



Organizational Communication Strategies in Building Loyalty of Educators and Educational Staff at Pesantren Ar-Raudlatul Hasanah Medan

Carles Ginting^{1*}, Humaizi², Dewi Kurniawati³
Program Studi Ilmu Komunikasi, Fakultas Ilmu Sosial dan Ilmu Politik,
Universitas Sumatera Utara

Corresponding Author: Carles Ginting caginta@gmail.com

ARTICLE INFO

Keywords: Organizational Communication, Communication Climate, Ar-Raudlatul Hasanah Islamic Boarding School

Received: 7, March

Revised : 13, April

Accepted: 29, May

©2024 Ginting, Humaizi, Kurniawati:
This is an open- access articles distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The research aims to analyze organizational communication, communication climate, and conflict resolution in building the loyalty of educators and educational staff at Pesantren Ar-Raudlatul Hasanah, Medan, North Sumatra. This research uses a constructivist paradigm with a descriptive qualitative approach. Data collection techniques were carried out using interviews of informants from the Director, Manager of Finance, Secretary, and four senior teachers, participant observation, and document analysis. The results of the research show that the organizational communication strategy at Pesantren Ar-Raudlatul Hasanah is to build the loyalty of educators and education staff through establishing a good communication climate with a human relations approach. A healthy communication climate is formed by a democratic leadership style, so that policies and rules implemented based on mutual agreement can be well accepted by subordinates. Resolving conflicts in organizations through a compromise strategy approach that does not harm either party.

INTRODUCTION

Communication organizations play role important in build and maintain loyalty educators and personnel education in Islamic boarding schools. Boarding school is an institution education that has characteristics specifically, where educators and personnel education role as teacher, mentor, and friend as well as example for students. In context This is effective communication between management Islamic boarding schools, educators, and personnel education become key For create strong bond between all parties involved. Existence something organization no free from exists an idea or idea from somebody or a group of people who have the same goals and aspirations. In reality social pattern life public always surrounded by form diverse interactions variety in accordance with situations, conditions, culture, beliefs and customs customs in which society That is at. Interaction patterns social happening between individual then become something group in public will give birth to something gathering or organization socially agreed upon together.

Communication role good organization believed capable bring organization to direction achievement objective more organization fast. Because of communication organization is node possible adhesive insider group organization in a way together capable carry out its function with good. So that can it says, if happen limitations and stuttering in manage communication organization can cause a organization experience stagnation development even decline and end dead.

Source Power man is one from that's all Lots component it's important that you can influence achievement objective a organization. Whatever form activities carried out by a person organization is very dependent on aspects the human, because in matter this man that's what happened milestone main in every activities performed. As stated by Mellor, Janet, & Matheu in Hamid (2014) states that that became component base from a organization among them is source power the people, the technology used, the procedures applied work, and structure organization used.

Interaction patterns social based on values religion and beliefs held known with term organization social religious including inside it presence boarding school. Presence boarding school no can separated from demands Muslim society. Therefore, Islamic boarding schools as institution education always guard connection good and harmonious with surrounding community so that being in the middle public no become isolated. In the same time all the activity also got support and appreciation full from public surroundings. Even a number of activities in Islamic boarding schools involve public surroundings in a way direct like in development facilities and infrastructure Islamic boarding school, procurement logistics until devotion public.

Connection harmonious between boarding school with public become a strength in sustainability education boarding school. Rahim (2001) suggests exists two character culture education the Islamic boarding school that became strength boarding school so that can still exist and balance all form dynamics change social. First, it exists character culture possible education his students Study in a way complete or not limited to knowledge transfer patterns but also

formation personality in a way comprehensive. Second, it's strong participation created society in various form like provision facility physical, provision budget needs, and so on. (in H. Mukhtar, Risnita & Muhammad Anggung MP 2020,12).

According to Samsul Nizar (2011:91) Islamic boarding schools basically is a traditional Islamic educational dormitory where the students are stay boarding and studying sciences religious under more teacher guidance known with designation kiai. Dormitory for students the is at in complex the Islamic boarding school there is also kiai located stay. In islamic boarding schools, there are also those worship facilities so in aspect leadership islamic boarding school, kiai hold almost power absolute. Cottage Boarding school already is in the middle Indonesian society is far away before independence Republic of Indonesia in 1945 however not yet recognized as one of the system education national. However through the Workers' Body The Central Indonesian National Committee (BPKNIP) on December 22 1945 issued the announcement has substance confession to existence cottage Islamic boarding school which contains : “ in advance education and teaching at least Efforts are made to ensure that teaching in langgars, suraus, mosques and madrasas continues continue and improve ”. Then only in five day period after birth notice then on December 27 1945 BPKNIP returned emit the information it contains among others (point 5) suggests : "because of madrasas and Islamic boarding schools Islamic boarding school in essence is one of the tools and resources education and intelligence people commoners already rooted in Indonesian society in general , should also get it real attention and help form guidance and assistance material from government". (Department of Religion, Directorate Sensitive Pontren at the Directorate General Bagais, 2004:4).

Every boarding school own uniqueness in operate his organization. In general leader boarding school is owner boarding school that alone or expert his heir. Because of that, organization boarding school designed in accordance with appetite its founder or his leader. Start from curriculum learning, way life Students while at the boarding school until policy organization must follow your will his leader. In matter This found different with situation in Islamic boarding schools Ar – Raudlatul Hasanah Where director is central figure in operate organization. Director No owner or not expert inheritance from founding father Islamic boarding school, has a deep period leadership and him possible selected return if the term of office already resolved.

THEORETICAL REVIEW

Understanding Communication

Reuben & Stewarts (in Liliweri, 2011) stated that communication is a process of becoming base First understand essence humans, it is said as a process because in it there is involving activities role Lots element or stages though fragmentary ,however all stages This each other related forever. Bereleson & Steiner (in Mulyana, 2011) defines communication as transmission information, ideas, emotions, skills, and so on, with using symbols, words, pictures, figures, graphs and so on. The act or process of transmitting that's what it's called as communication. From several opinion on can concluded that communication is

a delivery process information from deliverer to recipient with use certain useful media for make same understanding between deliverer message (communicator) and recipient message (communication), information conveyed can give effect certain to recipient (communicant).

Communication Organization

Based on Laswell's paradigm, that communication is the delivery process message by the communicator to communication through generating media effect certain. This means includes five elements that is communicator, message, media, communication and effect. With thereby can stated, communication is something transaction, symbolic process that requires people to organize the environment with (1) build connection between fellow human (2) through exchange information (3) for strengthen attitude and behavior other people's behavior (4) as well try attitude and behavior other people's behavior. Effendy (2003:9), emphasizes If communication No taking place with Good or No understandable means communication That considered Not yet succeed.

According to Sendjaja (2007:129), communication is a action for share information, ideas or opinion from every participant communication involved To use reach similarity meaning. Act communication the can done in various context. We can communicate the can done in various context. We can communicate with other people in context interpersonal (interpersonal communication), in context group (group communication), in scope organization (organizational communication), as well as follow communication We with utilise message from mass media (mass communication). Communication something organization give understanding about events communication that occurs in it, such as is instructions leader Already held with right by his subordinates or How his subordinates try convey complaint to leadership, possible objective organizations that have set can achieved in accordance with expected results. Schein (in Muhammad, 2007:23), stated that organization is something coordination rational activity a number of people for reach a number of objective general through distribution work and function through hierarchy authority and responsibility answer. Organization have characteristics certain that is have structure, purpose, mutual relate One part with other and dependent parts to communication man for coordinate activity in organization the. Dependent nature between one part with another part indicates that organization is something system.

METHODOLOGY

This Study done with method descriptive with approach qualitative, that is study about the data collected and stated in form words and pictures, words are arranged in sentences, like sentence results interview between researcher with informant. In accordance with character the research qualitative, that is try get complete information Possible about how communication organization in build loyalty educators and personnel education in Islamic boarding schools Ar-Raudlatul Hasanah. Excavated information past interview deep to informant that is educators and personnel education. Study this will reveal about communication strategy organization in build loyalty of educators and staff education in Islamic boarding schools Ar-Raudlatul Hasanah. It means

researcher only will describe what exists without give treatment certain to subject study. So method research to be used is method study qualitative, because aspects that will researched in research this more appropriate revealed through interviews, observation and documentation.

RESULT

Communication Strategy Organizations in Islamic Boarding Schools Ar-Raudlatul Hasanah

Strategy in essence is planning (planning) and management (management) for reach something objective. For reach objective that's a must strategy capable showing how tactics its operations. What strategy is being implemented so that the parties communication can accept and understand message that has been be delivered. Good in form communication vertical or horizontally, deep formal or informal dressing.

In discussion This researcher start from understanding about objective of communication strategy. According to Pace, Peterson & Burnet (in Effendy, 2017, :35-36) the goal from communication strategies, among others is ; 1) to secure understanding, 2) to establish acceptance, 3) to motivate action.

1. To Secure Understanding

At stage This ensure that communication understand to the message he received. The message will be submitted by the source sometimes nature abstract. However, when message the submitted by the source to recipient, message the will become concrete Because be delivered in form symbol/symbol form images, sounds, language, expressions, movements and so on. In matter This related delivery message from superior to subordinates, whether message That can understandable with either by the recipient. From the results interview with informant at Islamic boarding school Ar-Raudlatul Hasanah, teachers can understand information submitted by the Director. If there is One two people are missing understand considered normal.

2. To Establish Acceptance

At stage This message already accepted and understood then built to order the considered OK, order This will get bait come back from against talk. The communication process that occurs that is in form spread message in a way simultaneously and spread message in a way sequentially.

Deployment information in a way simultaneously This need a strategy or technique spread message. For spread message in a way simultaneously at the Islamic boarding school Ar-Raudlatul Hasanah done with method meeting all teachers once in a week. With this strategy everyone involved in organization This will accept the same message, at the same time and from the same source. With method this error in translate received message will more small. So obstacle from side communication is also possible minimized.

For nurse message already accepted and understood by subordinates so meeting routine enforced by Islamic boarding schools. Same message be delivered in a way over and over again to teachers and administrators boarding school.

3. To Motivate Action

In matter this related with intensification for motivate him. Implemented communication strategy nature macro and communication strategy processes taking place in a way vertical. Something purposeful communication give motivation For change behavior. Motivation Work is one of factor important in existence agency. So that motivation can influenced by several factor. Factors motivation Work employee that is internal motivation from in employee nor motivation external appearance from agency.

From the results observation field researcher found in Islamic boarding school Ar-Raudlatul Hasanah, strategy for motivating administrators and teachers given by superiors often shaped stories, experiences someone, another decent boarding school made reference or lesson for encouraging they. That matter done Because Motivation is closely related direct with spirit teacher work so with high motivation goals and objectives can achieved with maximum. Discussions also took place in formal and informal forms for look for solution or ideas that can be used For advance boarding school.

DISCUSSION

Communication is very important done For walking organization , because concerning delivery message between individual and group about work in organization. Likewise in Islamic boarding schools Ar-Raudlatul Hasanah, in operate function management is closely related with communication. Error in delivery message can result error in carry out work so that no achieved goals of Islamic Boarding School Education. There fore that following this researcher elaborate How channel communication takes place at the Islamic boarding school Ar-Raudlatul Hasanah.

Communication to Lower

Communication to down (downward communication) is delivery digging information from superior to subordinate in accordance with command line in something organization. Director Boarding school as leader highest in management daily take role important in delivery messages to subordinate Good whether in structural or in teaching.

Delivery related messages with decisions and policies boarding school be delivered past formal meetings. Entire element must present so as not to happen difference understanding about the regulations will be enforced. Delivery information done in a way direct no through intermediary. Meeting yhat done on each day Thursday where teachers have to present completely. As for the message conveyed in meeting routine in every day thursday containing values struggle in education, teacher, assignments, plans activities and evaluation teacher and administrator performance. As for the most frequent things delivered by the Director and repeated that is struggle. Communication done one direction where

the message is submitted by the director or superior to all over communication namely teachers and administrators.

Communication to the Top

Communication to up (upward communication) is originating information from subordinate to superior. Communication to on used in submission proposals and suggestions, complaints, complaints, and determinations target with implementation of management by objectives (MBO). For some senior teachers big No experience constraint in communicate to on matter That happen Because proximity in a way structural or emotional. So that delivery message more easy . But very different with junior teachers tending to disinclined for speak direct to superior Good Director nor Head Field. That matter happen because factor structure organization in which the Director is a top manager who is No immediately the senior teacher felt it disinclined even afraid. The weak side in communication to on in a way direct, possible member organization convey information that is not Correct to superior so that can give rise to error in taking decision. However, delivery the correct information will can give very valuable input for superiors in taking decision.

Horizontal Communication

Horizontal communication is communication between individual or groups at the same level in something organization. In something organization, frequent horizontal communication done For help manager in taking decision. In chart structure organization Boarding school Ar-Raudlatul Hasanah require creation horizontal communication for realize agreement organize steps for reach objective boarding school . Because at the level field there is a number of mutual fields related in do A work or decision. As example, in determination and month reception students in year teachings next, then for decide step that Director will invite Field Finance , Education and Field Parenting as well as Field Well-being. Horizontal communication also occurs between individual Good it's in each other head field or at each other coconut sexy. Communication interpersonal sort of This will more often found in informal spaces. So far observation researchers in the field not seldom researcher find happen horizontal communication after finished meeting .

CONCLUSIONS AND RECOMMENDATIONS

Based on results findings and discussion so following is possible conclusions obtained in research this :

Communication strategy organizations in Islamic boarding schools Ar-Raudlatul Hasanah is very influential performance of educators and staff education for reach objective organizations, esp in current communication good that communication vertical, horizontal and diagonal. Openness superior accept proposal from subordinate is encouraging thing they for still productive contribute to boarding school.

FURTHER STUDY

Every research certainly has limitations. Limitations in the sense of research limitations that influence the researcher's ability to explore the data being studied, limited data available, or external research factors such as limited time and resources. So further research is needed to complete this research.

ACKNOWLEDMENT

Writer say accept love to lecturer writer, resource person and all helpful party solution research this.

BIBLIOGRAPHY

Anisatusa'dyah , & Yusuf, M. (2020). Influence Communication and Organization To Loyalty Employees of KSPPS BMT Surya Raharja Pusat Kab . Tuban . Journal Opportunity Unirow Tuban , Vol. 01 No. 02 p . 1-10.

Ardial (2018). Function Communication Organization : Study Case About Function Communication Organization On Employee Performance . Medan: Research and Writing Institute AQLI Scientific

Arni , M. (2011). Communication Organization . Jakarta: Earth Script .

Azmi, N. (2015). Communication Patterns Leader In Increase Loyalty Work BP Employee (Brand Presenter) at PT. Budiman Subrata Niaga Pekanbaru . JOM FISIP. Vol. 2 N0. 2 things . 1-12.

Bungin , B. (2006). Sociology Communication (Theory , Paradigm , and Discourse Technology Communication in Society). Jakarta: Kencana .

Creswell, J. (2014). Research Design: Qualitative, Quantitative and Mixed Methods

Approaches (4th ed.). Thousand Oaks: SAGE.

Cartono , Asep Maulana (2019). Climate communications , Climate Organization and Climate Communication Organization . Oration : Journal Da'wah and Communication . Vol. 10 No. 2 things . 7 - 15

Daulay , D.R. (2022). Influence Network Communication To Loyalty Member Our Community Agriculture . Study program Knowledge Communication . 2022: University of North Sumatra.

Department of Religion of the Republic of Indonesia (2004). Grand Design of Religious Education and Cottages Boarding school . Jakarta: Directorate Sensitive Pontren at the Directorate General Like Dep. Religion

Pramitha , D (2020). Revitalization Leadership Collective-Collegial In Build Effectiveness Communication Organization Islamic Boarding School (

Study Interactionism Symbolic in the Cottage Boarding school Jombang).
Evaluation Vol. 4 No. 1 p . 45 - 69

Dewi , A. (2022). Communication BTPN Syariah Bank Organization As Effort
Increase Loyalty Employee . Banyumas : General University Soedirman .

Dhofier , Z. (1982). Tradition Boarding school Studies About View Life Kyai .
Jakarta: LP3ES.

Dedi Iskandar (2021). Communication Strategy In Build Loyalty Work
Employees , PERCEPTION: Communication Journal . Vol. 4 No. 1 p . 31 -
42.

Emmelia A. Ginting and Daniel P. Bangun (2022). Communication Role
Organization and Leadership Style To Loyalty Employees at the
Company, Pekan Baru Branch . Journal Darma Agung, Vol. 30 No. 1 p .
371-383

Fauzan , A.Z. (2021). Influence Communication Organization To Loyalty
Employees at Community Health Center 4 ULU Palembang City.
Management . Palembang: Sriwijaya University .

Firdha Aigha Suwito , Azhari Akmal Tarigan (2022). Development Program
Economy Based Cottage Boarding school . JIP: Journal Innovation Study .
Vol.3 No.1 p . 4371 - 4381

Miles, M.B., Huberman, A.M., & Johnny, S. (2014). Qualitative Data Analysis: A
Method

Sourcebook (3 ed.). New York: SAGE.

Morrison (2015). Theory Communication : Individual Up to Mass. Jakarta:
Kencana

Mukhtar, Risnita , Muhammad AM Prasetyio (2020), Islamic Boarding School
Effective : Integrative Theory Model ; Leadership - Communication -
Conflict Organization , Yogyakarta:

Deepublish .

Mulyasa , E. (2013). Competency Test and Teacher Performance Assessment .
Bandung: PT Teen

Rosdakarya

Muhammad Harun Al Rosyid (2020). Analysis Communication Organization In
Build Loyalty Student Teacher at Pondok Modern Darussalam Gontor

Campus 2. Sahafa : Journal of Islamic Communication. Vol. 2 No. 2 Pg. 221 - 234

Murdiyanto , E. (2020). Method Study Qualitative (Theory and Application accompanied Example Proposal). Yogyakarta: National Development University "Veteran" Yogyakarta Press.

Murniati , Toni Hartono (2021). Build Awareness Development Village Through Communication Organizations in Village Communities Stem Think about it Kampar Regency . Journal Research Student Da'wah and Communication (JRMDK). Vol. 3 N0. 4 p . 227 - 236

Nasution , KA (2021). Communication Strategy PT Bus Company Marketing . Putra Pelangi Perkasa Banda Aceh Dalam Look after Trust Consumer . University of Northern Sumatra. Medan: Master of Science Study Program Communication .

Neliwati (2019). Cottage Modern Islamic Boarding School , Education System , Management and Leadership Be equipped Concepts And Studies Case . Depok: Rajawali Press

Nizar, Samsul H (2011), History of Islamic Education (Tracing the History of Education in the Era of the Prophet Until Indonesia). Jakarta: Prenada Media Group

Panuju , R. (2001). Communication Organization : From Conceptual Theoretical to Empirical . Yogyakarta:

Student Library .

Prietsaweni , Riris T Simamora (2021), Communication Organization , Medan: Kita Tulis Foundation

Puput Purnama Sari, Lutfi Basit (2018). Communication Organization Head Village In Build Village Community Awareness Against Village Development . Journal Interaction . Vol. 2 No. 1, p . 47-60

Richa Nurlela , Ima Rahmawati , Hana Lestari, (2021). Contribution Behavior Leadership to Loyalty Private High School Teacher Jobs in the District Cibungbulang , Journal Islamiyah . Vol. 3 No.1 p.18- 26

Ruliana P., Lestari P. (2019). Theory Communication . Depok: Rajawali Pers