy is indeed very effective and makes it easier to communicate far and near, online and offline, coupled with increasingly sophisticated technology. There are two forms of coordination and command, among others"

- a. Conveying information or instruction is a collective or comprehensive approach, so in this case the object of the information or the content of the information can be accepted as a whole, while for the personal approach, it is more profound to emphasize the information that occurs. To discuss the problem, the approach that must be taken will be discussed in a meeting, while the field problem can be delivered directly through verbal or written orders.
- b. The form of inactive communication is in this case, for example, the leader does not convey information properly or in this case it is not delivered properly and so do the members,

namely not carrying out what is ordered by the superior.

From the researcher's interview with Farid Assiddiq:

"Communication strategy in the scientific field or Bijil, the communication strategy that we carry out is through the program program at Bidil itself, for example, in the context of attracting our cadres to approach through reading, among the programs we do, there is also a name *iqro' macro*." (interview, July 24, 2025).

From the interview above, one of the Communication Strategies in the context of approaching or attracting cadres is *iqro' maqro'*, in *Iqro' macro'* as much as possible in Pantik, it is invited so that they come to learn together. In general, students are thirsty for the name of reading science and so on. In order to accommodate these aspirations, we made a name called *iqro' macro'* from *iqro' maqro'* so that there are cadres who are thirsty for their knowledge will come to *iqro' maqro'* so how is our strategy in attracting the cadres through *iqro' maqro'* because it also coincides with the needs of students for the thirst for knowledge.

Supporting Factors Faced by the Leadership of the Commissariat of IMM AL-Birr FAI Unismuh Makassar for the 2024-2025 Period

From the results of interviews and observations made, the researcher stated that the supporting factors faced by Pikom IMM Al-Birr FAI Unismuh Makassar for the 2024-2025 period are as follows:

From the results of the researcher's interview with Kakanda Eka Mahendra Putra, S.pd.M.pd. states that:

"The supporting factor for BPH awareness, then human resources, if he is capable, it means that he is able to communicate well. The role of technology and social media in supporting communication is more about external or external communication to other Pikoms, more about the means of delivering activities." (interview, July 14, 2025)

"Human resources: broadly speaking, IMM cadres who have high spirits, militancy, and commitment to the organization's struggle. These cadres are active in various fields, ranging from leadership, committees, to program implementers. Although it is undeniable, there are those who are missing after the cadre. But remember, our job is to preach. We maximize what exists." (interview, July 24, 2025)

From the results of the interview above, the human resources support factor in general, the Department and Cadres are very enthusiastic in IMM and very militant and loyal in their activities, and commitment to the struggle of the Organization. These cadres are active in various fields, ranging from leadership, committees, to program implementers. Although there are also things missing. But again, our task is to preach. We maximize what exists, maybe it is more than enough.

Financial resources Member contributions, funds for activities from independent businesses, and a little assistance from external parties that are incidental such as infaq from the Demisioner or IMM's father. And facilities for the availability of organizational secretariats in the campus environment which is the center for coordination and implementation of activities, as well as access to university facilities for large-scale activities such as collective literacy (*iqra maqra*) or discussions.

In addition, the support from the University and the parent organization has greatly contributed to the success of our program. The University gives formal legitimacy to the Head of the IMM Al-Birr FAI Commissariat as an official student organization, facilitates the use of campus facilities and infrastructure, and sometimes

provides limited moral and financial support for certain activities.

The things that are supporting factors include:

- a. Human Resources
- b. Financial resources
- c. Adequate facilities (secret)
- d. The support of the University of Muhammadiyah Makassar
- e. It is given legality from the University as the parent organization.

From the explanation above, there are many supporting factors in the Communication Strategy, human resources, financial resources, adequate facilities (secret), support and legality, but in terms of science, there is a thirst for knowledge. In the researcher's interview with Munawir as the Head of Leadership for the 2024-2025 period, they are:

"The same vision between students and administrators, in general, students are thirsty for knowledge then on one side of us at the Commissariat accommodates them so they are thirsty for knowledge and there is a place for us, so this is a factor that encourages them to come to the Commissariat, so there is a compatibility between their needs and something we offer." (interview, July 24, 2025)

From the results of the interview above, the same vision between students

and administrators is thirsty for knowledge, which BPH is committed to accommodating cadres in the scientific field. With a common vision, Cadres and administrators can work together more effectively to achieve goals. With the same vision, it can increase the motivation of Cadres and administrators in increasing motivation, making the right decisions, and increasing mutual trust so that it can strengthen the relationship and cooperation between Cadres and administrators.

Challenges Faced by the Leadership of the Commissariat of IMM AL-Birr FAI Unismuh Makassar for the 2024-2025 Period

From the results of interviews and observations made, the researcher stated that the challenges faced by Pikom IMM Al-Birr FAI Unismuh Makassar for the 2024-2025 period are as follows:

Based on the results of the researcher's interview with Kakanda Eka Mahendra that:

"There are many other okps from other organizations that are also looking for Cadres, so of course this is a challenge because we have to compete in fare how to get Cadres, then the obstacles in conveying information and coordination of activities, and economic factors and the lack of activation from BPH and the

Department itself." (interview, July 14, 2025)

From the results of the interview above, the challenge faced by Pikom IMM Al-Birr FAI Unismuh Makassar is to find Cadres or regeneration, this is indeed a challenge for organizations, especially if they are looking for individuals with certain qualities and abilities.

There are several challenges faced by Pikom IMM Al-Birr FAI Unismuh Makassar. Lack of interest in organizing, many cadres are not interested in joining the organization or have no interest in becoming cadres because there are many other okps in the campus itself who are free to look for cadres, especially among or around the Unismuh Makassar campus. High competence, organizations may have high competency standards for Cadres, making it difficult to find qualified individuals. IMM Al-Birr FAI Unismuh Makassar is too high or has expectations in the Cadre itself so that when there are Cadres who do not have skills or who can be highlighted, it is okay. Limited involvement, Many new cadres are busy with other activities and do not have time to be involved in the activities of IMM Al-Birr FAI Unismuh Makassar because of the many other okp activities and campus activities itself, inconsistent cadres come to the commissariat including it collides with

their lecture hours then challenges from parents most parents consider that Pikom or the organization is an obstacle from academics related to stikma or the paradikma that is built up in parents that they say the organization is an inhibitor of academic values.

From the results of the interview by Bambang, one of the Pikom Departments of IMM Al-Birr FAI Unismuh Makassar is:

"The lack of emotional closeness between the informant and the audience so that interesting information is often overlooked or underappreciated, overinformation, too much information overwhelms the recipient and ignores important messages, reducing the effectiveness of communication." (interview, July 24, 2025)

"There are two challenges that are actually faced by Pikom IMM Al-Birr FAI Unismuh Makassar, namely internal challenges and external challenges/dynamics." (interview, July 24, 2025)

From the results of the interview above, the challenges faced by Pikom IMM Al-Birr FAI Unismuh Makassar, due to the lack of emotional approach by BPH itself to its Cadres or Departments so that the existing information is not heard too much

by Cadres and Departermen and is often disseminated.

There are two challenges faced by Pikom IMM Al-Birr FAI Unismuh Makassar, namely:

a. Internal Challenges

Leadership regeneration and regeneration, ensuring continuity of leadership and attracting new members who have high commitment are constant challenges. The dynamics of lectures and academic busyness often affect the active participation of cadres. Time management and task division, considering that the majority of administrators are active students, effective coordination and division of tasks are often an obstacle, especially when approaching the exam period or final project. Motivate and maintain the collective spirit, maintain the spirit and motivation of cadres to remain consistent in carrying out work programs in the midst of various obstacles. Strengthening the Cadre Profile at the leadership level, namely in the aspects of understanding religion and beliefs, leadership, scientific specialization, and effective communication.

b. External challenges/dynamics

Changes in social trends Shift in students' interest in student organizations that tend to be pragmatic or more interested in activities that are entertainment or short-term career

development. Campus policies from the University related to student activities, the use of facilities, or licensing regulations that can have an impact on the flexibility of the organization in running the program. Religious issues, polarization of religious views or contemporary issues that develop in society can affect the internal and external dynamics of the organization, requiring IMM to be responsive and adaptive in conveying moderate and inclusive views of Islam.

CONCLUSION

The communication strategy implemented by the Chairman of the IMM Al-Birr Commissariat FAI Unismuh Makassar as a whole has succeeded in forming a network of interaction in three main scopes: BPH to Demisioner, BPH to BPH, and BPH to Cadres, whose implementation is divided into coordination and command. In implementing da'wah strategies, especially *da'wah bil hikmah*, BPH focuses on educational activities such as Soffa al-Abror's opening study. This activity plays a dual role, not only as a means of conveying wise religious teachings, but also as a strategic effort to develop the commissariat and prepare the regeneration of committed future leaders. The success of the implementation of this communication strategy is supported by significant

supporting factors, including militant and highly motivated cadres, financial support from member dues and independent businesses, the availability of adequate facilities, and the legality and full support of Unismuh Makassar as the parent organization. Nevertheless, the Commissariat Leadership simultaneously faces challenges that hinder the sustainability of the organization, especially difficulties in cadre regeneration due to lack of interest in organizing in the midst of many other Student Organizations (OKP). This challenge is exacerbated by the clash of lecture hours that affect the academic of cadres and the negative paradigm of parents who consider the organization as an academic obstacle, as well as the lack of BPH's emotional approach to cadres.

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