Communication Management Strategy During Covid-19 in the Online Learning Process

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Abstract: This study aims to determine the communication management strategy in the learning process during the Covid-19 pandemic at Gajah Mada High School. The problem formulation in this article is (1) What is the communication management strategy in the learning process during the Covid-19 pandemic at Gajah Mada High School? (2) What are the results of the SWOT analysis of the communication management strategy in the learning process during the Covid-19 pandemic at Gajah Mada High School? This study uses a qualitative research method with interview, observation, and documentation techniques as well as a SWOT analysis at Gajah Mada High School. Informants from this study include the principal, vice principal for curriculum, and homeroom teachers. The results of this study are that Gajah Mada High School continues to use the same communication management as before the Covid-19 pandemic, namely online learning. Although there are several changes in the learning process, where the learning process that previously used face-to-face methods was changed to several methods to adjust to health protocols, including online methods, and so on.

Keywords: Communication management strategies; Covid-19 pandemic; Learning

Introduction

The ability to communicate and interact is crucial in organizational life, and is even a requirement for everyone within it. Communication within an organization is central to creating a conducive environment, establishing ongoing communication, increasing public trust, enhancing the company's/organization's image, and even helping promote and enhance the marketing of a product/service. Therefore, communication within an organization must be properly understood, applied, and developed by everyone, including individuals, communities, and organizations (Monika et al., 2023; Safitri et al., 2024).

A school is an institution or organization that serves as a container for people. In organizations, people always strive to achieve common goals, working systematically to obtain desired results (Hasanah et al., 2023; Subni, 2024; Wahyuningsih, 2019). Every school

requires coordination so that each part of the school works properly and does not interfere with other parts. Without coordination, it is difficult for a school to function well (Muhammad, 2011). The complex organizational function in schools is influenced by group and intergroup relationships, vertical relationships between superiors and subordinates must be relevant. The trust of superiors in subordinates and vice versa, the accuracy and perfection of communication where the organizational superiors interpret a performance.

Since people are the most important element in any organization, maintaining a consistent and harmonious relationship between superiors and subordinates is crucial. Maintaining this relationship involves effective communication within the organization to achieve job satisfaction.

The creation of effective superior-subordinate communication in an organization can produce good teamwork, so that it can support the improvement of

organizational performance, harmony and work coordination that have a positive impact on the achievement of targets and work performance. Communicating about work to employees, superiors can also create a sense of employee engagement to the work they face, to foster this engagement, communication carried out by superiors to subordinates should not only contain work information, but also contain openness, namely the formation of good relationships (Suparba et al., 2023). This means that the role of communication is very important, communication is a tool used by someone in achieving goals, whether individual, group or organizational (Kalogiannidis, 2020; Newman et al., 2021; Padmono, 2023).

Organizational communication management is a process of managing the use of communication resources to improve quality and effectiveness based on the same meaning and conditioned to achieve organizational goals as set. This organizational communication management plays a role as a driver of communication activities in an effort to achieve the goals of the organization. Communication in the organization is a control system in management which is a tool to direct, motivate, monitor or observe and evaluate the implementation of organizational management that tries to direct the goals so that the performance carried out by the organizational management can run well. In an organization, it consists of people who have their respective tasks and are interrelated with each other (Agostini et al., 2019; Alaloul et al., 2020; Duchek, 2020; Jordan et al., 2021).

Failures often occur in communication. These failures can lead to misunderstandings, losses, and disasters, risks not only at the individual level but also at the community and even national levels (Deddy, 2004). Communication can range from simple to complex, and technology has drastically changed the way people communicate. Communication is not limited to spoken words alone, but can take any form of interaction. Communication is a crucial aspect of management because it is a management tool designed to achieve organizational goals (Hanni, 2003). Communication is fundamental to management, used by managers or company/institution leaders to direct and coordinate their employees so that company activities can be carried out effectively and without obstacles. Superiors also use communication to set goals, provide work instructions, inform subordinates of policies and procedures, point out problems that require attention, and provide feedback on performance.

Good communication occurs between several people who share the same perspective. The creation of good communication is inseparable from a good relationship between superiors and subordinates. A superior is not enough to understand the work of his subordinates but he must also show his willingness to be felt by subordinates. A superior must not only listen but also condition the feeling in employees that they are being heard.

To achieve organizational goals, good communication is necessary, fostering mutual understanding and implementation. Without effective communication, employees won't know what to do, and leaders won't be able to receive input.

One of the keys to successful quality improvement is implementing appropriate learning strategies. Learning strategies are an integral part of the learning process. Strategies are essentially systematic procedures for implementing instruction, reflecting the educator's understanding of the objectives, organization, and content of instruction. Teachers and students use strategies to create a creative learning process in the classroom, enabling learning objectives to be achieved.

Learning management itself is a management process that includes planning, organizing, controlling, and evaluating activities related to the learning process of the learner by including various factors in it in order to achieve goals.

The development of science and technology and changes in the educational paradigm in the era of the industrial revolution 5.0 which develops digitalization in every line, including education, requires teachers to be more innovative in designing learning, meaning that teachers must carry out classroom reforms in compiling and implementing learning.

Since the outbreak of the COVID-19 pandemic in Indonesia last March, the government has implemented numerous measures to regulate the learning system. One such measure is the issuance of Circular Letter No. 4 of 2020 concerning the Implementation of Education Policy during the COVID-19 Emergency, which stipulates that learning will be conducted at home through virtual/online learning to provide meaningful learning experiences for students. Online learning is a learning process that utilizes digital technology such as mobile phones, laptops, and other devices.

Theoretical Study
Definition of Management
Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a specific goal (Hasibuan et al., 2019). Meanwhile, according to Mary Parker Follet, as quoted by Handoko (2000), management is the art of getting work done through others. This definition implies that managers achieve organizational goals by organizing other people to carry out various tasks as needed.

Thus, it can be concluded that management is the art of managing the use of human resources and other

resources effectively and efficiently to achieve organizational goals through other people to carry out tasks that may be required.

Management Functions

According to Terry and Rue, management functions include planning, organizing, staffing, motivating, and controlling. The author chose this definition for its simplicity, yet it encompasses all the functions outlined by other definitions. Each of these management functions will be explained below (Muninjaya, 2013).

Planning Function

The planning function is the most important function in the management process. Therefore, it is the basic foundation for developing the overall management process. Planning is a process requirement for achieving goals effectively and efficiently.

Managerial planning consists of two main parts: strategy formulation and strategy implementation. The first part is strategy formulation, which involves establishing an organization's goals and policies. To formulate a strategy, managers must possess conceptual managerial skills. The second part, implementation, involves implementing the strategy by establishing activities to achieve the goals. To implement these activities, managers must be technically proficient.

Organizing Function

Organizing is the process of defining, classifying, and organizing various activities, as well as determining the main tasks and authorities, and delegating authority from leaders to staff to achieve goals. Organizing is done to identify each person's duties and responsibilities within an organization.

Organizing serves as a tool for integrating and regulating all activities related to personnel, finances, materials, and procedures for achieving established organizational goals. This means that an organization is seen as a collaborative framework for a group of people within the organization.

Implementation and Driving Function

Implementation is the act or execution of a plan, a plan that has been carefully and thoroughly prepared. Implementation occurs after the plan is deemed ready. The management function that drives all human resources is defined in the organizing function, to achieve the goals formulated in the planning function. As the driving function, the manager's role is crucial in directing and mobilizing all available resources to achieve the formulated goals.

In order for someone to be able to move and direct human resources in an organization to achieve goals,

leadership is needed that is able to motivate workers, cooperation and good communication relationships between fellow members of the organization.

Supervisory Function

Supervision is the fourth management function. This function is closely related to the other three, particularly planning. Planning outlines all the objectives to be achieved, while supervision assesses the progress of the formulated plan. It assesses whether it is proceeding as expected or not.

In the description above, it can be seen that implementation is also part of management, which means that in implementing communication, a good management process is needed regarding how to communicate and in the process it cannot be separated from the established management functions, where in carrying out an activity it starts from the planning process, not only in communication activities that must start from planning, even for every activity it is also expected to start from planning, so that the direction of an activity that is to be achieved is clear.

The second is organizing, where this organization is created so that individuals understand the main tasks and authorities that are their responsibilities within an organization. The third is implementation, where after a plan has been formulated and an organization has been formed, the plan will then be translated into implementation.

Where implementation is the implementation of a previously prepared plan. And finally, supervision, this monitoring function is carried out to determine whether the prepared plan is running as expected or not at all, and to determine what causes the plan not to run according to what was previously determined.

Understanding Communication Management

Communication management is the study of how people working within organizations communicate within the organizational context, as well as the interaction and influence between organizational structure and organization (Liliweri, 2014). The most important characteristics of organizational communication are the creation of messages, the interpretation, and the handling of the activities of organizational members. How communication occurs within an organization and what it means depends on one's conception of the organization (Pace et al., 2010).

According to Goldhaber, as quoted by Muhammad (2011), organizational communication management is the process of creating and exchanging messages within an interdependent network to address uncertain or ever-changing environments. This definition contains six key concepts in organizational communication, including: 1) Process, an organization is a dynamic open system that

creates and exchanges messages among its members, because the phenomenon of creating and exchanging information continues continuously and never stops, it is said to be a process. 2) Messages: Messages are meaningful symbols about people, objects, and events that result from interactions with others. Communication is effective if the message sent is interpreted in the same way as the sender intended. 3) A state of interdependence, a state of interdependence between one part and another, if one part of the organization experiences disruption it will affect other parts and possibly the entire organizational system. 4) Relationships, organizations are an open system, a social life system, so the functioning of these parts lies in the hands of humans, in other words, the flow of messages in an organization is connected by humans. 5) Environment, by environment we mean the totality of all physical and social factors taken into account in making decisions about individuals within a system. The environment can be divided into two, namely the internal environment and the external environment. 6) Uncertainty, which is defined as the difference between available information and expected information, can be caused by receiving too much information than is needed. Therefore, organizations need to create and exchange messages among their members, conduct organizational development research, and face complex tasks with high integration to reduce uncertainty.

Stages in Communication Management

Some stages in communicating include: (a) The ideation/concept stage is the process of creating ideas or information carried out by the communicator. (b) The Encoding Stage is an idea or information that is formed into a symbol or code that is designed to be sent to the communicator and selecting the communication channel or media that will be used. (c) The Sender Stage, is an idea or message that has been symbolized or encoded through the communication channels and media available in the organization. (d) Reception Stage: After being sent through a communication medium, receiving the message can be done through listening, reading, or observing, depending on the channel or medium used to send it. (e) Decoding stage, at this stage the messages received are then interpreted, read, understood, and described directly or indirectly through the thinking process. (f) The response stage, the actions taken by the recipient in response to the messages they receive, is the final stage in the communication process. Communication responses can take the form of efforts to complete information, request additional information, or take other actions (Rosady, 2002).

Objectives of organizational communication management: (a) Expressing thoughts, views and opinions, provides opportunities for organizational leaders and members to express thoughts, views and opinions in connection with the tasks and functions they carry out. (b) Sharing information, providing opportunities for all organizational staff to share information and provide the same meaning to the vision, mission, main tasks, functions of the organization, sub-organizations, individuals and work groups within the organization. (c) Expressing feelings and emotions, providing opportunities for leaders and members of their organizations to exchange information related to feelings and emotions. (d) The aim of organizational communication management is the activity of managing communication activities so that they can run and achieve results effectively (Ruslan, 2002).

As can be seen from the statements above, the purpose of organizational communication management is to express thoughts, views, and opinions within an organization. Sharing information, expressing feelings and emotions, and communicating are expected to effectively manage activities to achieve organizational goals.

Communication Management Functions

The communication process is an integral part of organizational behavior in carrying out tasks that are the responsibility of leaders, staff, and employees. Therefore, in an organization, communication has several functions, as follows: (a) The function of information, through communication, what the source or leader wants to convey to his subordinates runs well. (b) Regulatory function, this function is intended as a process carried out by managers, namely monitoring the transfer of information commands and sending messages to subordinates. (c) Persuasive function, in this persuasive function it means including convincing elements from superiors, both motivational and guidance, so that subordinates feel obliged to carry out the work or tasks that must be carried out. (d) Integrative function, in the integrative function, the organization as a system must be integrated into a total unity that is interrelated and all matters cannot be separated from each other, therefore the people in an organization or group are a system, where people will be interconnected and influence each other to create a communication process in achieving the common goals that have been set (Liliweri, 2014).

Impact of Communication Management
Errors in making decisions

Decisions in the workplace are made by individuals to achieve organizational goals, provided communication is effective. However, ineffective communication can negatively impact the organization.

Decreased productivity

Ineffective communication impacts the productivity of a company or other organization. Just as in the business world, companies not only communicate with other companies but also build relationships with consumers.

Messy strategy

Ineffective communication will impact an organization's strategy. A strategy will fall apart if stakeholders don't communicate effectively, and they won't be able to provide solutions when the organization encounters problems.

Low efficiency

Ineffective communication will impact the efficiency of a company or institution. Low efficiency is caused by unclear communication, which can hinder work programs and make it difficult to reach decisions.

Differences in perception

Ineffective communication within an organization results in differing perspectives. This means that a communicator must be able to communicate effectively to establish a shared perspective with the recipient. These differing perceptions can lead to misunderstandings.

Loss of trust

The impact of ineffective communication is related to misunderstandings. These misunderstandings can lead to distrust, which is felt by other organizations seeking to establish cooperative relationships with the organization (Muhammad, 2011). A leader or manager is essentially someone who has the ability to influence the behavior of others in their work by using power in relation to the tasks they carry out (Noviansah et al., 2021).

According to research conducted by Wahjosumidjo (2011) that a leader is someone who can influence and encourage others to work according to his orders. Communication is very important because it is an activity where leaders (school boards) devote their time to inform something in a certain way to a person or group. By communicating, managerial functions that begin with the planning, implementation, and supervision functions can be achieved, the very rapid development of communication technology does not reduce the importance of communication between people who are members of the organizational environment, communication between people does not always depend on technology but depends on the strengths within people (Mada, 2006). Successful managers are managers who in an organization are those who can carry out good communication effectively, and can be both recipients and communicators.

As a communicator, an organizational leader must adapt the delivery of his message. Managers are also responsible for the smooth or uneven work carried out by their subordinates. To carry out their leadership effectively, managers must be able to communicate effectively. Effective communication must be two-way, upward and downward communication, listening and giving orders. Listening is a general attitude that managers can use whenever dealing with supervisors or employees. Listening is also one of the most important management tools. Managers must take the initiative, opening the door to receive workers who are experiencing problems (Muhammad, 2007).

Definition of Learning

Learning can be defined as a process by which an organism changes its behavior as a result of experience. Learning is essentially an activity that aims to change the behavior of the individual being studied. The term "learning" stems from the concept of learning. Learning can be defined as an effort to educate students. Learning is a series of activities (conditions, events, occurrences, etc.) deliberately designed to influence the learner, thus facilitating the learning process.

Learning is not limited to activities carried out by teachers, as is the case with the concept of teaching. Learning encompasses all activities that may have a direct influence on the human learning process. Learning also includes events that are derived from materials, print, images, radio programs, television, films, slides, or a combination of these materials. Currently, learning is developing using various computer programs, known as e-learning.

Online Learning Strategies

The spread of the coronavirus (COVID-19) pandemic in Indonesia has forced many schools to suspend in-person learning. Instead, they are implementing distance learning (e-learning). Minister of Education and Culture Nadiem Makarim is also working to build partnerships with various parties focused on developing online education systems.

The implementation of online learning requires readiness from both educational providers and students. After all, online and distance learning requires the support of reliable and easily accessible technology.

Furthermore, students must be prepared to adapt to changes in learning structured by the school. Remote learning can be seen as more free and flexible when accessed from home.

Online learning strategies can be implemented effectively through:

Set time management

Manage your study time regularly. Focus on the assignments assigned by your teacher or lecturer. This is easier if the school or university limits online access to its students. However, this is different if the education provider allows students complete flexibility. Students must manage their own study schedules. Those unfamiliar with independent study often end up completing schoolwork at the last minute, just in time for the deadline. Therefore, developing the habit of studying and completing assignments early is a skill that must be instilled in students engaging in remote learning.

Prepare the required technology

Students must understand the equipment needed for distance learning. Not all schools provide adequate online learning services, so several online learning platforms can be an alternative. Likewise, technological tools such as computers, smartphones, or tablets are essential, as is a reliable internet connection.

Study seriously

A common mistake students make, as reported by Psychology Today, is losing focus during remote learning. While learning online, there are numerous distractions that disrupt the learning process. The temptation to watch videos, access social media, and even read news content impulsively is often done without prior planning. Therefore, it is important for students to strive for focus and consistency during the designated study time. Avoid all distractions that could potentially disrupt the learning process. If possible, designate a dedicated study space and isolate yourself from other family members.

Maintain communication with teachers and classmates

Those unfamiliar with remote learning must adjust to remaining visible and communicating effectively with instructors and other classmates. If necessary, create a dedicated group to discuss assigned assignments. While these sessions don't have to be face-to-face, effective communication is essential to avoid misunderstandings. Use these opportunities to hone your online communication skills. If you're unsure about the outcome of an assignment, contact your instructor immediately. Doing so as soon as possible demonstrates your commitment and commitment to learning.

Although many students find remote learning challenging, once accustomed to it, it offers a unique freedom and flexibility not found in classroom teaching. Amid the COVID-19 outbreak, this type of online learning can be a powerful alternative to classroom meetings or face-to-face learning.

Method

This research is qualitative, and the problem will be addressed through interviews, observation, and documentation. The research informants are the principal of Gajah Mada High School, the vice principal for curriculum, and the homeroom teacher. The research data will be analyzed using a SWOT analysis model with a qualitative approach, an analytical tool aimed at describing the current or potential situation an organization is facing.

SWOT analysis consists of 4 basic components, namely, (a) strengths (S), namely the strengths of an organization; (b) weaknesses (W), namely the weaknesses of an organization; (c) opportunities (O), namely opportunities originating from outside the organization; (d) threats (T), namely threats to the organization originating from outside.

According to Utami et al. (2024), SWOT analysis is defined as an analysis based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats.

Result and Discussion

Based on the interview data and the results of the student questionnaire analysis are as follows:

Communication Management in the Learning Process

Communication management is one aspect that influences the success of learning in education. Furthermore, communication management is a learning program system designed to achieve institutional goals in educational institutions. Therefore, communication management plays a crucial role in creating high-quality schools.

Communication management at Gajah Mada High School is managed by the Principal, Vice Principal for Curriculum, and their staff, homeroom teachers, and subject group leaders. This communication management will serve as the foundation for the learning process.

To facilitate student assessment, teachers assign assignments. In addition, summative and interdisciplinary assessments are administered. After the learning process is complete, teachers evaluate students' understanding. In addition to assessing learning, teachers also evaluate students' attitudes, which can be found on the attitude assessment sheets provided by each subject teacher.

However, since the Covid-19 pandemic occurred in Indonesia, many schools have changed their communication management strategies in the learning process at their respective schools as a form of compliance with the government's recommendation to

reduce mass activities as per the regulations issued by the Government.

With this regulation, Gajah Mada High School has changed its communication management strategy in its learning process in accordance with government recommendations, namely distance learning (online). The distance learning method at Gajah Mada High School uses Google Classroom and WhatsApp. This aims to reduce the workload on students due to the ban on face-to-face learning and to limit excessive playtime.

Distance learning certainly has many drawbacks compared to face-to-face learning. Besides the need for supporting devices like mobile phones, laptops, and so on, distance learning also requires adequate data quotas to run smoothly. However, many cases in the field occur, such as some parents who are still technologically illiterate, and other issues such as running out of data quota.

In response to this, the school provides leniency to students who have problems with distance learning, namely by allowing them to study with their closest friends so that during class hours, these students can still participate in learning without feeling disappointed.

In addition to the distance learning or online learning implemented at Gajah Mada High School during the Covid-19 pandemic, the school also holds face-to-face learning as before the Covid-19 pandemic with a duration of twice a week.

However, there are significant differences, such as reduced instructional hours for some subjects. For example, Indonesian and Mathematics have been reduced from 6 hours to 4 hours, and other subjects have

been reduced from 3 hours to 2 hours. Most extracurricular activities at Gajah Mada High School are not implemented, except for martial arts, as it is considered to maintain students' physical fitness.

This naturally puts pressure on both teachers and students. Teachers must be able to monitor their students through communication media, requiring adjustments to ensure optimal performance. Students are not only taught how to use Google Classroom, WhatsApp, and other applications as consumers, but are also taught how to create groups within Google Classroom and WhatsApp. They are also expected to innovate to improve their grades at the end of the semester.

Management SWOT Analysis Communication Management in the Learning Process
SWOT Analysis Based on Content Standards

Based on the SWOT analysis in table 1, the strategic plans that need to be made include:

SO Strategy, Namely Using Strengths and Taking Advantage Of Opportunities

Based on the SWOT analysis above, Gajah Mada High School has several strengths and opportunities that are positive aspects that can improve its quality. An SO strategy can capitalize on opportunities by leveraging existing strengths. For example,communication managementThe tools used are Google Classroom and WhatsApp, which are provided professionally and continuously to become a strength for Gajah Madan High School so that it can increase public appreciation for the school.

Table 1. SWOT Analysis based on Content Standards

SWOT Analysis	Results
Strengths	The communication management used is in the form of Google Classroom and WhatsApp which is provided professionally and continuously.
	The education calendar refers to the National Education Calendar.
	General education collaboration
Weaknesses	Still minimal innovationcommunication management.
Opportunity (opportunities)	Public appreciation for Gajah Mada High School is increasing
	There is open space for educational institutions to develop themselves to the maximum.
Threats	There are similar schools in the area that havecommunication managementbetter.

WO Strategy, Namely Improving Weaknesses and Taking Advantage Of Opportunities

The second strategy is to improve weaknesses and exploit opportunities. Therefore, it is necessary to increase innovation in development.communication managementas best as possible, in line with the freedom of movement of educational institutions to develop themselves optimally in order to achieve improvements in the quality of education at Gajah Madan High School.

ST Strategy, Namely Using Strengths and Avoiding Threats

In addition to strategies for improving weaknesses and capitalizing on opportunities, there are also strategies for leveraging strengths and avoiding threats. The existence of public education can attract students and parents in choosing a school, thereby minimizing or avoiding competition with other similar schools.

WT Strategy, Namely Overcoming Weaknesses and Avoiding Threats

From the description of the table, we can see the weaknesses and threats faced by Gajah Madan High School in the field ofcommunication management. The weakness is the lack of innovation in development.communication management. The way to overcome this is to review it to ensure it meets current needs. Besides the weaknesses, there are also threats, namely that many other similar schools havecommunication managementbetter. To face this threat, there needs to be a re-examination ofcommunication managementso as to attract students' interest.

SWOT Analysis Based on Process Standards

Based on the SWOT analysis in table 2, the strategic plans that need to be made include:

Table 2. SWOT Analysis Based on Process Standards

SWOT Analysis	Results
Strengths	Making lesson plans on time
	The learning tools for each field of study are complete
	The majority of teachers already have teaching certificates.
Weaknesses	Schools are not fully ready for the online learning process
Opportunity (opportunities)	The government has freed educational institutions to use the online system that will be used
Threats	There are limitations on parents' ability to provide learning facilities for their children.

SO Strategy, Namely Using Strengths and Taking Advantage of Opportunities

With the availability of complete learning tools for each field of study, schools or institutions are free to determine the online learning system they will use, thereby increasing teacher creativity.

WO Strategy, Namely Improving Weaknesses and Taking Advantage of Opportunities

Schools are preparing themselves in terms of educators and facilities by taking advantage of the freedom granted by the government in using the online system that will be used.

ST Strategy, Namely Utilizing Strengths to Avoid Threats

The strategy of utilizing strengths to avoid threats is for schools to provide facilities for students who have limited facilities for online learning.

WT Strategy, Namely Minimizing Weaknesses and Avoiding Threats

The final strategy is to minimize weaknesses and avoid threats. Based on the SWOT analysis, the strategycommunication managementThe method used is for schools to prepare themselves in terms of educators and facilities to help students who have limitations in the learning process.

Conclusion

Based on research, data processing, and discussion, several conclusions can be drawn, including: The influence of technology. Gadgets are one of the communication tools created by technological advancements. While their use can certainly facilitate communication, not all communication delivered through gadgets will elicit the desired response. Communications often related to work, such as completing work programs or other work-related matters, should not be delivered via gadgets or WhatsApp, as this will render the message less effective and impact the intended meaning. Low level of awareness in communication. In the implementation of communication, of course, there are more or less obstacles in achieving communication goals, one of which is a low level of awareness in communication. The level of awareness is one of the factors that causes communication to not run well. This means that having a level of awareness in communication is very influential for the smoothness of communication. Having a low level of awareness, indifference to problems and a lack of concern for information that should be conveyed to the school community, this will actually affect the level of communication achievement and the goals of the organization. Attitudes between superiors and subordinates. The attitude displayed by superiors can also be a factor that can influence the purpose of communication. A lack of communication or openness among both superiors and subordinates will impact positive work relationships. Communicative behavior is the act of demonstrating a pleasure in talking, socializing, and collaborating with others. Cultivating a communicative attitude within an organization will create a sense of comfort for everyone at work. The results of this study are that Gajah Mada High School usescommunication managementThe differences between before and after the COVID-19 pandemic. Although there have been some changes in the learning process, the previously face-to-face learning process has been replaced with several methods to accommodate health protocols, including online learning, among others. In SWOT analysiscommunication management.

During the COVID-19 pandemic, schools were not fully prepared for online learning. This was due to the sudden onset of the pandemic. However, schools continued to adapt to the situation and prepare themselves, both in terms of teachers and facilities, by taking advantage of the government's freedom to use online systems.

Author Contributions
All authors contributed to writing this article.

Conflicts of Interest
No conflict interest.

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