

## Communication Management in Diversity Tolerance to Maintain The Unity of The People

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### ABSTRACT

This article aims to identify the importance of communication management as a multidimensional approach encompassing managerial, operational, reflective, and strategic functions within organizations to ensure effective coordination, resolve communication crises, and achieve organizational goals. Focusing on the context of pluralism in Indonesia, the article explores the role of communication in maintaining social harmony through tolerance of diversity while reducing identity- and distribution-based conflicts. The novelty of this study lies in integrating communication management concepts with strategies to enhance multicultural attitudes through education, particularly in addressing globalization challenges that foster individualism and weaken social cohesion. Key findings indicate that effective communication management is crucial in promoting positive relationships within organizations and ensuring timely and accurate information delivery. This management approach boosts efficiency and productivity and fosters tolerance, conflict resolution, and social inclusion. Tolerance of diversity, including respect for differences in race, religion, gender, sexual orientation, and other backgrounds, plays a vital role in creating an inclusive culture and peaceful environment. Furthermore, maintaining the unity of the *ummah* is essential for preventing conflicts and fostering harmony through understanding, cooperation, and respect for differences. These findings highlight the need for integrating communication management, tolerance promotion, and efforts to sustain unity to build a more stable and prosperous society. Future research is recommended to explore the application of digital technologies in supporting communication management, develop culturally based tolerance strategies, and evaluate the impact of multicultural education on social harmony.

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## 1. INTRODUCTION

Along with the development of Communication Management Practices, Research in communication management and public relations has expanded significantly (Ekasari, Saktisyahputra, Ambulani, & Akib, 2023; Villena Manzanares, García-Segura, & Pellicer, 2023). Communication is essential for organizations and institutions in creating, developing, and sustaining social structures and coordination (Mukhtar, Rubino, & Ritonga, 2023). Communication, as a dynamic and ever-changing process, helps in creating organizations and in developing meaning systems by which people understand their actions (abid, Ceci, & Razzaq, 2023). Thus, organizational communication helps to understand complex situations, diagnose organizational problems, select alternatives for action, and coordinate organizational activities (Faisal & Kisman, 2020). Communication management includes the processes of observation, analysis, strategy, development, organization, implementation, and evaluation of communication processes (Delpont, 2020).

Using *communication management*, coordination will stand out as a key concept, and its core relationship to organizing. Communication management should be seen as a multidimensional concept of managerial, operational, coaching, and reflective functions within or for an organization, rather than just as a professional function of managers and technicians (Ginting et al., 2021). Communication management can be viewed as one way to describe or explain an organization or organization, in the same way, Finance describes and explains an organization from a financial perspective, or marketing from a market perspective (Marbun & Simanjuntak, 2021).

Communication factors are often considered as a sub-system that complements the overall management strategy. In other words, the communication factor is not seen as an essential factor for the achievement of organizational goals. What happens to communication problems in organizations is called a communication crisis (Sahputra, 2020). In achieving the goals and objectives required in management, it is necessary to have management objectives, namely planning, organizing, directing, and controlling (Bisri, Muid, & Khamim, 2023; Huda & Rokhman, 2021; Jumiati & Kartiko, 2022). These are the efforts made to achieve the desired goal.

Tolerance for diversity is an attitude and action that respects and accepts individual or group differences, such as culture, religion, race, gender, sexual orientation, and so forth (Hasan, Azizah, & Rozaq, 2023; Naima, Yaumi, Nursyam, Elya, & Rahayu, 2024). It involves accepting and respecting differences and ensuring that all individuals have the same right to express and fight for their identity without discrimination in all circles so that harmony can be maintained and feel comfortable in social life (Utu & Sintasari, 2021). Thus, the unity of the people can also be maintained so that it will avoid the attitude of division among the people. Communal violence in Indonesia reached 89.3% compared to other violence where violence includes between

ethnic groups, religious adherents, streams, or groups in the same religion (Apriliani, Pahrudin, Koderi, & Syafril, 2024). The cause of the conflict can also be caused by identity and distribution factors. Patterns of conflict based on identity primordialism is a pattern of conflict that is deep and most difficult to resolve (Supriyanto, Darim, Ismawati, & Taufiq, 2023; Zamrodatin, Darim, Ardianto, & Rofiq, 2023). "Distribution" is the unequal distribution of economic and political resources among interest groups within the identity group.

Another factor that influences the decline in the quality of tolerance is globalization, which nurtures the notion of individualism and the decline of Group-oriented (Saihu & Sarnoto, 2020). Indonesia as part of the plural society of Southeast Asia, can fall into anarchy, if it fails to find an adequate pluralist Federation formula. So it needs a unique strategy by groups or individuals or educational institutions to improve the quality of multicultural attitudes to minimize conflict.

## 2. RESEARCH METHODS

The approach used in this study is qualitative. With descriptive analysis methods that emphasize the evaluative aspects. This research was conducted in several boarding schools that have a relationship with Jamiyyah Nahdlatul Ulama, relationship in the sense that the boarding school is in the development of Rabithah Mahad Islami (RMI NU) an institution in Jamiyyah Nahdlatul Ulama that organizes and collects boarding schools, or because of this pesantren leadership joined in the structure of Jamiyyah Nahdlatul Ulama in its position as *Syuriyah*, *Tanfidziyyah*, institution or Autonomous Body. The subject of research, namely Kiai, the teacher or Ustadz, the Chairman of students, and all related elements are within the scope of the boarding school that the researcher came to study.

Data collection techniques through the dissemination of questionnaires, interviews, observations, and documentation studies, descriptive research is "*research that uses observations, interviews, or questionnaires about the current state of the subject we are researching*". In determining the respondents or who will be the sample, researchers use the techniques of purposive sampling. The selection of this technique is more on the consideration that the sampling of data sources is due to specific purposes. For example, people who are respondents were considered to know better (key informants) because it has a high position or main actors in the problem under study and are believed to be able to provide complete information or data according to the expectations of researchers.

This study uses the determination of data sources purposive. This is in line with that expressed by (Sugiyono, 2008) which is "*selected with consideration and a specific purpose*". The results of the study will not be generalized to the population because the sampling is not taken at random.

### 3. RESULT AND DISCUSSION

#### Result

#### Communication Management

The initial stage in the process of implementation of management is: planning in the implementation of education at the boarding school begins with the implementation of the internal meeting of the boarding school, usually at the initial stage of the general leadership of the boarding school or commonly called the teacher council deliberating to determine the work plan of the boarding school for the next year. At this stage the consultation is limited to the nuclear family; (founder), teacher son daughter and the next of kin, here are various things related to superior programs, personnel that must be prepared, facilities that must be met, and financial needs.

Before the plan and the main programs were spread and known to the public, Islamic Boarding School leaders conducted a comparative study with Islamic Boarding School which, by its nature can be a gathering visit to Islamic Boarding School flagship in other areas, then ask permission to adopt the system with local adjustments. This gathering will be very easy to do because Islamic Boarding Schools and others have built communication since the beginning, it could be in the form of similarities between previous Islamic Boarding Schools, or between Islamic Boarding School families entrusting each other's sons and daughters to Islamic Boarding School. This pattern is effective for exchanging experiences between Islamic Boarding School leaders.

Program information that has been absorbed, received, and requested permission to be tested will then be discussed with the Islamic Boarding School internally. Which parts of the program will be implemented, modified, or accepted in their entirety? The evaluation process of the new programs that will be implemented continues to be carried out, adapted to local conditions of Islamic Boarding School. Then there will be a process of dialogue between the leaders of the boarding school against the plan to be implemented. After the plans of these programs are agreed upon at the level of the general leadership (teacher council), the next stage is to disseminate them to the Council of Teachers, administrators, and student organizations.

In the next management function, the Islamic Boarding School leadership always fosters the spirit of all Islamic Boarding School residents to work diligently and guide them in implementing plans to achieve goals. By leading, the teacher creates a commitment with all Islamic Boarding School residents, encourages efforts to support the achievement of goals, and influences all teachers and heads of students to do their best for the benefit of the Islamic Boarding School.

The practice of democracy in the diversity of students in pesantren is realized through intracurricular and extracurricular activities such as collaborative learning with all students who do not focus on groups so that all students get the same knowledge,

experience, then in the case of the election of the head of students all have the right to express opinions and promote tolerance in discussions.

### **Tolerance of diversity**

Curriculum tolerant education framed in the form of democracy di Islamic Boarding School which contains (a) has a theoretical weight, (b) integration with social reality, (c) encourage critical thinking students, (d) practiced in everyday life, seen in terms of that Islamic Boarding School curriculum with the specificity of Islamic Boarding School, in addition to the curriculum of public school education related to democratic education, of each subject Islamic Boarding School contains the spirit, discussion and emphasized with a straightforward and cultured communication language.

Then also equip the students to be aware of social media early (controversial issues) so as not to get carried away on the wave of negative currents. The learning process in Islamic Boarding School has also implemented IT systems (IT-based), then in responding to current issues framed through discussion forums. The discussion was conducted in the learning process at the Islamic Boarding School, both fellow students or students, as well as students with teacher conducted in special forums such as student consultation and deliberation.

While the creativity of teachers or *ustad* is developed in managing Learning media in Islamic Boarding School, it is routinely held teacher debriefing activities at the beginning of the learning year, before the midterm exam or final Semester exam in the form of meetings or workshops.

The result is a teacher or cleric in the implementation of the curriculum to be flexible and open implemented in boarding schools, including flexible in the approach to students, meaning that the teacher or cleric strategy in the learning process so that it can be understood by students or students. However, for the subject matter still refers to the agreement that has been agreed at the beginning.

Then togetherness and cooperation occur in the process of learning in boarding schools, because without cooperation and work together, a programs is difficult to succeed. For example, if in class, students remind each other to learn, students have a spirit of self-responsibility in the learning process at the boarding school. Islamic Boarding School instills independence and responsibility. For example, the timely memorization of santri bills as a form of responsibility and independently they volunteer to learn or memorize without being constantly reminded student is always on time.

The Islamic Boarding School has well-documented documents for channeling the interests and talents of students, here Islamic Boarding School there are programs to increase the talents of students, such as *tilawatul quran*, calligraphy art, marawis art,

tambourine and light sports, and others. So they Student develop according to their talent interests.

Then the Islamic Boarding School has a future design document, after the students leave the Islamic Boarding School, the Islamic Boarding School periodically evaluates the ability of students in terms of reading the newspapers and memorization, the ability to communicate in the form of speech or da'wah or other forms of communication. This is done so that they are ready when the plunge in the community.

The design of extracurricular programs documents in schools is carried out from the beginning, extra-curricular activities are carried out after the main activities of the Islamic Boarding School, and are evaluated periodically, displayed in the activities of the Islamic Boarding School.

Islamic Boarding School held a meeting of parents of students to discuss the Islamic Boarding School programs, Islamic Boarding School held a meeting with parents of students to socialize the Islamic Boarding School programs. At the time of the meeting, documents are prepared in full, including invitation letters, attendance lists and meeting results.

Islamic Boarding School discipline documents are owned by parents and known to students, the order will be distributed to parents of students, and Islamic Boarding School with heart acceptance language between the Islamic Boarding School and parents of students when fully handing over the development of children to the Islamic Boarding School.

Islamic Boarding School gives awards to students who excel, as 'happiness' for students. Awards can take the form of gifts, certificates or diplomas. Sanctions Islamic Boarding School known in general and implemented with consequent. Open is known by the way in pairs in the Islamic Boarding School environment to be read by all residents of the Islamic Boarding School.

Then the Santri organization is selected based on the deadline and the election of the student chairman is carried out openly. The organization of students is limited in terms of office, the election is carried out by all students. Only the candidate for the head of the previous students has been selected by the head of the Islamic Boarding School taken from senior students, then after there are usually two or three candidates, later all students choose. Where all the candidates have the same ability.

So organizations that understand the meaning of tolerance for diversity will be able to help create an inclusive and diverse society, where each individual is accepted and respected for what he is. It can help improve the quality of life for all members of society and strengthen social unity.

### **Maintaining the unity of the people**

The unity of the ummah is a condition where a group of people come from different backgrounds and interests, but they have a strong sense of solidarity and cooperation and coordinate in important matters. This requires tolerance, understanding, and cooperation between members to achieve common goals. So some important principles must always be held firmly to maintain the integrity and unity of the people, some of these important principles include:

Respect for differences: respect and appreciate differences in views, religions, races, and cultures: Respect for differences: respect and respect for differences in views, religions, races, and cultures is that in maintaining the unity of the people, it is important to treat each member with respect and pay attention to their differences in terms of views, religions, races, and cultures. It means understanding and accepting the differences that exist, without discriminating or discriminating. Respect for differences is one of the important principles in building the unity of the people.

Good dialogue and communication: communicate and dialogue politely and continuously to understand and solve problems.

Good dialogue and communication: communicate and dialogue politely and continuously to understand and solve problems is communication and dialogue is important in maintaining the unity of the people. This means communicating and dialoguing politely and continuously to understand and solve existing problems. Communicating and dialogue well can help in building understanding and cooperation between members, to strengthen the unity of the people.

Togetherness and cooperation: working together and sharing to achieve common goals" is that working together and sharing is important in maintaining the unity of the Ummah. This means working together and sharing to achieve the same goal, to strengthen the unity of the people. Togetherness and cooperation are the key to creating a sense of solidarity and a sense of belonging together, so it can help in building a strong community unity.

Tolerance and understanding: understanding and accepting the differences and views of others" is that tolerance and understanding are essential in maintaining the unity of the people. It means understanding and accepting the differences and views of others, without discriminating or discriminating. Tolerance and understanding can help in building mutual respect and understanding among members, to strengthen the unity of the people.

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All these factors are interrelated and play an important role in building and maintaining the unity of the Ummah. The concept of the unity of the people is not only concerned with the relationships between members but also with how individuals interact and participate in society. Therefore, the key to the success of maintaining the unity of the people is the involvement and active participation of all parties.

### **Discussion**

The organization's management work system will be influenced by the goals, vision, and mission of the organization to realize the existence of the organization to the community (Iffah & Fauziyah, 2021; Maulana, As-Syai, Irsahwandi, Mardianto, & Haidir, 2022). To achieve organizational goals, an effective management system is needed and the level of employee effectiveness continuously needs to be improved. In general, every organization has several sections, namely: marketing section, financial section, production section, administrative section, and Human Resources section (Basari, Sebgag, Noval, Mudrikah, & Mulyanto, 2023; Musyaffa, B, Ichsan, Setianto, & Hasanah, 2023). Each section will carry out different activities under its respective Job design. Each part needs to foster a good way of communicating to keep working together between one part and another. Both communication vertically and communication horizontally.

Each individual has their communication management in managing the communication process related to other parties. With communication management, the communication flow will be well-formed, so that it can produce solutions in case of differences of opinion. In the business world communication management has a function as a means of equalizing the perception between all parts. In addition, communication management has a function as a means of moving others in a company.

Effective communication will affect the process of successful communication in conveying the desired message. Every company or organization needs effective communication, it aims to provide services to stakeholders can run well. Good communication will be carried out if planned and arranged with the use of good communication management as well. In communication, management can also utilize a variety of communication resources through the management process, namely: planning, organizing, implementing, and controlling the elements of communication (Murharyana, Ayyubi, Rohmatulloh, & Suryana, 2023).

Effective and tolerant communication are two very important things in maintaining the unity of the people. Effective communication refers to the ability to communicate well, understand, and convey messages. While tolerance is the ability to accept and respect differences in views, religions, races, and cultures. Effective



communication can help solve problems and understand existing differences, to strengthen the unity of the people. While tolerance helps to build mutual respect and understanding between members, to create harmony and cooperation in society (Evan & Rahmat, 2023; Muid, Shohib, & Askarullah, 2024).

A combination of effective communication and tolerance can help solve problems and build an inclusive and diverse society. It can strengthen the unity of the people and help create a better society for all members.

Communication is a process that has basic components as the sender of the message, the message and the recipient of the message. All management functions involve communication processes. The communication process can be seen in the following communication schematic image:

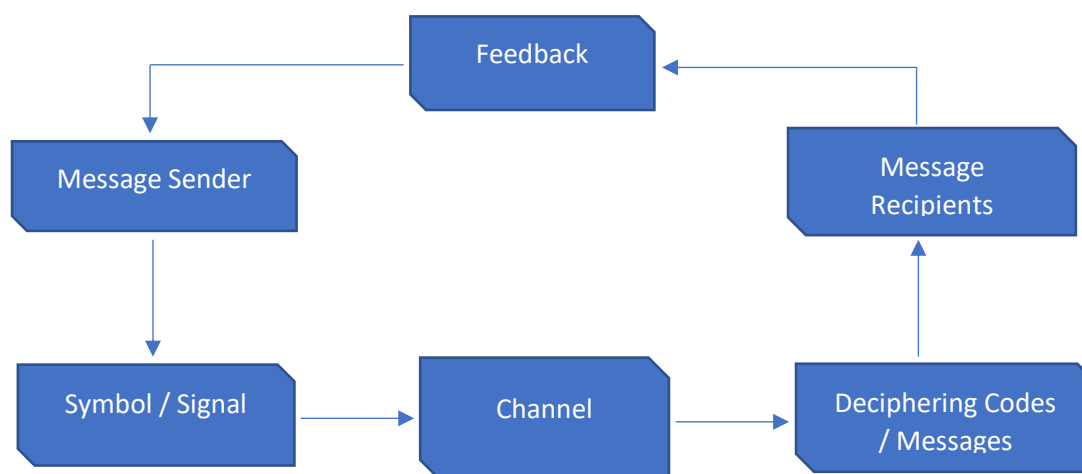


Figure 1. Communication Process

Source: Marsetio, Management in education

Communication management is synonymous with social interaction. Communication management includes P4I (reception, processing, storage, and delivery of information) in the social sub-system, among others: individuals, groups, organizations, masses, and communities.

Communication has an important role in management activities. (Terry, 1977) stated, in a management activity there are five forms of communication, among others: 1. Formal communication, communication that occurs in formal channels, this communication, runs through the instructions of oral and written forms under the functional procedures that apply from the flow of superiors to subordinates, or vice versa. 2. Non-formal communication, which is communication outside formal communication. This communication usually occurs spontaneously. For example: brainstorming or ideas related to work, duties, and obligations. This communication is often used by companies that are labor-intensive with a fairly large number of workers and are not very technical. 3. Informal communication, this communication is not too

different from non-formal communication, but in this communication, more emphasis on the legal aspects of relations. In other words, used in problems outside of work directly. 4. Technical communication, this communication is usually only done and understood by certain people only. 5. Procedural communication. It is usually close to formal communication, which is manifested in the form of the provision of annual or monthly reports, written instructions, memos, and others.

Here are some steps to improve communication management in diversity tolerance (Habermas, 2004): 1. Sensitization and training: ensure that all members of the organization understand the importance of tolerance and how to carry out inclusive communication. 2. Application of norms and values: apply norms and values that favor tolerance and inclusion, such as respecting differences and avoiding discrimination. 3. Promote dialogue: tighten internal and external communication mechanisms to facilitate productive dialogue and discussion on diversity issues. 4. Inclusive language use: ensuring that language used in organizational communication does not harm or discriminate against specific groups. 5. Monitoring and evaluation: Control and evaluate communication management policies and practices to ensure consistency and effectiveness in supporting tolerance and inclusion.

Effective communication: keeping communication with others clear and open, respecting their views and feelings, and trying to understand their point of view. Active listening: giving your full attention while talking to the other person and trying to understand what they are saying. Inclusive language use: avoid harmful or discriminatory language use and promote inclusive language and respect for differences. Conflict management: using effective communication techniques to resolve and solve conflicts, such as talking to related people and finding solutions that are fair to all parties (Azizah, Jariah, & Aprilianto, 2023). Apply empathy: apply empathy and understand the feelings of others, making it possible to build positive relationships and strengthen tolerance and diversity.

So that in our daily lives, we can improve interpersonal relationships: increase the ability to communicate with others and build positive and inclusive relationships. Increase productivity: helps to resolve conflicts and improve the quality of communication, thereby increasing productivity and efficiency (Aryati & Suradi, 2022). Increase tolerance and inclusion: promote tolerant and inclusive attitudes and behaviors, thus helping to prevent discrimination and strengthen diversity. Creating a better environment: increase concern and empathy for the feelings of others, thus creating a better and more peaceful environment. Enhance the reputation of the organization: promote good communication practices and strengthen the reputation and positive image of the organization.

#### 4. CONCLUSION

Communication management is the process of ensuring that communications that take place within an organization are effective and efficient. It helps maintain good relationships between individuals and ensures that information and messages are delivered correctly and on time. Good communication management also helps promote tolerance and inclusion, solve conflicts, and improve productivity and efficiency. Therefore, it is important to ensure that organizations have effective communication management and are integrated into day-to-day business practices.

Diversity tolerance is an attitude and behavior that accepts and respects individual differences, whether differences in race, religion, gender, sexual orientation, or other backgrounds. It helps promote an inclusive culture and solve conflicts that may occur due to differences. Tolerance of diversity also helps to improve the quality of life of individuals and society as a whole by creating a better and more peaceful environment. Therefore, it is important to promote the practice of tolerance of diversity in everyday life and ensure that the rights and dignity of each individual are recognized and respected.

Maintaining the unity of the ummah is the process of ensuring that communities remain bound and cooperate despite differences. It helps to avoid conflicts and promotes harmony between individuals. Maintaining the unity of the Ummah requires tolerance and understanding of differences, as well as a commitment to working together and working towards a common goal. Therefore, it is important to promote the practice of tolerance and cooperation in everyday life, as well as ensure that each individual feels recognized and respected. Maintaining the unity of the Ummah also helps build a stronger and more stable society.

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