CHAPTER 1

INTRODUCTION

1.1 Background of The Study

Communication plays a very important rule in our life. In communicating there are many things that must be seen, observed, and studied. How does someone try to interact communicatively to get the message delivered properly? Therefore, communication must be well understood by human beings.

Onong said that communication as a communication process is essentially a process of delivering thoughts or feelings by someone (Communicator) to others (Communican). Thoughts can be ideas, information, opinions, and others that arise from his mind. Feelings can be beliefs, doubts, worries, anger, courage, excitement, etc. that arise from the bottom of the heart.[1] Harold Lasswell uses five questions that need to be asked and answered in looking at the communication process, namely: who, says what (say what), in which medium or in what media, to whom or to whom, and with what effect or what effect.[2] Through Onong it is clear that the forms of delivery of thoughts which is one definition of communication can produce an idea, information and opinion which is then strengthened in a detailed process by Harold Lasswell with formulation 5 namely communicator, communicant, message, media and reciprocity.

Referring to the two theories above, it can be understood that the importance of studying communication intensely is so that there is no error in communicating which results in the failure to deliver messages. Thus, communication made by someone must be maximum so that the message to be delivered is maximally accepted especially if the object of education is the relationship between educator and educated communication must be good for the education activities.

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[1] Burhan Bungin, *Sosiologi Komunikasi* (Jakarta: Kharisma Putra Utama 2014: 31).

[2] Arni Muhammad, *Komunikasi Organisasi* (Jakarta: Bumi Aksara 2015: 5).

Communication in education in boarding schools is also very important to study. Since there are a lot of interesting elements to be discussed in scientific studies such as communication. In Darussalam Gontor Islamic Boarding School there is a part that has an important role in the process of boarding education, namely administrator. The administrators are class of 5 KMI students (*Kulliyyatul Mu'allimin Islamiyah*).

The board administrators have several major responsibilities in Gontor. One of which being is responsible for the development of *Santri* Gontor's adaptive abilities especially in the dormitory. However, the problem is that the adaptation capacity in Gontor focuses more on the new *santri* shigor. Generally, shigor new *santri* live in a dormitory called Gedung Baru Shigor (GBS) as a place for new *santri* who enrolled Gontor from elementary school.

The following are the data of the *santri* which are reduced due to various adaptation factors:

Table 1. Data on the Number of Students in Each Dormitory in 2018

Dormitory	Status	Number of students in new academic year	Number of students at graduation
GBS	New Building	403	383
DH	New Building	135	135
WH	New Building	274	274
INA 3	Old Building	136	133
INA 2/2	Old Building	118	116
INA 1/2	Old Building	133	134
INA 4	Old Building	94	94
SYIRIA 1	Old Building	137	137
SYIRIA 3	Old Building	140	140

Source: Processed by researchers as a result of interviews with each administrator

The data shows that the number of *santri* which is the most reduced

is in the GBS dormitory with a new *santri* dormitory status. From the total number of students at the beginning of the year GBS dormitory numbered 403 children reduced at the end of the year to 383 *santri*.

William B. Gudykunst (2005) explained that basically everyone who is in a new environment will try to adapt to the new environment to maintain its survival.[3]It is understandable that in the context of this study, the new GBS boarding students tried to adapt to disciplinary rules because they were in a new environment. Gudykunst argues that everyone has a different level and cadre in adapting to his new environment. A person's ability to interact in his new environment is referred to as mindfulness.[4]Therefore, the level of adaptability of the new GBS boarding students on disciplined rules that have different levels depends also on how quickly they understand the rules.

Berger and Calabresse (1975) suggest the theory of uncertainty reduction theory, arguing that people do a number of ways to reduce uncertainty. These methods are done by making a number of predictions and explanations related to the person or new environment.[5] In this study, the methods carried out by the new GBS boarding students were in the form of questions related to disciplinary regulations that they did not yet know so that the new GBS boarding students knew the regulations.

In the matter of the adaptation of the new *santri* shigor the special strategies needed by the administrator. In this case the researcher chose the Strategy in the form of communication which the board administrators would do to increase the volume of Shigor's new *santri* adaptability. According to Onong Communication strategy is a blend of communication planning (communication planning) and management communication

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[3] Fajar Iqbal, *Komunikasi Dalam Adaptasi Budaya*(Studi Deskriptif pada Mahasiswa Fakultas Ilmu Sosial dan Humaniora UIN Sunan Kalijaga YogyakartaVol. 7, No. 2, Okober 2014 hal: 67).

[4] Ibid.

[5] Ibid.,68

(communication management) to achieve a goal.[6] So planning and management are important principles to be considered by the administrators of GBS to improve the adaptability of new *santri*.

Communication strategy according to Smith, explaining "Strategic Planning For Public Relations" is an informational or persuasive communication campaign or activity to build understanding and support for a planned idea, idea or case, product or service carried out by a good organization. both profit-oriented and non-profit oriented, have goals, plans and various alternatives based on research and have evaluations.[7] Related to the administrator of GBS, communication strategy plans were carried out to improve the disciplinary regulations that had been known by the new GBS boarding students.

According to Onong states that, communication strategy is a guide of communication planning and management to achieve a goal. To achieve these objectives the communication strategy must be able to show how operationally tactical must be done, in the sense that the approach can vary at any time depending on the situation and conditions.[8] Therefore, the approaches carried out in different ways are considered by the administrators of GBS to make the strategies that have been carried out right with the objectives.Therefore, the question is how is the communication strategy that be carried out by the administrator of the 5th grade of the GBS dormitory in improving the adaptability of the new *santri* shigor? From these problems the author takes an interesting research title to be discussed, namely: Communication Strategies Used By New Shigor Building Administrators In Improving Adaptability Of New Santri

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[6] Darsono Wisadirana, Reza Safitri, Sinta Swastikawara, *Strategi Komunikasi Guru Dalam Mengasah Kemampuan Komunikasi Pada Murid Tunarungu*. (Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Brawijaya Malang hal: 3).

[7] Adelisa Pratiwi, *Strategi komunikasi direktorat penyiaran dalam mengkomunikasikan peraturan dan kebijakan proses perizinan penyiaran* (Fakultas Ilmu Sosial Dan Ilmu Politik Program Ilmu Komunikasi FISIP UI 2012:13).

[8] Ibid.,14

1.2 Focus of the problem

Based on the background presented, the researcher took the focus of the problem as follows:

1. How is the communication strategy of the administrator of GBS in improving the adaptability of the new *santri shigor*?
2. What are the obstacles faced in implementing the communication strategies of the GBS board administrators to improve the adaptability of shigor's new *santri shigor*?

1.3 Research Purposes.

1. To describe the Communication Strategy of the administrators of GBS Dormitory in improving the adaptabilities of the new *santri*.
2. To find out what are the constraints and solutions taken by the administrators of GBS Dormitory in improving adaptability.

1.4 Usability of Research

1.4.1 Theoretical Uses

1. The theoretical benefits of this research are expected to be able to help theoretically in knowing the communication strategies carried out in the process of *santri* environment especially in Darussalam Gontor Modern Islamic Boarding School. Furthermore, it is hoped that it can provide a theoretical study of how to suppress the failure rate of new *santri* adaptations in boarding schools.
2. It is expected to be a reference for further research that focuses on studying communication strategies in Islamic boarding schools.

1.4.2 Practical Uses.

1. For administrators of the 5th grade of the GBS dormitory, it is hoped that this research can serve as important input in helping to understand the right communication strategy in improving the adaptability of new *santri* in the dormitory.

1.5. Literature Review

1.5.1. Previous Research

The following are some previous studies that are still related to the title appointed by the author:

1. Syahruldin Abidin, Teacher communication strategy in improving learning achievement. The followings are the result of the study:

   -The communication strategy that is widely used by teachers is in the form of reward and punishment. In this case the teacher always gives sanctions to students when making mistakes. The sanctions can be in the form of pinching, punches, or also advice. On the contrary, with regard to giving rewards, most teachers rarely give gifts to their students regarding their achievement.

   - Communication strategies conducted by teachers in educating to improve student achievement will run well, if the school, teachers and parents work together in creating harmony. The harmony between teachers, students and parents should be realized first. With the harmony between the school and the parents of the students, the child will feel calm in the teaching and learning process which will later achieve brilliant achievements.[9]

   The research difference between Syahrul Abidin and the researcher is on the existing subject and object. The subject of the previous researcher was the teacher and the object was to improve learning achievement. While the subject of the current research is the administrator of the GBS and the object of the researcher is to improve adaptability.

   The similarity of research between Syahrul Abidin and the researcher is on communication strategies. The communication strategy is a reference for researchers in developing discussions

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[9] Syahrul Abidin, *Strategi Komunikasi GuruDalam Meningkatkan Prestasi Belajar* (Fakultas Ilmu Sosial Uin Sumatera Utara Medan 2017:130)

related to strategies in communication.

2. Darsono Wisadirana, Reza Safitri, Sinta Swastikawara, Teacher communication strategy in honing communication skills with deaf students. The following research was investigated by the Case Study of YPTB Malang SDLB-B. The results from the continuous identification stage of the communication strategy carried out by the YPTB SDLB-B teacher on deaf students, the communication strategies carried out are as follows:

-Establish interpersonal relationships between YPTB SDLB-B teachers and deaf students. Such treatment is a provision that is formed by the teacher as the basis of the formation of close relationships that are really needed in the relations of deaf teachers and students. The destruction of the relationship that has been established between the teacher and the students also occurs, except that this destruction leads to the improvement of the relationship that the teacher first made towards the student.

-Doing communication learning for deaf students. From the series, the YPTB SDLB-B teacher always accustomed deaf to children to communicate both within the school and outside the school environment, With the help of the parents of the deaf students.[10]

The difference in research between Darsono Wisadirana's group and the researcher is on the existing subject and object. The subject of the previous researcher was the teacher and the object was to sharpen communication skills. While the subject of the researcher is the Class 5 Manager and the object of the researcher is to improve adaptability.

The similarity of research between Darsono Wisadirana's

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[10] Darsono Wisadirana, Reza Safitri, Sinta Swastikawara, *Strategi Komunikasi Guru Dalam Mengasah Kemampuan Komunikasi Pada Murid Tunarungu*. (Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Brawijaya Malang hal: 11)

group and researchers is on communication strategies. The communication strategy is a reference for researchers in developing discussions related to strategies in communication.

3. Dina Maryana, Analysis of BPJS health informative communication techniques in providing services to users of national health insurance in RSUD A.W. Sjahranie Samarinda. Based on the reality of the communication strategy of the teacher in improving student learning achievement, the conclusions are as follows:

- From the aspect of informative messages based on facts submitted by BPJS Health in the form of public service advertisements, socialization, and leaflets, it can be seen that patients using JKN at the RSUD A.W. Sjahranie did not get enough relevant information because there were many users who did not get socialization or leaflets as shown by the fact that RSUD A.W.Sjahranie patients did not find a kind of poster related to JKN.

- From the aspect of the detailed informative message BPJS Health, it can be seen that patients using JKN at RSUD A.W. Sjahranie did not know in details about JKN, even if it was seen from the service flow it was very easy but there were still patients who felt the complexity in the service process, so it could be said that the details of the informative message regarding JKN services were not done optimal.[11]

The difference in research between Dina Maryana and the researcher is on the existing subject and object. The subject of the previous researcher was BPJS Kesehatan and the object was to provide services to BPJS users. While the subject of the researcher is the Class 5 Manager and the object of the researcher is to improve

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[11] Dina Maryana, *Analisis teknik komunikasi informatif BPJS kesehatan dalam memberikan pelayanan pada pengguna jaminan kesehatan nasional di RSUD A.W. Sjahranie Samarinda. Berdasarkan realitas strategi komonikasi guru dalam meningkatkan prestasi belajar siswa (*eJournal Ilmu Komunikasi, Volume 4, Nomor 1, 2016 hal:280)

new santri adaptability.

The similarity of research between Darsono Wisadirana's group and researcher is on informative communication techniques. The communication strategy is a reference for researchers in developing discussions related to informative communication techniques.

1.5.2. Conceptualization

1.5.2.1 Strategy

In the Indonesian dictionary the Strategy is defined as "1. the science and art of using all the resources of the nations to carry out certain policies in war and peace. 2. careful planning of activities to achieve specific goals ".[12]Pearce and Robin define strategies as follows, namely a collection of decisions and actions that produce the formulation and implementation of plans designed to achieve the goals of the company / organization.[13] Then the decisions and actions which are taken by the administrator of GBS greatly determine the level of success of the objectives achieved.

According to Anwar that: actually, a strategy is the whole conditional decision about the action to be carried out, in order to achieve the goal. So, formulating a communication strategy means taking into account the conditions and situations (space and time) faced and which will be faced in the future, in order to achieve effectiveness. With this communication strategy, it means that several ways can be used using conscious communication to create changes in the audience easily and quickly.[14] From the statement, it is understood

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[12] Pusat Bahasa Departemen Pendidikan Nasional, *Kamus Bahasa Indonesia* (Jakarta: Pusat Bahasa, 2008: 1376).

[13] Adelisa Pratiwi, *Strategi komunikasi direktorat penyiaran dalam mengkomunikasikan peraturan dan kebijakan proses perizinan penyiaran* (Fakultas Ilmu Sosial Dan Ilmu Politik Program Ilmu Komunikasi FISIP UI 2012:13).

[14] Ibid.,15

that in implementing communication strategies someone must see and take into account the conditions and situations in the field in order to achieve the effectiveness of the communication goals and objectives carried out.

Strategy in the context of education can be interpreted as a plan that contains a series of activities designed to achieve educational goals. Strategies in the context of education lead to more specific things, specifically for learning. Consequently, strategies in the context of education are interpreted differently from strategies in the context of learning.[15]Kemp (1995) explains that learning strategies are learning activities carried out by teachers and students to achieve learning goals effectively and efficiently. (Suyadi, 2013: 13).[16] Therefore, between communication planning with the concept of specific educators in learning has a very close and important relationship to support the objectives of an effective and efficient learning.

1.5.2.2 Communication

Communication in the etymology of communication comes from Latin, namely *cum*, a front word which means with, or together with, and the word *umus*, a word that means *one*. The two words form the noun *communion*, which in English is called communion, means togetherness, unity, joint fellowship, association, or relationship.[17]Hovland, Janis and Kelley define communication as an individual process of sending stimuli that are usually in verbal form to change the behavior of others.[18] Then the definition of communication is also a relationship between individuals who send stimuli verbally

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[15] Annas Kuncoro Abdurrahman, *Strategi Guru Dalam Mencapai Profesionalisme Guru Di Sma Negeri 3 Boyolali* (Fakultas Keguruan Dan Ilmu Pendidikan Universitas Sebelas Maret Surakarta Januari 2017 Hal:6).

[16] Ibid.

[17] Syahrul Abidin, *Strategi Komunikasi Gurudalam Meningkatkan Prestasi Belajar* (Fakultas Ilmu Sosial UIN Sumatera Utara Medan hal:119)

[18] Arni Muhammad, *Komunikasi Organisasi*(Jakarta: Bumi Aksara 2015: 1).

or nonverbally whose process aims to change behavior between individuals.

According to Louis Forsdale, communication is a process of giving signals according to certain rules, so that in this way a system can be established, maintained, and changed.[19]As for Onong said communication as its essence is the process of delivering thoughts or feelings by someone (communicator) to other people (communicants). Thoughts can be ideas, information, opinions, and others that arise from his mind.[20] Then the process of providing signals in influential communication in the process of delivering thoughts or feelings from the communicator to the communicant such as ideas and information by looking at the degree of importance of the message delivered.

According to Judy Pearson communication skills can be learned by everyone by understanding the importance of different perceptions of each person, regulation of self-concept in communication, verbal language, and rules of nonverbal communication. Furthermore, Pearson revealed that you must be willing to open yourself in the presence of others, you must understand other people by listening carefully and thoroughly, you must accept even though you understand the conditions and act in accordance with the habit often. These interactions do not go smoothly or successfully.[21] According to the author, communication is the process by which a communicator delivers the message to the communicant using a verbal or non-verbal media by expecting feedback from him.

1.5.2.3 Communication Strategy

Communication is a thing that cannot be separated from

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[19] Arni Muhammad, *Komunikasi Organisasi*(Jakarta: Bumi Aksara 2015: 1.

[20] Burhan Bungin, *Sosiologi Komunikasi (*Jakarta: Percetakan Kharisma Putra Utama 2014: 31).

[21] Darsono Wisadirana, Reza Safitri, Sinta Swastikawara, *Strategi Komunikasi Guru DalamMengasah KemampuanKomunikasi Pada Murid Tunarungu*(Dosen FISIP UB, Jl. Veteran Malang hal:4).

everyday life. In the communication itself there are many discussions from group communication, organizational communication, to intercultural communication. However, what is discussed by the author is a communication strategy because of its relevance to the issues to be discussed.

According to Onong states that, communication strategy is a guide of communication planning and management to achieve a goal. To achieve these objectives the communication strategy must be able to show how operationally tactical must be done, in the sense that the approach can vary at any time depending on the situation and conditions.[22] One of the approaches used is through the communication technique approach used.

According to Smith communication strategy begins with research and ends with regular evaluations, This strategy is applied to certain environments that involve the organization and different publics that relate to the organization either directly or indirectly.[23] In this study, the environment was the GBS dormitory which was the residence of the new *santri* and administrators as executors of these communication strategies.

It is clear that there is a communication strategy that is a means for someone to learn or to know who and how a person understands psychology and another people's behavior. It is very useful to approach people who have social problems that may not be solved personally. Therefore, then communication strategies become one of the right ways in problem solving for things that are lack in communication, lack of interaction and lack of socialization.

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[22] Adelisa Pratiwi, *Strategi komunikasi direktorat penyiaran dalam mengkomunikasikan peraturan dan kebijakan proses perizinan penyiaran* (Fakultas Ilmu Sosial Dan Ilmu Politik Program Ilmu Komunikasi FISIP UI 2012:14).

[23] Adelisa Pratiwi, *Strategi komunikasi direktorat penyiaran dalam mengkomunikasikan peraturan dan kebijakan proses perizinan penyiaran* (Fakultas Ilmu Sosial Dan Ilmu Politik Program Ilmu Komunikasi FISIP UI 2012:14).

In the perspective of Islam, communication strategies are explained in Surah Ali Imran: 159 which reads as follows:

فَبِمَا رَحْمَةٍ مِنَ اللَّهِ لِنْتَ لَهُمْ ۖ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْفَضُّوا مِنْ حَوْلِكَ ۖ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ ۖ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ ۚ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ

Meaning: Then it is due to mercy from Allah that you are gentle towards them. If you are hard again, rough-hearted, they will certainly distance themselves from your surroundings. Therefore, forgive them, ask forgiveness for them, and deliberate with them in that matter. Then if you have made a determination, then put your trust in Allah. Surely Allah likes those who put their trust in Him.[24]

As written in Surah Ali Imran: 159 that in Islam it is also taught how the communication strategy works as it should. The words وَشَاوِرْهُمْ which means "to deliberate" show the broad audience and its ranks the importance of deliberation which is one of the communication strategies in Islam. Automatically, of course, passing these words, which is one of the communication strategies in instructing Islam, opens up human thinking that in living a complex life there must be strategies that are carefully prepared so that they can solve complex problems.

According to Onong quoted by Prof. Burhan Bungin in his book, An Overview Of The Scope Of The Science Of Communication In Terms Of Its Components, its shape, its nature, methods, techniques, models, fields, and systems.[25] In the research that be conducted by researchers, communication techniques are very important to study to find out more about the problem. According to Onong quoted by prof. Burhan Bungin Communication techniques are translated in to 4. Namely: a. Informative Communication, b. Persuasive communication,

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[24] QS. Ali Imran:159, Al-Qur'an Terjemah Toha Putra.

[25] Burhan Bungin, *Sosiologi Komunikasi*(Jakarta: Percetakan Kharisma Putra Utama 2014: 33).

c. Instructive Communication, d. Human Relations[26] In this study, researchers examined by reviewing the aspects of communication techniques concluded by Onong, who then divided them into four different divisions. So here is the description:

Informational communication techniques are a technique of conveying messages to someone or a number of people about the new things they know. This technique has a cognitive impact on what the communicant knows only. As in the delivery of news in the print and electronic media on this informative technique, one-way communication, its communicators are institutionalized, the message is general, the media creates the heterogeneity and communication. Usually the informative technique used by the media is an association, which is by means of overlaying messages on objects or events that are eye-catching.[27] Then the media can be in various forms such as words, symbols, sheets, wall magazines and so on.

The characteristics of informative messages are as follows:

1.Based on the facts,

2.It does not matter,

3. Clear and to the point,

4.Introduct,

5.The message is for many audiences for the extension of insight.[28]

From the above characteristics, it is easier for researchers to choose the criteria for informative messages that are processed and explored in depth to achieve the objectives of the communication strategy carried out.

Persuasive communication techniques are a process to influence

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[26] Ibid.,35

[27] Dina Maryana, *Analisis Teknik Komunikasi Informatif Bpjs Kesehatan Dalam Memberikan Pelayanan Pada Pengguna Jaminan Kesehatan Nasional (Jkn) Di Rsud A.W. Sjahranie Samarinda (*eJournal Ilmu Komunikasi, Volume 4, Nomor 1, 2016: 273)

[28] Ibid.

people's opinions, attitudes and actions by using psychological manipulation so that people act on their own accord.[29]According to Devito persuasive communication has two purposes:

1. Change or reinforce the beliefs and attitudes of the audience.
2. Encourage the audience to do something / have certain behaviors expected.[30]

With psychological manipulation, it can be understood that the aim is for the existing communicant to work or act as a communicator wants. Changed and driven by communicant beliefs are the result of persuasive communication.

Instructional communication techniques according to Onong are communication techniques for people to follow certain procedures / commands and rules. In this communication technique is not always aforementioned and forcefully designed but can also be in contrast with the usual tone or with happy face.[31] So the instructive communication technique is not only a rigid command, but it can also be in the context of ordinary tones that can even be done with a happy face by smiling or seducing.

Instructive or coercive communication techniques are based on the process of conveying a message by someone to others with threats or sanctions to change attitudes, opinions or behavior. In an organization, the use of this communication technique is for example by enforcing strict rules. These regulations contain threats or sanctions which if infringed will cause certain consequences to the offender.[32]

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[29] Aen Istianah Afiati, *Komunikasi Persuasif Dalam Pembentukan Sikap* (Yogyakarta: UIN Sunan Kalijaga 2015: 23)

[30] Aen Istianah Afiati, *Komunikasi Persuasif Dalam Pembentukan Sikap* (Yogyakarta: UIN Sunan Kalijaga 2015: 24)

[31] Muhammad Husni Putra, Yuliani Rachma, Dini Salmiyah, *Teknik Komunikasi Pengajar Dengan Anak Autis Dalam Kegiatan Belajar Mengajar Di Sekolah Berkebutuhan Khusus Kota Bandung (*Program Studi Ilmu Komunikasi, Telkom UniversityVol.2, No.2 Agustus 2015: 5)

[32] Ibid.,22

However, enforcing regulations explicitly is only one of the many methods available. So firm does not mean hard but rather disciplined with the consequences of implementing existing regulations.

The benefits of instructive communication are the effects of behavioral change which occur as a result of communication measures. The effect is in the form of a change in the behavior of the communication target audience. Successful instructional goals that have been determined cannot be monitored through evaluation activities.[33] The behavior change determines the degree of success of the instructive communication strategy carried out by the communicator evaluated in the mentoring process to the stage of the results that occur after the message in the form of the communicator's command is delivered to the communicant.

Human communication techniques according to Eduard C. Lindeman in his book The Democratic Wayof Life also says that human relations are interpersonal communication to make others understand and sympathize.[34] So the most attention is an animating relationship between communicators and communicants so that the desired goal is achieved.

Human relationship technique according to Onong is human relations. It is not very wrong because it is related to one another is human. He added: "It's just that (Human Relations) here the nature of the relationship is not like ordinary people communicating, not just the delivery of a message by someone to others, but the relationship between the people communicate it contains very deep psychological elements. "[35]According to Wursanto in his book Human Relations Office Communication Ethics is the translation of the spiritual

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[33] Muksin Sidik, *Tahapan difusi inovasi komunikasi instruktif* (Universitas islam negri sunan kali jaga yogyakarta 2016 hal:11)

[34] Glen T. Tombe, *Pelaksanaan Human Relations Dalam Penyelenggaraan Pemerintahan* (jurnal 2015: 3)

[35] Ibid.

humanitarian relationship with regard to the psychological aspects of human existence such as: character, attitude, behavior.[36] From the psychological aspects that exist in a person, then it becomes an indicator for a communicator who wants to make a relationship that animates to the communicant related to certain goals so that the strategies carried out can be evaluated the degree of success.

1.5.2.4 Administrators

According to Sendjaja there are three characteristics of communicators that need to be considered, namely: the credibility of the communicator, the attractiveness of the communicator and the power of the communicator[37]. Of the three exposures, it becomes a criterion in choosing communicators. That a good first communicator must be credible or have the knowledge or expertise that is in accordance with the communicant. The second must have the attraction to facilitate the delivery of messages so that they are more efficient and effective. The third must have the power (Power) such as charismatic or have expertise in conveying messages so that they are heard by communicators. In this study, the communicators are administrators.

Administrators is a position which is only given to class 5 KMI at Gontor. In conventional school, they are often referred to as class 2 high school. They were entrusted by the head of the lodge to accept the position. The position considered by Pak Kyai that the 5th grade of KMI deserves to be the administrators in their respective places. All of those who are administrators of class 5 are inaugurated at the second floor of the Islamic mosque simultaneously at the direction of the head of the administrators, which is usually represented by the *santri* care staff. The management of the 5th class itself in the dormitory only lasted one year. After that they are replaced by the management afterwards,

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[36] Ibid.

[37] Glen T. Tombe, *Pelaksanaan Human Relations Dalam Penyelenggaraan Pemerintahan* (jurnal 2015: 3).

namely their juniors, of course, in terms of period and members in it.

Basically, not all KMI 5th graders have been in full management for one full year. There are only the last 5 months or 1 month at the beginning of the year. This is influenced by several factors that have been taken mature decisions by deliberation by the care of *santri* as the right hand of Pak Kyai. The class 5 administrators who were newly appointed at the end of the year were due to their class position being below the average of 5 Q, R, S. However, if the administrators only lasted for 1 month at the beginning of the year the average was due to several factors. One factor is that they are made cadres in the Pondok Modern Student Organization (OPPM)

In the management structure in the dormitory, the administrators are divided into 3 important parts. That is the chairperson, security and language. The head of the administrator itself is chosen based on the results of the selection of *santri* care totaling 3 people. while those who chose to become board chairmen of dormitories 1, 2 and 3 were the members of the dormitory themselves at the beginning of the academic year so that they felt that the election of a small boarding house chair was officially and simultaneously carried out by joint voting. Whereas the manager of the security and language department was chosen by the elected board chairperson of the board of directors. The security and language department were led by the head of the security department and the head of the language section was chosen by the board chairperson as well.

As mentioned before, the administrator of the dormitory that be discussed by the author is the administrator of the new *santri*. Usually they are often called *Mudabbir Judud*, which means the 5th class administrators in the dormitory which is occupied by new *santri* students. *Mudabbir Judud* itself is a special position in the eyes of other 5 KMI classes. Because they get the position with more stringent consideration from the other management. Judud Mudabbir

was chosen by considering several aspects of management. Namely in terms of good language, good morals, then the ability to communicate especially to new *santri*, up to the achievements achieved while being a *santri* at Gontor.

The indicators that make it easier for the boarding board of GBS to carry out communication strategies are as follows:

Informative Communication Techniques

• One-way communication

• Institutional communicators

• Messages are general

• The media causes simultaneity

• The communication is heterogeneous[38]

Persuasive Communication Techniques

• Affect opinions psychologically

• Affect attitude psychologically

• Affect actions psychologically[39]

Instructive Communication Techniques

• To follow the procedure

• To follow the rules[40]

Human Relationship Communication Techniques

• To make others understand

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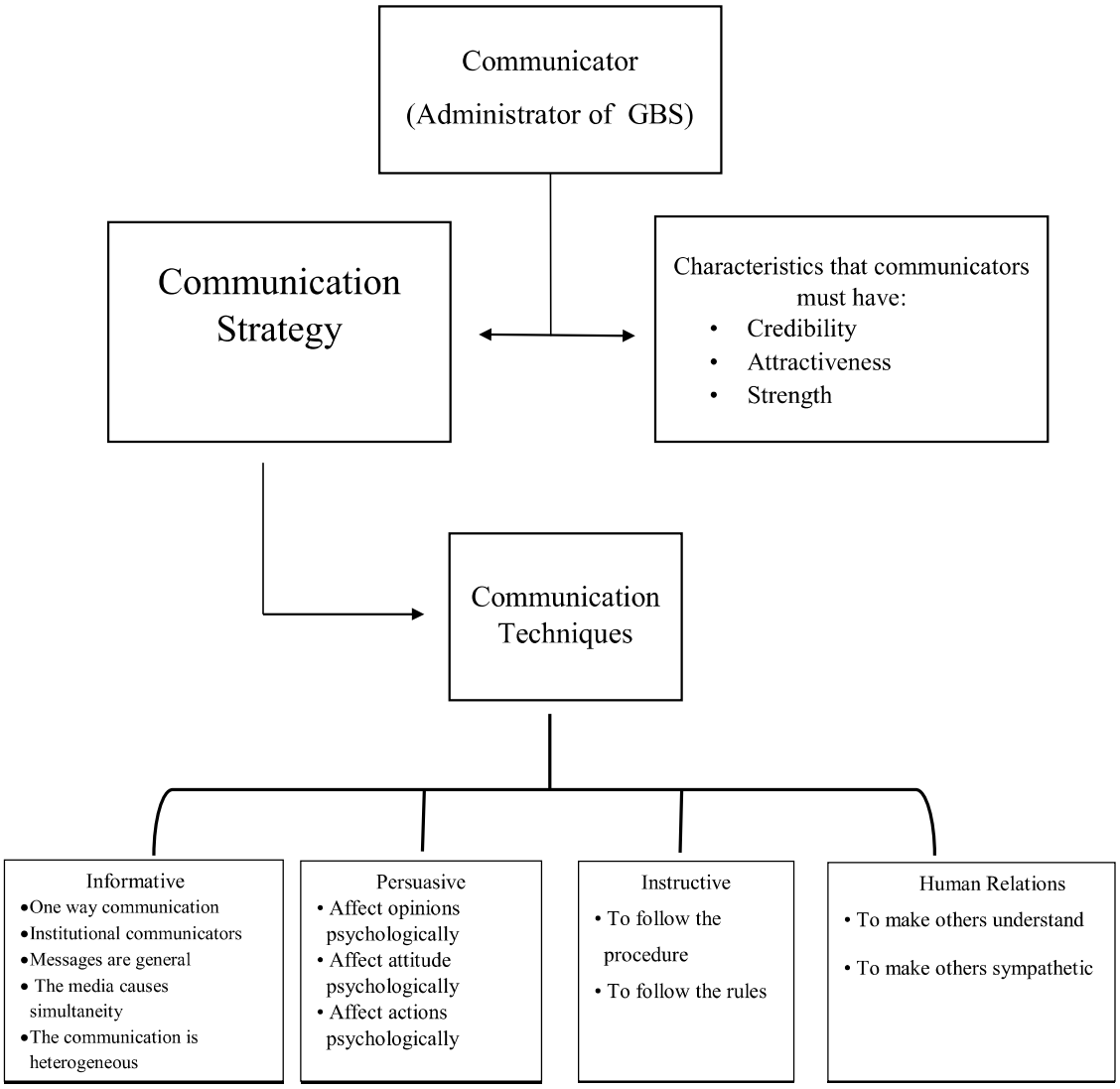
[38] Dina Maryana, *Analisis Teknik Komunikasi Informatif Bpjs Kesehatan Dalam Memberikan Pelayanan Pada Pengguna Jaminan Kesehatan Nasional (Jkn) Di Rsud A.W. Sjahranie Samarinda (*eJournal Ilmu Komunikasi, Volume 4, Nomor 1, 2016: 273)

[39] Aen Istianah Afiati, *Komunikasi Persuasif Dalam Pembentukan Sikap* (Yogyakarta: UIN Sunan Kalijaga 2015: 23)

[40] Muhammad Husni Putra, Yuliani Rachma, Dini Salmiyah, *Teknik Komunikasi Pengajar Dengan Anak Autis Dalam Kegiatan Belajar Mengajar Di Sekolah Berkebutuhan Khusus Kota Bandung (*Program Studi Ilmu Komunikasi, Telkom UniversityVol.2, No.2 Agustus 2015: 5)

• To make others sympathetic[41]



[41] Glen T. Tombe, *Pelaksanaan Human Relations Dalam Penyelenggaraan Pemerintahan* (jurnal 2015: 3)

1.5.2.5. Gedung Baru Shighor Dormitory

At Gontor, *santri* carry out their daily activities in their respective dormitories. Gontor has a total of 21 dormitories to accommodate 4000 more students which are divided into 2 important parts, namely the dormitory of new *santri* and the old *santri* dormitories. The new *santri* dormitory is a place where new students enter Gontor. They still have to follow the rules very tightly and are well guided by the elected 5th class board administrators. The aim of the strict regulation in the new sant*ri* dormitory compared to the regulations in the old *santri* dormitory was for *santri* students who had just entered Gontor to understand and interpret the modern value of modernism in the form of morals, manners, behavior and official language so that various kinds of interesting issues were discussed.

Basically, the author discusseed the problem that occurs with new *santri* who live in shigor new building dormitories (GBS). There are several factors why the writer prefers the GBS dormitory rather than the other new dormitories. They are as follows:

- The largest and most dense new *santri* dormitory containing more than 300 new *santri*, so that the center of the new dormitory was taken into consideration by the management in it.
- The new *santri* dormitories were most seen by other dormitories as a basic benchmark for boarding.
- The administrator is usually chosen from students who excel in academia and non-academics.
- Being a new *santri* dormitory that has a lot of dormitory administrators compared to the average administrator of other new *santri.*

1.5.2.6 Adaptation.

The word adaptation according to the Great Dictionary of the Republic of Indonesia means adjustment to the environment.[42] So,

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[42] Tim Redaksi Kamus Bahasa Indonesia, *Kamus Bahasa Indonesia* (Jakarta: Pusat Bahasa Departemen Pendidikan Nasional, 2008:10).

the condition of a person in adjusting to environmental conditions is a process of adaptation that is being undertaken. The adaptation process in Gontor occurs in various ways. Moreover, the adaptation experienced by new *santri* is more difficult compared to the old *santri*.

Adaptation can take the form of language, daily discipline, or when eating. The problem is that the adaptation experienced by the *santri* in a different way. So this is what the author examine in order to help new *santri* in increasing their adaptation to the existing environment.

Adaptation in communication has been explained in the Qur'an Al-Hujurat verse 13 which reads:

أَيُّهَا النَّاسُ إِنَّا خَلَقْنَاكُمْ مِنْ ذَكَرٍ وَأُنْثَىٰ وَجَعَلْنَاكُمْ شُعُوبًا وَقَبَائِلَ لِتَعَارَفُوا ۚ إِنَّ أَكْرَمَكُمْ عِنْدَ اللَّهِ أَتْقَاكُمْ ۚ إِنَّ اللَّهَ عَلِيمٌ خَبِيرٌ

Meaning: O man, indeed We created you from a man and a woman and made you nations and tribes so that you would know one another. Surely the noblest of you by Allah is the one who has the most fear among you. Lo! Allah is Knower, Knower.[43]

Adaptation In Islam is explained in the words لِتَعَارَفُوا in the above verse as proes to know each other. This means that in the religion of Islam Allah instructs the servants to create in the sense of the word humans to get to know each other in the process of adaptation. The concept of Islamic based adaptation can be a reference for researchers in their discussion.

The adaptation process also appears in various faces which are united in sarbond theory, namely stimulus-respond-bond.[44] The sarbond theory itself is a stimulus that is given to an object so that it

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[43] QS. Al-Hujuraat:13, Al-Qur'an Terjemah Toha Putra.

[44] Sri Astuti A. Samad, *Konsep Ruh Dalam Perspektif Psikologi Pendidikan Barat dan Islam* (UIN Ar-Raniry Banda Aceh, Indonesia. Fenomena, Volume 7, No 2, 2015: 222)

raises a response which then creates an association between the two. The theory is also known as association theory based on the learning process according to psychology.

1.5.2.7 New *Santri* Shigor

In Gontor *santri* is divided into 2 different camps. Namely are new *santri* and old *santri*. Every new *santri* and old *santri* are divided into 2 camps. Namely the new *santri* shigor that *santri* just arrived. While the others are old *santri* shigor that been along time. The new shigor *santri* are students who come from various regions of the world to study in Gontor's cottage through ordinary classrooms which are 12 years old on average and come from *madrosah ibtidaiyah* graduates or elementary school. For new students, students who come from various regions of the world to study in Gontor lodge through intensive class paths, which are on average 15 years and above and come from graduates of at least *madrosah tsanawiyah* or middle school (junior high school) and above.

1.5.3. Theoretical Frameworks

Table 2. Framework for theoretical foundations (Source: Onong)

In the study of communication science there are important indicators, namely communicators, messages, communicants, media and feedback. This research is a specific research which examines the communicator, namely the New Building Dormitory of Shigor as the person most responsible for educating new *santri* especially in adaptation. To improve the adaptability of the new *santri* GBS board administrators, communicators need communication strategies that according to Onong are a blend of communication planning and management to achieve a goal. According to Hafied Cangara there are important indicators that communicators must have, namely credibility, attractiveness and strength. So to achieve goals that have been strengthened by the characteristics of the communicator, communication strategies must be able to show how operationally they must be tactical, in the sense that the approach can vary from time to time depending on the situation and conditions[45]. Judging from the overview of communication according to Onong, one of them is seen from the technique. So researcher see the communication strategy more specifically in the technique, namely: informative communication techniques, persuasive communication techniques, instructive communication techniques and human relations communication techniques. The four communication techniques above are reaffirmed with indicators of each technique that has been described in the theoretical framework column to clarify each technique.

1.6. Research Methods

1.6.1 Research Type

The type of research that be discussed by the author is descriptive

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[45] Adelisa Pratiwi, *Strategi komunikasi direktorat penyiaran dalam mengkomunikasikan peraturan dan kebijakan proses perizinan penyiaran* (Fakultas Ilmu Sosial Dan Ilmu Politik Program Ilmu Komunikasi FISIP UI 2012:14)

qualitative research. Qualitative research broadly uses interpretive and critical approaches to social problems. Qualitative researchers focus on subjective meanings, definitions, metapora, and descriptions in specific cases.[46] In qualitative descriptive research there is also credibility that aims to demonstrate that the investigations carried out are in harmony with scientific rules. This is to ensure the identification and description of research problems accurately.[47]Then it can be said that the type of qualitative descriptive research that be carried out by the researcher has specific and accurate properties so that the results obtained are maximized and can be justified.

1.6.2 Research Subject

The following are some criteria for research subjects based on the research title of Communication Strategies Used By New Shigor Building Administrators In Improving Adaptability Of New Santri, namely those assigned to guide the GBS dormitory to teach their classmates in their dormitories from waking up to going to sleep at night day, as existing law enforcers to always be obeyed and carried out by their classmates the *santri,* and as forming the personality of the *santri* in the dormitory so that they are able to face existing problems. Where the criteria refer to the administrator of GBS.

1.6.3 Scope of Research

1. Research location: Dormitory

Dormitory is a place where *santri* carry out their daily activities from praying, reciting, to sleeping. The hostel itself has several rooms which on average each has a minimum of 10 rooms. The number of each room is different according to the available space. There is one room containing only 7 people. There are up to tens. The criteria

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[46] Gumilar Rusliwa Somantri, *Memahami Metode Kualitatif* (Makara, Sosial Humaniora, Vol. 9, No. 2, Desember 2005: 60.)

[47] Ibid.

that the author discussed is **Gedung Baru Shigor** dormitory (GBS). This hostel is a dormitory that is inhabited by new *shigor santri*. The author chose this dormitory because it has the most space capacity in accommodating new *santri* and becoming the largest *santri* dormitory. In addition, the GBS hostel is also the most prominent, the first hostel that is seen by large guests, so it is often monitored even if only from a distance. The number of members in this dormitory makes a complex problem also happened.

2. Research focus: Communication Strategy

Communication strategy is one thing that is very influential in everyday life in the community. Moreover, a good communication strategy in management or in an institution is very decisive in the work performance for the future.

According to Onong Communication strategy is a combination of communication planning (communicationplanning) and management communication (communication management) to achieve a goal.[48]In building a communication strategy that is carried out by communicators, of course, requires communication techniques. According to Onong quoted by Prof. Burhan Bungin in his book, an overview of the scope of the science of communication in terms of its components, its shape, its nature, methods, techniques, models, fields, and systems.[49]In the research that be carried out by communication technique researchers, it is very important to study to find out more about the problem. According to Onong, quoted by Burhan Bungin, the communication technique is said to be 4. Namely: a. Informative communication, b. Persuasive communication, c. Instructive communication, d. Human

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[48] Darsono Wisadirana, Reza Safitri, Sinta Swastikawara, *Strategi Komunikasi Guru Dalam Mengasah Kemampuan Komunikasi Pada Murid Tunarungu*. (Fakultas Ilmu Sosial Dan Ilmu Politik Universitas Brawijaya Malang hal: 3)

[49] Burhan Bungin, *Sosiologi Komunikasi (*Jakarta: Percetakan Kharisma Putra Utama 2014: 33)

Relations. [50]So the focus of this research is on the communication strategy of the boarding board of GBS which aims to improve the adaptability of new *santri* in the GBS dormitory so that they are able to be disciplined as well as possible.

1.6.4 Data Collection Techniques

Qualitative research methods are research methods that are used to examine natural object conditions, (as opposed to experiments) where the researcher is an instrument key[51].Sugiyono (2012: 3) states that in qualitative research, data collection is not guided by theory, but is guided by facts found in the field[52].Then the technique of collecting data from qualitative research with the title of Communication Strategies Used By New Shigor Building Administrators In Improving Adaptability Of New Santri is done in the following ways:

1. Observation.

Observation comes from the word observation which means observation.[53]The method of observation is done by observing the behavior, events or activities of the person or group of people studied. then record the observations to find out what really happened. By observation researchers can see events as the subjects observed experience them, capture, feel phenomena according to the understanding of the subject and object under study.

Observation techniques are useful for knowing valid and absolute data data from cases that occur in boarding interpersonal

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[50] Ibid.,35

[51] Olivia S. Makikama,Analisis Perbandingan Kinerja Tenaga Kependidikan Di Fakultas X Dan Fakultas Y Berdasarkan Motivasi Kerja(Universitas Sam Ratulangi ManadoFakultas Ekonomi dan Bisnis, Jurusan Manajemen Vol.1 No.4 Desember 2013: 899).

[52] Ibid.

[53] Aunu Rofiq Djaelani, *Teknik Pengumpulan Data Dalam Penelitian Kualitatif Majalah* Ilmiah Pawiyatan (Vol: Xx, No: 1, Maret 2013: Hal 84-85.).

communication with new *santri*. In this study, researchers observed and saw firsthand the phenomena that occur in the field. Occasionally the researchers asked the boarders of the GBS dormitory spontaneously related to matters encountered in the field such as the existence of a room chair association, the attachment of a wall magazine, various punishments and so on. From the phenomena that have been observed directly in the field into materials for researchers to make questions when interviewing selected informants.

2. Interview Method

Interviews are the process of obtaining information for the purpose of research by way of question and answer while face to face between interviewers and informants. The interviewer is the person who conducts the interview and determines the material to be asked and when it start and end. While the informant is the person interviewed and provides information to the interviewer. To obtain valid and absolute data, the author uses the interview method in several ways to help interpersonal communication research between board administrators and new *santri.*

There are several types of interviews that can be used, according to Sudarwan (2002). Based on their structure, in qualitative research there are two types of interviews, namely; (1) interviews are relatively closed, where questions are focused on specific and general topics and are assisted by interview guides that are made quite detailed; (2) open interviews, where researchers give themselves the freedom to speak broadly and deeply.[54]

The researcher used open interviews where the questions prepared were only outline and there was room for researchers to provide additional questions to deepen the data the researchers needed. The results of the interviews the researchers documented using a

[54] Aunu Rofiq Djaelani, *Teknik Pengumpulan Data Dalam Penelitian Kualitatif (*Vol: Xx, No: 1, Maret 2013: 87).

recorder so that it was easier for researcher in the data presentation and analysis stages.

3. Documentation Method

Documentation method is a technique of collecting information data that is done by collecting data in the form of notes, transcripts, books, newspapers, magazines, photos, and so on relating to research. In essence the method of documentation is the method used to trace historical data. In this case the researcher needs to collect data in the form of documentation relating to this research.

In this study, researcher took some documentation in the form of photographs of observations in the field. Researcher took these photos at different times in secret to become reliable data on the degree of authenticity. Taking the types of photographs that have been taken is motivated by several observations and interviews in the field with the informants. The types of photos taken for example are wall magazines, announcement brochures, application of some penalties, application of some personal or group approaches and so on. From the photos that have been taken into collections, it strengthens the data that the researcher has been able to before in interviews with informants and amplifiers the results of observations made directly in the field.

1.6.5. Data Analysis Techniques

Methew B. Milles and Michael Huberman divided three lines into a qualitative data analysis process, namely:

1. Data reduction, selection process, focus on simplicity, abstracting, and transformation of data that emerges from notes in the field,
2. Presentation of data, namely a collection of structured information that gives the possibility of drawing conclusions and observing actions
3. Draw conclusions, conclusions depend on the size of the field records.[55]

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[55] Helfran F Sipayung, *Strategi Komunikasi Guru Dalam*

In this study, researchers have collected the data needed. From the data that has been collected through observations, interviews and documentation, researchers reduce these data to select which data is related and important for this study. The data that has been selected for the quality of the degree of need related to the problems in this study was collected and then presented in a structured manner. After the data is arranged, researchers make a process of drawing conclusions. Withdrawal conclusions conducted by researchers coupled with in-depth observations of the problem problems that occur in the field which are then associated with existing theories. In addition to linking existing theories with the results of the data found in the field, researchers also connect the conclusions of this research data with the results of previous studies which are the initial references of this study. Thus the existing theories are seen with the results of this research and previous research has developed scientifically.

1.6.6 Data validity

The examination of the validity of the data basically, aside from being used to refute what is alleged to be descriptive qualitative research that says it is unscientific, is also an inseparable element of the body of descriptive qualitative research knowledge itself. The validity of the data is done to prove whether the research carried out is truly scientific research as well as to test the data obtained. In order for data in descriptive qualitative research to be accounted for as scientific research it is necessary to test the validity of the data. The test of the validity of the data that can be implemented.

Sutopo (2006) states that there are four kinds of triangulation techniques, namely (1) data / source triangulation (data triangulation), (2) investigator triangulation, (3) methodological triangulation

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MengembangkanKemandirian AnakUsia Dini (Studi Kasus Pada Sekolah Alam Bukit Hijau Medan hal:4**).**

(methodological triangulation), and (4) triangulation theorwetical triangulation.[56]

Triangulation is essentially a multi-method approach that researchers carry out when conducting research, collecting, and analyzing data. The basic idea is that the phenomenon under study can be well understood so that a high level of truth can be obtained if approached from various points of view. Photographing a single phenomenon from different points of view enable reliable levels of truth to be obtained.[57] There is a type of triangulation used which is **triangulation of sources.**

According to Moleong (2005: 330-331) the technique of triangulation with sources means comparing and checking the degree of trust in information obtained through time and different tools. This can be done through: **a)** comparison of observational data with the results of interviews. **b)** a comparison of what someone said publicly with what was said in person. **c)** a comparison of what was said about the research situation with what was said throughout the time. **d)** Comparison of situation and the perspective of someone arguing as an ordinary people, with education and government officials. and **e)** comparing the results of interviews with the contents of a related document.[58]

After the process of data collection and data analysis, researchers conducted a source triangulation technique to check the degree of truth of the data obtained. What the researcher did was comparing the results of the data obtained from all informants with the results

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[56] Kasiyan, *Kesalahan Implementasi Teknik Triangulasi Pada Uji Validasi Data Skripsi Mahasiswa Jurusan Pendidikan Seni Rupa FBS UNY* (Yogyakarta: Vol. 13, No. 1, Februari 2015: 5).

[57] Kasiyan, *Kesalahan Implementasi Teknik Triangulasi Pada Uji Validasi Data Skripsi Mahasiswa Jurusan Pendidikan Seni Rupa FBS UNY* (Yogyakarta: Vol. 13, No. 1, Februari 2015: 5).

[58] Ibid.,6

of the data revealed by the new GBS boarding students in the field as communicants who were targeted by the communication strategies of the GBS dormitory administrators as communicators. For example, data on the application of punishment stands in the middle of the field while reading the Qur'an for those who are late to wake up, who were revealed by informants according to what the new *santri* felt when asked by researchers or data collected by the room chair to socialize the regulations informants revealed in accordance with what was felt by the new GBS boarding students.

In addition, the researcher also compared the existing data with the results of the documentation photos that the researchers had taken before. It was found from the comparison of data between what was revealed by the informant it turned out that it was in accordance with the documentary evidence that the researcher took. Thus, researcher believes that the data obtained is valid data and can be accounted for the degree of validity of the data that has been taken and obtained in the field. For example, data on the application of sentences in language hearings for disciplinary offenders disclosed by informants in accordance with the documentation photos obtained by the researcher in the field or the attachment data of the rules in each room were expressed by informants in accordance with the documentation photos obtained by researcher in the field.