STRATEGI KOMUNIKASI ORGANISASI UNTUK KEUNGGULAN PUBLIC TRUST PENDIDIKAN : FOCUS ON BUILDING TRUST

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Abstract:

In-depth interviews and documentation data analysis, this research found that transparency in finances, delivery of daily activities, publication of achievements, and policy announcements are the main components in Islamic boarding school communication strategies. Communication media such as official websites, social media and printed reports synergistically convey information to various audiences. The research results show that open and targeted communication not only increases public trust but also strengthens the image of Islamic boarding schools as professional, responsible and competitive institutions. This research contributes by offering a communication model relevant for other educational institutions, although there are limitations in the context and research methods that require further exploration.
Keywords: *rganizational communications, Public Trust, schools*

INTRODUCTION

In the context of educational organizations, effective communication strategies play an important role in building and maintaining public trust.(Rahayu & Trisnawati, 2022) In reality, many educational organizations have not succeeded in utilizing communication optimally. (Elyus & Soleh, 2021) On the theoretical side, various communication models have been developed to support transparent and accountable organizational management. (Rachim et al., 2018) Practice in the field shows that there is a gap between theory and reality, where many educational organizations fail to maintain clear and open communication with stakeholders, especially the community and parents of students. This failure can cause a decrease in the level of public trust in educational institutions. This issue is increasingly crucial considering that education is a sector that relies heavily on public trust for its continuity and quality. (Djajanegara, 2020) This phenomenon creates space for further understanding of how organizational communication strategies can be optimized to increase public trust in the education sector.

Much research has been conducted on organizational communication in the educational context, with various focuses on the role of communication in creating relationships between the parties involved, including students, parents and the government. Several studies show that open communication and based on the value of transparency can improve relationships and build trust.(Prof & Beragama, 2022) This research often places more emphasis on internal aspects of the organization, such as the relationship between educational managers and teaching staff. This research will expand the scope by analyzing external communication strategies that are more focused on increasing public trust. (Mahmud et al., 2021) Thus, our research position is to explore

and analyze how effective communication can increase public trust in educational organizations beyond internal management which has been widely researched previously.(Baharun et al., 2021)

Public trust in the Al-Mashduqiah Islamic Boarding School is the result of implementing active and effective organizational communication strategies. The main reason that supports the creation of this trust is the Islamic boarding school's ability to build transparent and consistent relationships, both between internal administrators and with the outside community. Targeted communication, such as openly conveying educational program information, good coordination with student guardians, and quick responses to input or complaints, is an important foundation in strengthening the reputation of Islamic boarding schools. As a result of this strategy, Al-Mashduqiah succeeded in gaining high trust from the community, increasing the participation of student guardians, and strengthening support from the surrounding community. On the other hand, if organizational communications are not managed well, the risk of losing public trust and decreasing the reputation of Islamic boarding schools can become a serious threat. Therefore, an effective communication strategy is not only a necessity, but also the key to ensuring the sustainability and excellence of Islamic boarding school public trust in the world of education.

Previous researchers have highlighted a lot about organizational communication in the field of education and the importance of internal communication in building harmonious relationships between the parties involved in the educational process. (Rahayu & Trisnawati, 2022) These studies have shown that open and transparent communication can increase trust among students, parents, teachers, and school staff. The focus of previous research has often been limited to internal organizational dynamics, such as the relationship between school leaders and teaching staff. This research aims to expand the scope of the study by analyzing external communication strategies that are more focused on increasing public trust.(Mundiri et al., 2021) We want to dig deeper into how schools can build and maintain trust in the community as a whole. Thus, it is hoped that this research can make a significant contribution in understanding how effective communication can improve a school's reputation and strengthen relations between the school and the wider community.

This research offers a new approach in looking at the relationship between organizational communication strategies and the advantages of public trust, especially in the education sector. Although many studies have discussed communication theories in education, few have explored them in depth in-depth how external communication, involving the wider community, can influence perceptions and levels of public trust. The novelty of this research is the focus on communication strategies that can be used by educational organizations to create a sustainable positive impression in the eyes of the public, while reducing distrust that may arise due to lack of openness or communication errors. By exploring these factors, this research offers a more holistic perspective on communication in education.

This research aims to answer the main question: How can the communication strategies implemented by educational organizations increase public trust in the educational context at the Al-Mashduqiah Islamic boarding school. Apart from that, this research also wants to answer how the effectiveness of external communication can create a mutually beneficial relationship between educational organizations and the community, as well as identifying key factors that influence the success of communication in increasing positive perceptions of educational institutions. Through this research, it is hoped that practical recommendations can be found that can be implemented by educational organizations to improve and strengthen relationships with the public.

Based on preliminary research and existing communication theory, a tentative argument can be put forward that effective communication strategies, which include transparency, openness of information, and adequate use of digital technology, can

increase public trust in educational organizations in that clear and regular communication provides confidence to the public. that educational organizations can be trusted in terms of managing resources and achieving educational goals. This argument will be tested through further analysis of how implementing communication strategies in educational organizations can build a positive image and trust among the public, both directly through physical interactions and through digital platforms.

RESEARCH METHODS

This research was conducted at the Al-Mashduqiah Islamic Boarding School as a unit of analysis or material object. This Islamic boarding school was chosen because it has a reputation as one of the Islamic boarding school-based educational institutions that prioritizes organizational communication in increasing public trust. As one of the Islamic boarding schools that has experience in managing internal and external relations, Al-Mashduqiah offers a rich context for research. The research focus covers various aspects of organizational communication in Islamic boarding schools, such as interactions between administrators, relationships with student guardians, and managing the image of the institution in society. This unit of analysis also includes elements that form the organizational structure of Islamic boarding schools, including formal and informal communication patterns that occur between caregivers, management staff and the surrounding community. By exploring communication practices at the Al-Mashduqiah Islamic Boarding School, this research is expected to be able to identify organizational communication strategies that contribute to increasing public trust in modern boarding-based educational institutions.

This research uses a qualitative approach with this type of study research uses a qualitative approach with this type of case study. A qualitative approach was chosen because it allows researchers to explore in depth the phenomenon of organizational communication in the Islamic boarding school context. Case studies are used to explore in detail the organizational communication process at the Al-Mashduqiah Islamic Boarding School, including the internal and external factors that influence its success. This approach provides flexibility in understanding the unique dynamics of Islamic boarding schools, such as interactions between organizational elements and how Islamic boarding schools manage relationships with the community. Through this research design, researchers seek to reveal communication patterns, the obstacles faced, and their impact on the level of public trust. This case study also functions as a focused framework, so that it can provide in-depth and relevant results regarding the organizational communication strategy implemented by the Al-Mashduqiah Islamic Boarding School.

This research involved four main categories of informants as sources of information, namely Islamic boarding school caregivers, care directors, heads of male Islamic boarding schools, and heads of female Islamic boarding schools. Islamic boarding school caregivers were chosen as the main informants because they have a strategic role in determining the vision, mission and direction of organizational communication. The director of care provides a more technical perspective regarding managing relationships with student guardians and students, as well as how internal and external communications are managed practically. The head of the male Islamic boarding school and the head of the female Islamic boarding school provided specific views regarding the dynamics of communication in their respective units, including interaction patterns between administrators, students and support staff. The selection of informants was based on their central role in the Islamic boarding school's organizational structure, so that the data obtained covered various aspects of organizational communication implemented at the Al-Mashduqiah Islamic Boarding School.

Data collection in this research was carried out through three main methods:

observation, interviews, and documentation. Observations were carried out to directly observe communication activities in the Islamic boarding school environment, including daily interactions, board meetings and formal events. Through observation, researchers can understand communication patterns that occur naturally and contextually. In-depth interviews were conducted with key informants to obtain detailed information about the communication strategies implemented and how they influenced public trust. Documentation involves collecting official documents such as organizational structures, activity reports, communication materials, and the media used by Islamic boarding schools. Data from these various methods were systematically collected to ensure the validity and reliability of the findings. The triangulation process was carried out to integrate the results of observations, interviews and documentation so as to provide a comprehensive picture of organizational communication at the Al-Mashduqiah Islamic Boarding School.
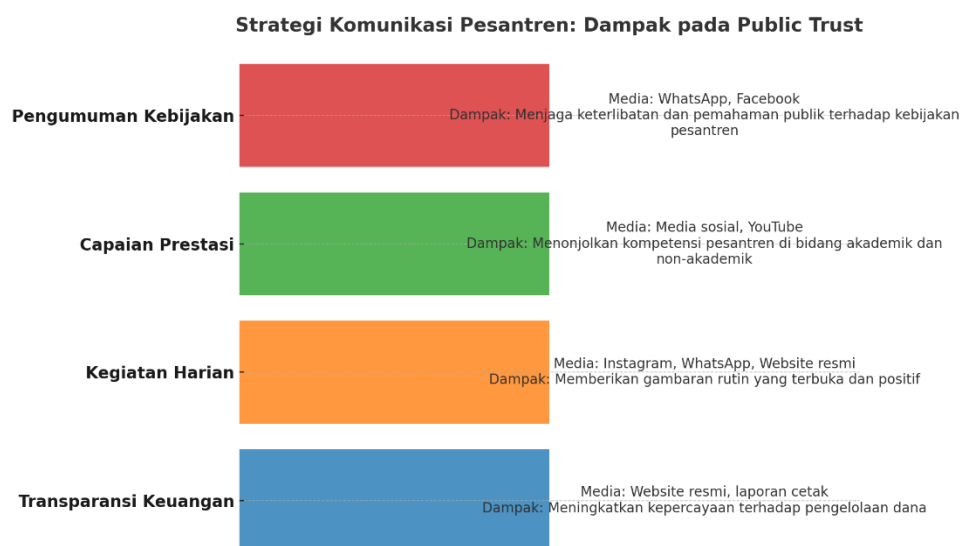
Data analysis was carried out through three main stages: data reduction, data display, and data verification. In the data reduction stage, the information collected is filtered and simplified based on its relevance to the research focus. This stage helps researchers to identify main themes and membuang data yang less significant. The reduced data is then displayed in the form of tables, narratives or diagrams to facilitate analysis. Data verification is carried out by ensuring consistency and validity through triangulation between data collection methods. This research also uses three analytical methods, namely content analysis, discourse analysis, and interpretation analysis. Content analysis is used to examine communication materials produced by Islamic boarding schools, such as bulletins or social media. Discourse analysis explores how messages are structured to reflect an organization's values and goals. Interpretative analysis is used to understand the meaning behind the communication strategies implemented. This approach provides an in-depth and comprehensive analysis of the data obtained.

RESULTS AND DISCUSSION

From the results of observations at the Al-Mashduqiah Islamic Boarding School, it confirms the importance of active organizational communication in building and increasing public trust. In daily interactions, this Islamic boarding school shows that openness of information, effective coordination, and consistent message delivery between administrators, students, and the surrounding community are able to create harmonious and trusting relationships. When organizational communications are managed well, Islamic boarding schools not only succeed in strengthening their image as credible educational institutions, but also gain broad support from the community. These findings confirm that active communication is not just a tool, but rather a strategy for maintaining the reputation and sustainability of modern Islamic boarding school educational institutions.

A. Delivery of clear information

Interviews with Al-Mashduqiah Islamic Boarding School administrators show that conveying clear information is one of the key strategies for building public trust. The following is a data visualization regarding the type of information conveyed and its effectiveness in increasing public trust:

Strategi Komunikasi Pesantren: Dampak pada Public Trust

Pengumuman Kebijakan
Media: WhatsApp, Facebook
Dampak: Menjaga keterlibatan dan pemahaman publik terhadap kebijakan pesantren

Capaian Prestasi
Media: Media sosial, YouTube
Dampak: Menonjolkan kompetensi pesantren di bidang akademik dan non-akademik

Kegiatan Harian
Media: Instagram, WhatsApp, Website resmi
Dampak: Memberikan gambaran rutin yang terbuka dan positif

Transparansi Keuangan
Media: Website resmi, laporan cetak
Dampak: Meningkatkan kepercayaan terhadap pengelolaan dana

Graph 1.0 (Survey Result Data)

From the data displayed, the information delivery strategy pattern of the Al-Mashduqiah Islamic Boarding School includes several main aspects. Financial transparency is a priority to show Islamic boarding school accountability, generally published via WhatsApp groups or printed reports that can be accessed by Islamic boarding school guardians and related parties. Information on daily activities such as study schedules and student activities is shared via social media such as Instagram and WhatsApp, creating openness that is liked by parents and the general public. Apart from that, the achievements of students and teachers are widely published via YouTube and other social media to build the image of superior Islamic boarding schools. Important policy announcements are delivered via more direct channels such as WhatsApp and Instagram to ensure audiences receive information quickly and accurately.

Organizational communication theory explains how effective communication in organizations influences internal and external relationships. Transparency in the delivery of information, such as financial reports or activity schedules, is an implementation of organizational communication to build public trust. (Karsono et al., 2021)

The clear communication pattern at the Al-Mashduqiah Islamic Boarding School shows that information conveyed in a transparent and targeted manner plays a significant role in building public trust. Financial transparency, for example, provides assurance to student guardians, Islamic boarding school officials and the community that funds are managed well, thus strengthening a sense of trust. Daily activity information shows openness and positive activities, building the impression of a dynamic Islamic boarding school. Achievements are an important tool for validating the credibility and quality of Islamic boarding school education in the eyes of the public. The use of direct communication channels such as WhatsApp for policy announcements ensures that important information is not only received, but also understood by the audience. This strategy shows that clarity in the delivery of information is an important foundation for maintaining healthy relations between Islamic boarding schools and their public.

B. Documentation for each activity

Based on interviews with Al-Mashduqiah Islamic Boarding School administrators, documentation of activities is one of the main strategies for building public trust. The following graph depicts the distribution of activity documentation by type and its impact on public trust:

Documentation Type	Logged Activities	Publication Media	Trust Impact on Public Trust

Education and Competition	Seminars, student competitions, interactive learning	Official website, WhatsApp and Instagram	Describes academic excellence and educational innovation.
Religious Activities	Mashduqiah bersholawat, perayaan hari besar IslamMashduqiah praying, celebrating Islamic holidays	YouTube, tiktok	Strengthening religious identity and credibility as a center for da'wah
Daily Life of Santri	Skills training, sports, art	TikTok, Instagram Stories	Stories Shows dynamic and positive life in Islamic boarding schools.
Social Activities	SeminarSeminars	Instagram, WhatsApp	Strengthening emotional relationships with the surrounding community.

Table 1.0 (Data on distribution of Islamic boarding school activities)

The documentation data above shows that the Al-Mashduqiah Islamic Boarding School focuses on four main categories in the publication of its activities: education, religion, the daily life of students, and social activities. Documentation of educational activities, such as seminars and competitions, is the main focus to highlight the academic quality of Islamic boarding schools, usually published via WhatsApp stories and Instagram. Religious documentation, including Al-Mashduqiah, recitations and celebrations of Islamic holidays, is often used to strengthen the Islamic boarding school's religious image through media such as YouTube and Facebook. The relaxed daily life of students, such as sports and art, is published with a light approach using TikTok or Instagram Stories to attract the attention of the younger generation. Meanwhile, social actions are documented to show the Islamic boarding school's commitment to community care, strengthening public empathy.

The pattern of activity documentation at the Al-Mashduqiah Islamic Boarding School reflects a strategic approach in building public trust. Educational documentation confirms the Islamic boarding school's reputation as a quality and innovative institution. Religious activities support religious perceptions and credibility as a center for religious learning. The documented daily life of the santri shows the humanist side of the pesantren, making it more easily accepted by various groups, especially young people. Social activities expand the Islamic boarding school's relationship with the general public, strengthening the Islamic boarding school's impression as a caring and inclusive institution. This strategy is successful because documentation not only functions as a means of communication, but also as a form of transparency and a tool for creating positive emotional connections with the public.

C. Use of Social Media

Based on observations at the Al-Mashduqiah Islamic Boarding School, the strategy for using social media as a tool to build public trust is summarized in the following table:

Social Media Platforms	Types of Content	Shared Impact on Public Trust
Instagram, WhatsAap stories	Documentation of daily activities, learning and special	events Increases transparency and attracts sympathy from the wider community.

YouTube	Educational videos, religious lectures, and alumni	testimonials Strengthen the image of Islamic boarding schools as credible and inspiring institutions.
WhatsApp	Administrative information and direct communication with parents	Membina hubungan personal yang responsif dan terpercaya. Building responsive and trusted personal relationships.
TikTok	Creative and inspiring content about Islamic values	Reaching the younger generation with a modern approach.

Table 1.1 (Social media usage strategy data)

The presentation of this data provides an overview of how social media is used strategically to build close relationships with the community and increase their trust in Islamic boarding schools.

The pattern from the data above shows diversification in the use of social media for various strategic purposes. Instagram and WhatsApp stories are focused on transparency of Islamic boarding school daily activities, visualizing positive and dynamic interactions between teachers, students and the surrounding community. YouTube is used as an educational platform by presenting quality content that strengthens the image of Islamic boarding schools at the national level. On the other hand, WhatsApp provides a practical solution for more personal and direct communication, especially with students' parents. TikTok, although relatively new, is being used to create content that is relevant to the younger generation, making Islamic boarding schools more inclusive and adaptive to current trends. This pattern shows that each social media platform is selected according to the characteristics of its audience, creating synergy in building broad public trust.

The strategy for using social media at the Al-Mashduqiah Islamic Boarding School highlights the importance of understanding the audience and the characteristics of each platform. Transparency through documenting activities on Facebook and Instagram creates openness which increases the credibility of Islamic boarding schools. Educative content on YouTube shows Islamic boarding schools as institutions that are competent in conveying religious and educational values. Direct communication via WhatsApp helps Islamic boarding schools maintain warm and responsive relationships with parents, building a strong sense of trust. TikTok, although used for light content, effectively bridges moral messages to a younger audience. This pattern shows that integrated use of social media not only increases public trust but also expands the reach of Islamic boarding schools' influence. This success underscores the importance of flexible, adaptive and innovative strategies in building public trust excellence.

CONCLUSION

This research found that conveying clear information is an important factor in building public trust in the Al-Mashduqiah Islamic Boarding School. With transparency in finances, delivery of daily activities, publication of achievements, and policy announcements, Islamic boarding schools can create positive relationships with the public. This strategy not only increases public trust but also strengthens the image of Islamic boarding schools as professional and responsible institutions. The lesson to be learned is that open and targeted communication can strengthen emotional relationships and trust between institutions and their audiences

This research makes a significant scientific contribution by updating the perspective on the importance of communication in building public trust. This approach

highlights a unique combination of methods komunikasi tradisional such as print reports and modern digital such as social media. By focusing on the case of the Al-Mashduqiah Islamic Boarding School, this research offers a communication model that can be adapted by similar institutions. In addition, this research emphasizes how different delivery media can be used synergistically to achieve more effective communication goals.

The limitation of this research lies in its focus which only covers one educational institution, so the results may not be fully generalizable to a wider context. In addition, this research focuses more on information delivery strategies without exploring in depth the audience's perceptions of the effectiveness of these strategies. Further research is recommended to explore other case variations, using broader methods such as surveys or experiments to understand the specific impact of this communication strategy on different groups of society.

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