



MODEL OF COMMUNICATION OF THE PRINCIPAL IN INCREASING THE QUALITY OF EDUCATION AT MADRASAH

Qurrotul A'yun

Universitas Nurul Jadid

Email: Akyun1708@gmail.com

Abstract:

This research aims to determine the communication model used by the principal in improving the quality of education at MA Nurul Jadid. The research uses a descriptive qualitative approach. The results of the study show that there are 3 communication patterns carried out by the principal of MA Nurul Jadid, namely interpersonal communication, group communication, and mass communication. The communication carried out by the principal of MA Nurul Jadid in improving the quality of education is a form of communication in interacting with teachers, students, and parents. The media used are discussion (consultation), giving actions or examples, telephone, website, and whatsapp. Therefore, with the communication patterns that have been implemented properly, it can create effective communication.

Keywords: *Model of Communication, Principal of Madrasah, Quality of Education*

INTRODUCTION

The presence of an educational institution must receive a positive response from the community, especially the community that resides around the educational institution. As a pioneer in the education system, the principal of the madrasah plays a key role in determining the quality of education in an institution. The effective communication model implemented by the principal becomes the basis in shaping a dynamic and quality educational environment. The increasing complexity of the demands of modern education and the development of information and communication technology show that the principal of the madrasah needs to understand and implement an effective communication model. A good communication model not only covers the aspect of information transmission, but also involves interaction, understanding, and synergy among stakeholders in the educational environment.

The principal of the madrasah as an educational leader at the madrasah level who has a very large role in developing the quality of education in the madrasah he leads, especially in MA Nurul Jadid Paiton Probolinggo as the site of this research. Resmi argues that leadership is not about making people follow me, but making everyone together pursue dreams, ideals, and values with good interaction and communication. Nur Hamidi says that, in organizational life, interpersonal communication becomes very important because interpersonal communication can increase mutual understanding between subordinate and superior employees, and increase coordination of various activities or tasks. Ahmad Mukhlisin says that, the principal of the madrasah must be able to move teachers to improve their performance because teachers will work comfortably if supported by good communication from the principal of the madrasah. The quality of an educational institution (school/madrasah) cannot be separated from the performance of a school/madrasah principal. As said by Herson Anwar, if a principal

of the madrasah has a strong vision and mission and good performance, then the madrasah institution in question will be tough and have a high competitive advantage with general madrasahs.

The madrasah is a complex and unique organization, so it requires a high level of coordination. Therefore, the principal of the madrasah as a leader must be able to provide guidance to all madrasah citizens according to their main tasks and functions. The principal of the madrasah is a functional teacher who is assigned to lead a school where the teaching and learning process is carried out, or the place where interaction occurs between teachers who teach and students who receive lessons. The importance of the principal's communication model in improving the quality of education not only has an impact on the quality of teaching and learning in the classroom, but also on resource management, building organizational culture, and developing the professionalism of educators and school staff. Therefore, research on the principal's communication model becomes very relevant to answer various challenges and opportunities in facing the dynamics of the world of education. The communication used by the principal of MA Nurul Jadid with teachers, students, and guardian of students in improving the quality of MA Nurul Jadid is interpersonal communication, group communication, and mass communication, thus being able to create effective communication. The communication of the principal of the madrasah with teachers, students, and guardian of students of MA Nurul Jadid is very good. The principal of MA Nurul Jadid always interacts, both in the form of information, guidance, motivation, and consultation with teachers, students, and guardian of students, which makes them more aware of the importance of education, and encourages them to prioritize the madrasah in achieving its goal of becoming a superior madrasah. Based on this reality, the researcher was interested in researching how the "Principal's Communication Model in Improving the Quality of Education at MA Nurul Jadid". This principal's research was emphasized on 3 forms of communication, namely: interpersonal communication, group communication, and mass communication, with the hope that it can provide answers as well as positive contributions for the madrasah in improving the quality of education, to anticipate a quality madrasah, and equip students with a broader perspective in line with the development of the times and are able to color global competition.

RESEARCH METHODS

This research is a descriptive qualitative study, which is a study conducted to objectively determine an activity with the purpose of finding new knowledge that has not been previously known. The method used by the researcher is the observation research method. This type of research uses a system of collecting information from in-depth data in the form of interviews, previous research results that are relevant, and so on, which play a role as adequate reference materials to get answers to similar problems. The researcher obtains the data needed by collecting data, interviewing, and observing the activities at MA Nurul Jadid. This research aims to reveal the communication pattern of the principal of MA Nurul Jadid. The data source comes from primary data in this study, which is the principal of MA Nurul Jadid, Paiton District, Probolinggo Regency. Qualitative data analysis is carried out interactively and continues until it is completed so that the data is already saturated, namely data reduction (data reduction), data presentation (data display) and conclusion/verification (conclusion/drawing/verification).

From the experience of observation that has been directly involved in the field, it was found that the communication used by the principal of MA Nurul Jadid with teachers, students, and wali santri in realizing a quality madrasah is interpersonal communication, group communication, and mass communication, thus able to create effective communication in improving the quality of MA Nurul Jadid.

RESULTS AND DISCUSSION

Communication used by the principal of MA Nurul Jadid with teachers, students, and wali santri in realizing a quality madrasah is interpersonal communication, group communication, and mass communication, thus able to create effective communication.

In MA Nurul Jadid, the leadership and subordinates are actually expected to be able to bring the educational institution to compete in the era of globalization, so a competence of the principal of the madrasah or linguistic intelligence is needed in communicating with teachers, students, and wali santri. The communication process carried out by the principal of MA Nurul Jadid using three forms of communication is as follows:

Interpersonal communication is a process of conveying thoughts by the communicator, the principal of the madrasah, to the recipient, using a symbol as a medium or channel. The form of interpersonal communication is usually used by the principal of MA Nurul Jadid by giving actions or examples that are the topic of the conversation and delivering the message that occurs. This type of communication is usually carried out by the principal of MA Nurul Jadid in making decisions in order to improve the quality of education in the madrasah. According to Mr. Sugianto, a teacher at MA Nurul Jadid, he said that the form of interpersonal communication of the principal of MA Nurul Jadid is through briefings. Because when a teacher or student has a problem, either internally or externally, the principal of MA Nurul Jadid always provides motivation to the teacher and student with problems through briefings, especially always motivating teachers and students in improving the quality of the madrasah, so that when teachers and students carry out their activities, they are motivated to realize the goal of the madrasah to become a quality madrasah.

In line with what was conveyed by one of the MA Nurul Jadid students, namely as follows: "That the Principal of MA Nurul Jadid that we see and feel as students in this madrasah always provides motivation in the form of briefings to students to be people who are technologically proficient and have religious piety in accordance with the teachings of Islam, especially the madrasah norms that have been established. The Principal of MA Nurul Jadid always teaches students to be punctual and teachers to always control teaching and learning activities at school." It can be concluded from the results of the interviews above that the communication used by the principal of MA Nurul Jadid is Interpersonal Communication. Because when a teacher and student has a problem, either internally or externally, the principal of the madrasah always provides motivation to the teacher and student who have problems, both internal and external, through briefings.

In other words, communication can be described as a series of interactions that involve the use of a combination of certain abilities and skills. A group that communicates will generate communication behavior. The researcher found the form of group communication of the Head of the Madrasah by means of deliberation in making a policy, as stated by Mr. Na'im, the head of the curriculum department, as follows: "As far as we know, the Head of MA Nurul Jadid can be said to lead by creating group communication (deliberation). Because everything related to the institution always deliberates and holds meetings. However, because the leader has high authority, sometimes he can be authoritarian in policy, because this policy is only internal. During this time he has always carried out his duties by always deliberating in any planning and also in this case he always emphasizes shared responsibility. In line with what was conveyed by Ustadzah Afrida, a teacher at MA Nurul Jadid, as follows: "The communication style of the head of MA Nurul Jadid is group communication. Because in decision making, when there are problems, both internal and external in the madrasah, there is always a deliberation together, especially always motivating us towards the improvement of the quality of the madrasah, so that when we carry out our duties there is no social jealousy in policy or work. From the results of the interviews above, the author concludes that the Head of MA Nurul Jadid uses group communication because when making planning and deciding something, he always deliberates first with his subordinates and emphasizes shared responsibility in improving the quality of education in the madrasah.

Mass communication involves a large number of individuals in the implementation of a communication strategy. As told by one of the wali santri, "The head of MA Nurul Jadid is very good in increasing the trust of wali santri. One example is that the head of MA Nurul Jadid always provides information about the activities of the

madrasah, from attendance rates, achievements, and also about the moral character of the students to wali santri through telephone, website, and WhatsApp. As a result, wali santri feel satisfied with the information provided in the hope that it can improve the quality of the madrasah as planned by the madrasah.” It can be concluded that the mass communication used by the head of MA Nurul Jadid in increasing the trust of wali santri towards MA Nurul Jadid has a positive impact, especially in the services available in the madrasah. As a result, wali santri assess that MA Nurul Jadid is a quality madrasah with good communication services and information received.

The effectiveness of a madrasah principal in improving the quality of education under his or her supervision is closely associated with the competent and extraordinary leadership skills in communication. Educational leadership becomes the main factor for the overall progress of the madrasah, even leadership becomes the main factor that drives the success of madrasah reform efforts. The madrasah principal is one of the most important education components in improving the quality of education. The relationship between the quality of the madrasah principal and various aspects of madrasah life is close, such as madrasah discipline, school cultural climate, and the decline in student misbehavior. In addition, the madrasah principal is responsible for micro-education management, which is directly related to the learning process in the madrasah. As stated in Article 12 paragraph 1 of PP 28 of 1990 that: “The madrasah principal is responsible for the implementation of educational activities, madrasah administration, other education personnel, and the utilization and maintenance of facilities and infrastructure. As an educational leader, the madrasah principal plays an important role in laying the foundation of education for the management and development of human resources in the institution.”

Communication is a process of conveying thoughts by the communicator to the recipient using a symbol as a medium or channel, but the communication process in conveying a purpose is more than just conveying thoughts, ideas, and intentions verbally or in writing. It also involves someone with someone else, either directly or indirectly (through communication media). This communication process is almost always done because using communication media makes everything feel fast, and often the phone that is in certain rooms, so if there are guests who are looking for employees, they can be conveyed quickly. More precisely, communication means the process of conveying a message by the communicator to the recipient. Excellent service must be provided by the madrasah to support good communication between employees with each other and also from outside the madrasah. This type of communication is interpersonal communication, communication between the communicator and the recipient, is considered the most effective type of communication in terms of efforts to change someone's attitude, opinion, or behavior. In this pattern, it is divided into two symbols, namely: Nonverbal symbols. In addition, images are also as nonverbal symbols. Verbal communication is communication that uses words, whether spoken or written. While nonverbal communication is communication whose message is packaged in a nonverbal form, without words.

A group that communicates will generate communication behavior. According to Gould and Kolb as cited by Ichwanudin (1998), communication behavior is any activity that aims to seek and obtain information from various sources and to disseminate information to any party that needs it. The communication that is built must also be intensive, so that what has been planned can be achieved and on target. Therefore, the madrasah principal as a manager must supervise teachers and education personnel in carrying out their duties and functions (Tupoksi) that have been written, so that everything runs optimally. The morning briefing activity is also carried out by the madrasah principal, although it is not long, but it will make the communication process intensive because it is done every morning and this activity can also be a forum for sharing information outside the madrasah.

Communication that involves many people is the process of sending a message that is addressed to the masses or a large audience. In this form of communication, it usually uses several communication media that are used to communicate with the

community, madrasah committees, parents of students, and among its employees. The media used are telephone, website, WhatsApp, and study visits. The three communication patterns above are a simple description of the communication process carried out by the head of MA Nurul Jadid, which shows the relationship between one communication component and another. Communication patterns are defined as the form or pattern of the relationship between two or more people in the process of sending, and receiving the right way so that the intended message can be understood. The communication patterns carried out by the head of MA Nurul Jadid are interpersonal communication, group communication, and mass communication where the communication does not only involve dynamic interactions between one student and another. Where all three communications are needed in MA Nurul Jadid, as an effort to build a superior madrasah. Because everyone communicates because there is something that is expected to happen or there is a desire to achieve satisfaction of needs. In fact, most people in their work and lives strive to communicate with others, whether by writing, reading, speaking, or listening. Therefore, communication must have feedback between the communicator and the recipient.

CONCLUSION

Based on the research results and discussions on the title of the study, it can be concluded that the communication patterns carried out by the head of MA Nurul Jadid are interpersonal communication, group communication, and mass communication. The communication carried out by the head of MA Nurul Jadid uses three forms of communication in interacting with teachers, students, and wali santri. The media used are musyawarah (deliberation), giving actions or examples, telephone, website, and WhatsApp.

The role of communication by the head of the madrasah in improving the quality of the educational institution is very important, therefore in every institution it needs the linguistic intelligence of the head of the madrasah to help the implementation of the work program, and the head of the madrasah can also maintain the image of an institution, so that an institution can be known and trusted by the public. To help the madrasah become a superior madrasah, it needs communication as a means of conveying and receiving information. From the experience of observation that has been directly involved in the field, it was found that there are three forms of communication used by the head of MA Nurul Jadid with teachers, students, and wali santri in realizing a quality madrasah, namely interpersonal communication, group communication, and mass communication, so that it can create effective communication. The use of these three communication patterns is important because it allows the head of the madrasah to communicate effectively with a variety of stakeholders. Interpersonal communication is important for building relationships and trust, group communication is important for decision-making, and mass communication is important for disseminating information to a large audience. The media used by the head of MA Nurul Jadid in communication are also appropriate for the purpose of the communication. For example, musyawarah is used for group communication, telephone is used for interpersonal communication with stakeholders outside the madrasah, and website and WhatsApp are used for mass communication. The use of effective communication by the head of MA Nurul Jadid is one of the factors that contributes to the madrasah's success. The madrasah has been able to achieve a high level of quality, as evidenced by its high graduation rates, good academic performance, and strong community support.

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