Effective Communication Strategies in Improving the Perfomance of Islamic Education Organizations at Al-Ghozali Integrated Islamic Junior High School Jember

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Abstract
Islamic education is an essential element in community development that requires effective communication strategies to enhance organizational performance. This research employs a qualitative research approach with a literature review method to analyze effective communication strategies in the context of Islamic education. The discussion covers the definition of communication, factors influencing communication, indicators of effective communication, strategies that can be applied in the context of Islamic education, as well as barriers and challenges that may arise in thecommunication process. Additionally, this study explores the relationship between effective communication and the improvement of organizational performance in Islamic education. The findings of this research are expected to make a significant contribution to the development of moreeffective communication strategies for enhancing the performance of Islamic education organizations. Furthermore, this study is also expected to provide a deeper understanding of the importance of communication in the context of Islamic education.

Keywords: Communication, Education, Management, Organization, Strategy

INTRODUCTION

Islamic education plays a very important role in building the character and moral values of society. The existence of Islamic education can be an organization that functions as a means to achieve the educational goals that have been set and foster good performance as well. As in the word of God in Surah At-Taubah verse 105, that: "And say: Work then Allah, His Messenger, and the believers will see what you do. Then you will be returned to (Allah), who knows, the unseen and the real, and he will tell you what you have done." (Q.S At-Taubah 9: 105) In the verse, it explains that Allah SWT commands his servants to work hard in carrying out all their activities. Then in the verse is also not only about trying, but about the rewards that humans will receive for what they do. Therefore, performance in every organization is very important to be able to create effective communication as well.

The level of achievement of a job is called performance, according to Benardi and Russel, performance is the result obtained from certain job activities or functions during a certain time. (Tun Huseno, 2016). Then Afandi defines performance as the results that can be achieved by individuals or groups of people in an organization in accordance with their authority and responsibility to achieve organizational goals. This performance must not violate the law, be incompatible with ethics, or violate morals. [1]. So it can be concluded that performance is the result of work in quality and quantity that can be achieved by individuals when carrying out their main duties and functions in accordance with their responsibilities.

In organizations, clarity of performance is very important. It is also supported by effective communication between its members. Effective communication is the key to improving organizational performance. In Islamic education organizations, this approach can cover a wide range of things, from internal communication between employees and management to external communication with students, parents and the general public.

Communication is an activity that humans do every day. In their daily lives, people communicate with each other wherever they are. Because communication is very important for human life, both individuals, groups and organizations [2] . The success of an organization depends on effective communication. In a changing world, the ability to convey information in a clear and efficient manner is

critical to keeping operations running and achieving organizational goals [3] .

Although many studies have been conducted on organizational performance and communication strategies, there is still a knowledge gap on how effective communication strategies can improve the performance of Islamic education organizations. Therefore, in this case, it will be discussed about "Effective communication strategies in improving the performance of Islamic education organizations".

METHODS

This research uses a qualitative approach. The basic concept of qualitative research is research to explore and understand the meaning of a number of people personally or in groups derived from social and humanitarian problems. Penelitian ini menggunakan pendekatan kualitatif [4]vv. The approach involves observing, interacting with, and understanding the environment or surrounding world through techniques such as observation, interviews, and documentation [5]. The focus of this research is on strategies in establishing effective communication. Data were collected through non-participatory observation, semi-structured interviews, and primary documentation directly by the researcher. This method is needed for an in-depth understanding of social and human problems [6]. The intended informants are the principal, the head of the administration and the teacher in charge of extracurricular activities at the Integrated Islamic Junior High School Al-Ghozali, which is located on Kaliurang Street, perum Kaliurang Green Garden, block H1. The use of qualitative methods has the aim of obtaining the results of an understanding of reality through inductive thinking [7]. The results obtained are organized through four stages of data analysis, namely data collection, condensation, presentation, and drawing conclusions [8]. And testing the validity of data is done by triangulating sources and triangulating techniques [9] so that the results can be well organized and relevant.

RESULT AND DISCUSSION
1. Effective Communication

According to Yuwarti & Virgiawa, for employees and leaders to work well together, effective communication is necessary. This also applies to schools, where cooperation between teachers and principals is very important for the school's drive [10]. Communication is a process in which the sender, be it an individual, group, or organization, conveys a message to the receiver, be it another individual, group, or organization [11]. According to Rogers as cited by, communication theory describes that communication is a process in which information from a source is transferred to one or more recipients with the aim of changing their behavior through the ideas conveyed [12].

In the research conducted, the form of effectiveness in communication that takes place at Integrated Islamic Junior High School Al-Ghozali Jember is openness in discussion and expressing opinions. In many cases regarding differences of opinion that have become commonplace in organizations, Integrated Islamic Junior High School Al-Ghozali Jember addresses this by being open to decision making, straightforwardness with good explanations, and settlement by deliberation. However, there are some things that may not be resolved only by deliberation due to differences in thinking and the complexity of the problem at hand, so a second choice is needed as a mediator. In this case, the one who acts as a second choice and who decides a decision that is so complicated and difficult to resolve is the principal, of course, with so many considerations that have been made.

In this way, the members of the educators and education personnel concerned must understand and accept the final decision conveyed. argues that human communication involves a process in which two or more people form shared meanings. In other words,

communication involves interaction between the parties involved to understand and interpret the meaning conveyed. In addition to the meaning process that will affect the behavior of communicators and communicators in the organization, the number of messages will also affect the behavior of individuals involved in the organizational communication process. If there is too much information, or information overload, communication participants may show a non-positive reaction [13]. And according to , communication has a very important role in an organization because it can be a tool to drive change, especially changes in organizational structures and processes [14].

Meanwhile, according to Ibrahim & Mahmoud in Suriya Jaya, communication is an important need to organize various activities, especially in educational institutions. In other words, communication serves as a means to facilitate cooperation in the implementation of various educational activities, so communication has a very important role in the context of education and is a necessity for schools in achieving previously planned goals. Then according to Suriya Jaya himself, communication is the process of sending messages to recipients after going through the processing stage, with the aim of obtaining a response and changing the organization, as well as meeting the coordination needs of the organization [15]). The accuracy of information conveyed between student guardians and also school institutions carried out at Integrated Islamic Junior High School Al-Ghozali Jember is by delivery through homerooms as a whole and for technical matters such as school fee payment problems to avoid ignorance and misunderstanding, student guardians can communicate directly with the school treasurer either face-to-face or via whatsapp. Several other things regarding information about the school intended for student guardians and students are also available on the school mading, official letters attached and circulated as a written form and some are also conveyed through whatsapp groups. And as for the verbal form of appreciation carried out by each teacher to other teachers if they do their tasks well and complete their tasks faster than the specified time or even on time. This form of appreciation carried out at Integrated Islamic Junior High School Al-Ghozali Jember helps the communication process become more comfortable, because the closer a person's relationship is, the better the communication will be.

Another form of appreciation carried out by some teachers who hold several important positions such as the head of administration or principal is appreciating in the form of kafalah or it can also be called an honorarium, this is because the teacher or administration who is appreciated has done certain assistance that requires extra energy and exhausting time. And communication is the specific action of a person in conveying information to one or more recipients with the aim of changing the recipient's behavior (Chrisanti Hoar et al., 2020).

From some of the results and discussions above, it highlights the importance of effective communication in the school environment, especially between leaders and employees. Some points that need to be considered are: effective communication facilitates good cooperation and coordination between principals and teachers, the communication process aims to change behavior through ideas conveyed, openness, discussion, and expression of opinions increase the effectiveness of communication, conflict resolution by deliberation is common, but for complex problems, mediators such as principals are needed, principals have an important role in mediation and decision making. Communication involves forming shared

meanings from the messages conveyed, the need to give appreciation both verbal and non-verbal, strengthening relationships and improving the quality of communication, and communication not only facilitates cooperation but can also drive change in the organization. The conclusions emphasize how good communication practices can strengthen relationships among school members and positively influence work outcomes.

2. **Organizational Perfomance**

If an organization or company wants to progress and develop they must have quality employees. These qualified employees are those who can meet the company's targets and goals. And to obtain these quality employees, the application of performance is very necessary. Mangkuprawira and Hubeis say that there are intrinsic and extrinsic factors that affect employee performance. Intrinsic factors include education, experience, motivation, age health, skills, emotions, and spirituality. Extrinsic factors include physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control, facilities, and supervision [16].

Work achievement or work results both in quantity and quality are called performance. This term comes from the English, "job performance" or "actual performance." These work results must be the basis of the processes that exist in the work system, known as the Operational Procedure System. Performance is the result or level of success of a person over a certain period of time in completing tasks compared to various possibilities, such as work result standards, targets, goals, or criteria that have been agreed upon. As a result of work, of course, it has a measure or comparison. Therefore, work standards function as a comparison of performance, work results that are higher than work standards are considered good or high, while work results that are lower than

work standards are considered bad. Effectiveness and efficiency, authority, discipline, and initiative are some of the components that affect performance [[17].

In maintaining consistency in carrying out tasks, Integrated Islamic Junior High School Al-Ghozali Jember has various types of methods such as making an agenda book, making sticky notes, using google calendar and delegating tasks, when some tasks cannot be completed because too many tasks are piling up. Delegation of tasks is carried out by adjusting the relevant parts of the team. Time management is done by adjusting the schedule that has been determined and streamlined. Self-development efforts carried out by members of educators and education personnel at Integrated Islamic Junior High School Al-Ghozali Jember are by attending seminars, existing training and diligently following notifications to adjust to developments that occur. In addition, there are several applications within oneself by adjusting related tasks as a form of self-development.

Organizational performance, according to Vassilakis & Besseris, indicates the achievement of a company's organizational goals. Product quality, customer satisfaction, and financial performance are some of the indicators that can be used to measure the performance of multinational organizations. An integrated approach to organizational performance generates ever-increasing value to customers and stakeholders, aids organizational sustainability, enhances overall organizational capabilities and effectiveness, and ultimately results in performance [18].

The method used by educators and education personnel at Integrated Islamic Junior High School Al-Ghozali Jember to identify existing opportunities is to conduct a performance appraisal, the assessment is carried out once every three

months in the hope that the evaluation carried out can run effectively and be applied accordingly. As for how to adjust to the environment is to study the existing situation and familiarize yourself, some colleagues also try to help by providing encouragement, as well as input so that the adjustment process becomes faster so that it does not interfere with work.

Therefore, the conclusion in the discussion above is that it is important for organizations or companies to have quality employees who can achieve the set targets. Intrinsic and extrinsic factors, such as education, motivation and work environment, affect employee performance. Performance is measured through effectiveness and efficiency in achieving predetermined goals. At Integrated Islamic Junior High School Al-Ghozali Jember, time management, task delegation and self-development are used to maintain consistency. Performance appraisal and adaptation to the environment are important in identifying opportunities. Effective communication between leaders and employees and regular performance appraisals are practices that are carried out. In conclusion, good communication and regular performance appraisals strengthen relationships in the school and improve performance.

CONCLUSION

Effective communication in the school environment, especially between leaders and employees, is important because it facilitates cooperation, coordination and conflict resolution. Factors such as openness, discussion and expression of opinions enhance communication effectiveness. Performance appraisal and adaptation to the environment help identify opportunities. In organizations or companies, quality employees who are able to achieve targets are influenced by intrinsic and extrinsic factors. Time management, task delegation and self-development at the individual level, as well as performance appraisal and organizational adaptation, support progress. Effective communication and regular performance appraisals strengthen relationships in schools and improve overall performance.

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