

CHAPTER I

INTRODUCTION

1.1. Background of Problems

Communication is an aspect that is fundamental to the development of life. Communication in terminology refers to the process of delivering a message by someone to someone else. So in this sense, human involvement is involved in communication. Communication is (who says who to channel with what effect)¹. Thus, the elements in communication science are 5, namely communicators, messages, communicants, media, and effects.

Pondok Modern is a boarding school with a modern system. Pondok Modern Darussalam Gontor is an Islamic education institution with a dormitory system, Kyai as a central figure, and a mosque as a central point that animates it. The main content of Islamic Boarding Schools is education². Not only to be smart scientist, but also to be good at academic, to be good at character and to have noble qualities.

Organizations are groups of cooperation between people which are held to achieve common goals³. In PMDG, one way to practice organizations is within the Pondok Modern Student Organization (OPPM). The seeds of prospective organizers in the community are prepared here. It can be said the same as rice fields. If it is planted by fertile seeds, it will become large trees and leafy leaves. From this organization, it is hoped that the *santri* (students) will not be shocked to socialize later⁴.

¹ Harold Lasswell dalam karyanya, *The Structure and Function of Communication in Society*.

² Diktat Pekan Perkenalan PMDG, 1939, KH. Imam Zarkasyi Page 1

³ *Ibid*

⁴ Head master of PMDG KH. Hasan Abdiullah Sahal said in *Laporan Pertanggung Jawaban OPPM* Agenda.

OPPM (Pondok Modern Student Organization) is an organization in Pondok Modern Darussalam Gontor. OPPM Manager of Darussalam Gontor goes through a period of rigorous selection, to form a section requiring deliberation held by Guidance and Counseling Department staff and several sections that directly guide the sections in OPPM. This indicates that the management of OPPM of Darussalam Gontor is seriously selected so that the administrators could carry out the mandate. After being inaugurated, the management of OPPM of Darussalam Gontor was directly under the auspices of the Islamic Boarding School Staff. Thus, all the activities and processes of the OPPM Darussalam Gontor are escorted, supervised, and guided directly by Guidance and Counseling Department Office. From good selection, escort, supervision, and mentoring, the OPPM management is born to move according to management goals in their respective fields.

Central Language Improvement Section of OPPM is part of the OPPM which aims to improve the quality of the language of all students. Structurally, central language improvement is under the Pondok Modern Student Organization (OPPM) which is the administrator of the students' activity center. OPPM is handled by class 6 students, and class 5 students who are managers of dormitory in PMDG. They have an important role in improving students language in general because they are role models for students class 1-4. Hence, the process of assigning administrators in these dormitories runs accordingly with management rules, for example, related to the mechanism for selecting managers. The work program of the OPPM management is designed through working meetings of all administrators which are held simultaneously before Ramadhan. With this management, the OPPM section has its own duties and work programs in educating students.⁵

Language is a system of words or symbols that make it possible to communicate.⁶ As explained, the teaching and learning activities in Pondok

⁵ Konsep Pengarahan Kegiatan Pengasuhan Santri, 2002, Heru Wahyudi.

⁶ Kamus Besar Bahasa Indonesia (KBBI)

Modern Darussalam Gontor (PMDG) have special characteristics, namely that almost all the lessons that exist cannot be separated from Arabic and English. It becomes the official language used in everyday communication. This is one of the objectives of the establishment of this boarding school. Arabic and English lessons are actively taught at this boarding school⁷. For this reason, a special section was formed to realize the atmosphere of Islamic boarding schools which are active in Arabic and English in their daily lives, namely the Central Language Improvement Section of OPPM. Central Language Improvement Section of OPPM is part of the OPPM.

Language is also a unique thing created by Allah for humans as the word in Al-qur'an Ar-Rum Ayat 22 follows:

وَمِنْ آيَاتِهِ خَلْقُ السَّمَاوَاتِ وَالْأَرْضِ وَاخْتِلَافُ أَلْسِنَتِكُمْ وَأَلْوَانِكُمْ ۗ إِنَّ فِي ذَلِكَ لَآيَاتٍ لِّلْعَالَمِينَ

Meaning: *And between His signs of power is to create the heavens and the earth and your various languages and the color of your skin. Verily in that there are indeed signs for those who know.* (Q.S. Ar-Rum Ayat 22)

Communication management is the study of how to manage information to achieve goals.⁸ In the world of pesantren education, communication management is needed to achieve the expected goals, both academic and non-academic aspects. Communication management is needed in language enhancement, especially management communication in Central Language Improvement (CLI) of OPPM which has a role in language improvement in Darussalam Gontor Modern Islamic Institution.

⁷ Diktat Pekan Perkenalan PMDG, 1939, KH. Imam Zarkasyi. Darussalam Press.

⁸ Tommy Suprpto, 2009, Pengantar Ilmu Komunikasi (dan peran manajemen dalam komunikasi). Yogyakarta: CAPS . Page. 144

Picture 1 Language Exam Score of Class 5 Students PMDG period 1439-1440

Class	Arabic		English	
	First Semester	Second Semester	First Semester	Second Semester
5-B	4.07	6.35	4.21	5.00
5-C	4.56	5.71	3.61	4.71
5-D	5.15	3.52	4.47	3.85
5-E	3.85	3.16	2.55	4.94
5-F	4.06	3.54	3.37	2.77
5-G	3.50	3.83	3.33	3.94
5-H	3.95	3.19	4.16	2.86
5-I	4.24	3.54	3.55	2.47
5-J	4.44	2.88	3.85	2.31
5-K	3.58	4.00	3.17	3.42
5-L	3.14	3.45	2.41	3.32
5-M	3.93	3.16	3.06	3.78
5-N	3.05	3.65	3.30	3.85
5-O	3.09	2.65	3.15	3.24
5-P	3.07	2.92	3.39	3.26
5-Q	3.41	1.50	3.85	2.54
5-R	2.64	2.60	2.11	3.11
Average	3.75	3.51	3.38	3.49

Source : Language Examination Committee

Picture 2 Number of Language Violations of Class 5 Students PMDG period 1439-1440

Violation Classification	Amount
Minor violation	: 670
Medium Violation	: 230
High Violation	: 1

Source : Documentation of Central Language Section of OPPI

In the continuity of life in Pondok, the purpose of the Central Language Improvement Section of OPPM is to improve language. Language enhancement for Class 5 is important because they are manager of dormitory who must be an example for class 1 to class 4 members in official language every day. Data in picture 1 shows that the class 5 exam average score is still relatively low while the grade 5 students should be better because it will be a reference for all students from grades 1-4 in the language. Data in picture 2 shows that the number of language violations for class 5 PMDG students is also still high. It is hoped that if the grade 5 Language exam score is good, it can be a motivation for students from class 1 to 4 to improve their Arabic and English skills, and if the number of language violations is low, it can be a role model for students in class 1-4. In communication, the ability of the communicator to convey the message is very influential on the outcome or purpose of the communication itself. While in communication, communication management is needed to achieve the desired goals. Thus, it becomes very important for the Central Language Improvement (CLI) of OPPM as a communicator to carry out communication management in order to achieve the goal of improving the language skills of class 5 students, Implementation of communication management activities in the organization is carried out based on the main functions of management processes, namely planning, organizing, directing and controlling.⁹

Seeing the phenomenon that occurs in Pondok Modern Darussalam Gontor (PMDG), the researcher conducted further research to find out how the communication management of the language activator of OPPM took part in improving Arabic and English for students of class 5 PMDG. The researcher took the title of the research “Communication Management of Central Language Improvement (CLI) of OPPM in Improving Arabic and English Language Skills of the Class 5 Students of Darussalam Gontor Modern Islamic Institution”.

⁹ Dewi K. Soedarsono, 2014, Sistem Manajemen Komunikasi (teori, model, dan aplikasi), Pp. 22

1.2. Formulation of Problems

Judging from the background of the problem, the formulation of the research problem is; How is the communication management of Central Language Improvement (CLI) of OPPM in improving Arabic and English skills in class 5 students of PMDG?

1.3. Research Objectives

Based on the formulation of the problem above, this study aims to find out how the communication management of Central Language Improvement (CLI) of OPPM in improving the ability of Arabic and English in class 5 students.

1.4. Benefit of Research

The benefits of research that are expected to be generated from this study are as follows:

1. Theoretical Benefit

The results of this study as a scientific study are expected to contribute to the academic development of students.

2. Practical Benefit

The expected research benefits are as follows:

a) Benefit for Boarding School

The results of this study are expected to be able to add reference material in scientific development in boarding school education.

b) Benefit for managers of CLI section of OPPM

The results of this study can be used to support communication activities of the Central Language Improvement (CLI) of OPPM everyday in Arabic and English.

1.5. Literature Review

1.5.1. Communication Management

Communication is the process of delivering messages (ideas) from one person to another so that there is an influence between the two. In general, communication is done by using words (verbal) that can be understood by both parties. According to Schramm, communication is the act of carrying out contact between the sender and the recipient, with the help of the sender and recipient's message, it share experiences that give meaning to the message and symbol sent by the sender and received and interpreted by the recipient.

Communication management is the study of how to manage information to achieve goals¹⁰. Based on that understanding, communication management is understood as a systematic process between members of an organization or company in carrying out management functions. These stages will be effective if carried out by involving all relevant elements in the management activities of the organization or company and systematically carrying out the main functions of management, namely planning, organizing, actuating and controlling.¹¹

1.5.2. Language in Darussalam Gontor Modern Islamic Institution.

Islamic boarding schools are Islamic educational institutions with dormitory systems, Kyai as a neutral figure, and a mosque as a central point that animates it. The main content of Islamic Boarding Schools is education. For several centuries, Islamic boarding schools have provided valuable education to students as preachers and community leaders in various fields of life. In education, it is a strong soul that is very decisive in the philosophy of life of the students.

¹⁰ Tommy Suprpto, 2009, Pengantar Ilmu Komunikasi (dan peran manajemen dalam komunikasi). Yogyakarta: CAPS. pp. 144

¹¹ Dewi K. Soedarsono, 2014, Sistem Manajemen Komunikasi (teori, model, dan aplikasi) pp. 13

The lessons in the class that they have gotten over a number of years of their lives at the Islamic Boarding School are only completeness or additions. Pondok Modern Darussalam Gontor (PMDG) is an educational institution located in the city of Ponorogo which was founded in 1926 by the Trimurti brothers namely; KH. Ahmad Sahal, K.H. Zainuddin Fananie and K.H. Imam Zarkasyi with the education system *Kuliyatul Mu'allimin Al-Islamiyah*.¹²

The hallmark of Pondok (Islamic boarding school) is the use of Arabic and English in daily conversation and in class lessons. So, language enhancement is a very important element because if the students cannot speak Arabic and English properly and correctly, their daily activities can be disrupted.

Structurally, the Central Language Improvement section is under the Student Organization of Darussalam Modern Islamic Institution (OPPM) which is the administrator of the student activity center. OPPM is handled by class 6 students, and class 5 students who are managers of dormitory in PMDG have an important role in improving the students language in general because class 5 students are role models for class 1-4 students. Thus, the process of assigning administrators in these dormitories run accordingly with management rules, for example, related to the mechanism for selecting managers. The work program of the OPPM management is designed through working meetings of all administrators which are held simultaneously before the fasting month. With this management, the OPPM section has its own duties and work programs in educating students.¹³

1.5.3. Central Language Improvement (CLI) of OPPM

Central Language Improvement (CLI) is the organization

¹² Serba-serbi singkat tentang PMDG, 1997, Staf Sekretariat PMDG. Darussalam Press. Pp. 36

¹³ Konsep Pengarahan Kegiatan Pengasuhan Santri, 2002, Heru Wahyudi.

that handles and seeks to improve language quality.¹⁴ This section is located in Pondok Modern Darussalam Gontor Ponorogo and is a part of disciplinary enforcement at OPPM. The researcher wanted to know the communication management of the OPPM language activator in improving Arabic and English class 5 students PMDG. The main task of the management of this section is the person in charge of running the official Language discipline in PMDG. The researcher wanted to know how the communication management of the OPPM language activator took part in improving Arabic and English in class 5 students of PMDG.

1.5.4. Class 5 Students of PMDG

The class 5 students were the most senior students in the PMDG after class 6. The class 5 students has the responsibility in educating class members 1 to 4. In each class of students from grade 1 to 4, there are 2 to 3 managers from class 5 living with them and only limited by bulkheads from members' rooms. In every dormitory, there are 20 to 25 managers of a dormitory. The class 5 students have the obligation to educate class 1 to 4 members in all aspects of daily life, from waking up to going back to sleep. They provide education in terms of morals, manners, and also language. Every morning, the class 5 students as managers of dormitory must provide new vocabularies to their members. From the language exam value data above, the class 5 students score is relatively not good. Hence, it is necessary to study the Management of the Central Language Improvement (CLI) Section of OPPM in improving the ability of class 25 students.

¹⁴ AD+ART Organisasi Pelajar Pondok Modern Darussalam Gontor, 1976. Darussalam Press.

1.6. Previous Research.

Previous research has become one of the authors' references in conducting research so that the author can enrich the theory used in reviewing the research conducted.

1. Research conducted by 'Bakri Yusuf' (2018) with the title: Communication Management in Management of Regional Development Information. The results show that the application of communication management in the management of regional development information by the Public Relations and PDE Bureau of the Southeast Sulawesi Regional Secretariat at the activation stage in an organization including the Southeast Sulawesi Provincial Secretariat Office is very important to support organizational programs and objectives of the organization..

The focus of Bakri's research and this research is about communication management that refers to the main functions of management. This is in line with the research title of the researcher. While the difference between Bakri Yusuf's research and this research is found in the research object. If the object of Bakri's research is the Management of Regional Development Information, the object of research in this study is the Improvement of Arabic and English Language Students in Grade 5 PMDG.

2. Research carried out by Puji Lestari with the title: Merapi Disaster Communication Management 2010 during Emergency Response using participatory communication management. The results of the research show that the management of disaster management communication, namely the implementation of disaster management during emergency response includes: Rapid and accurate assessment of location, damage, and resources, determining the status of disaster emergencies, rescuing and evacuating affected communities to fulfill basic needs for protecting vulnerable groups and immediate recovery of vital infrastructure and facilities. The

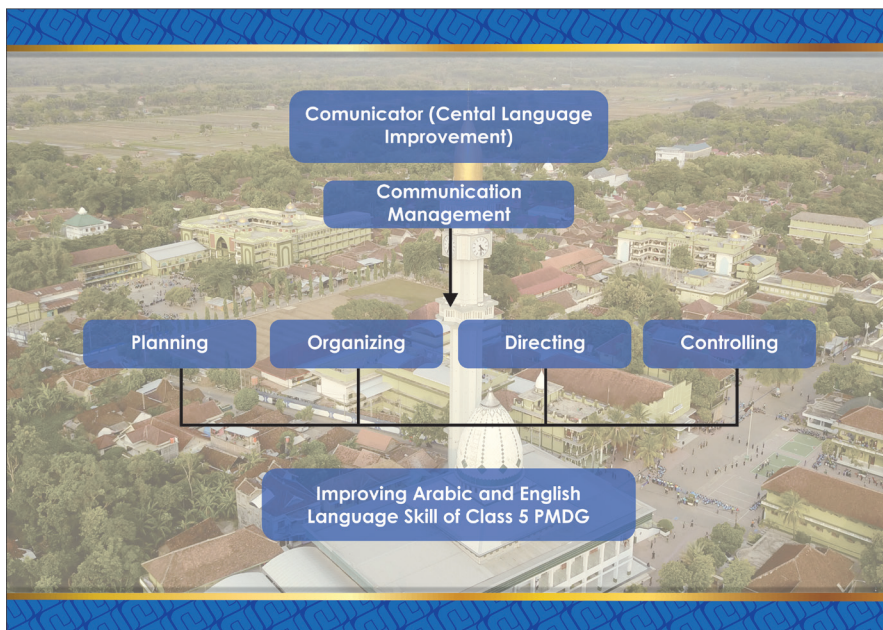
researcher chooses this study as a reference because it examines the communication management process that refers to the main function of management.

The similarity of focus of Puji's research and this research is communication management that refers to the main functions of management. While the difference between the Puji Lestari study and this study is found in the research object. If the object of Puji's research is Management of Government Information in Disaster Management of Mount Merapi eruptions, the object of research in this study is the Improvement of Arabic and English Language Class 5 PMDG Students.

3. Research conducted by Nur Komariah with the title: Implementation of Educational Management Functions in the Indonesian Entrepreneurial SDIT. The results of the study show that the application of management in SDIT Curriculum and Learning Entrepreneurship education was run in accordance with the existing management system.

The similarity of the research focus of Nur Komariyah refers to the main function of management. While the difference between Nur Komariyah's research and this research is the subject of research and management's focus. If the object of Komariyah's research is the implementation of management functions in education management, then this research applies to communication management. Whereas for the subject of Komariyah's research is SDI Entrepreneurship in Indonesia, the object of research in this study is the Improvement of Arabic and English Language of class Students of PMDG.

1.7 Theoretical Framework



In this study, the communicator, namely the manager of CLI section of OPPM, conducts communication management activities in *Pondok*. Communication becomes a mean in education that is run in the boarding school in realizing an increase in Arabic and English skill. In the language exam scores, class 5 students have relatively small values. On the other hand, the class 5 students have an important role in improving the students language. So, the researcher wanted to know how the management of managers of the Central Language Improvement Section of the OPPM section in improving Arabic and English students of class 5 PMDG. Meanwhile, in communication management, there are several functions in carrying it out, namely planning, organizing, actuating and controlling. If the implementation of the communication management functions goes well, it is hoped that the Arabic and English skill of students of class 5 PMDG can be improved.

In communication management, there are several functions in carrying it out, namely planning, organizing, actuating and controlling.

Planning is to determine the organization's main goals and objectives to succeed. Organizing (is to determine specifically the activity or need to achieve the goals and results to be achieved by the organization. Actuating is directing the behavior of organizational members according to what has been determined and according to their needs and plans. Controlling is monitoring whether the organization's activities are carried out in accordance with planning and carried out by organizational members in accordance with their functions and responsibilities. If the implementation of the communication management functions goes well, it is hoped that the ability of Arabic and English students of class 5 PMDG can be improved.

1.7. Research Method

This study uses the descriptive qualitative method. The research design that is the direction for researcher is descriptive research that describes the state of the subject or object of the researcher. Qualitative methods is research procedures that produce descriptive data in the form of written or oral words from people and observed behavior.¹⁵

The purpose of using descriptive qualitative research is to answer the problem formulation and research questions or identify research problems. Qualitative descriptive method is used to determine how the researcher processes or analyzes the results of the research by making his analysis using this research method.¹⁶

1.8. Research Venue

This research was conducted in Pondok Modern Darussalam Gontor 1 located in Gontor Village, Mlarak, Ponorogo. The reason the researcher chose this location was because PMDG 1 was the referral center for the entire PMDG branch system.

¹⁵ Bogdan, Robert dan Taylor, Pengantar Metode Penelitian Kualitatif, Terjemahan oleh Arief Rurchan, (Surabaya : Usaha Nasional, 1992).

¹⁶ Nazir, M. 1988. Metode Penelitian, Ghalia Indonesia: Jakarta

1.9. Research Subject

What is meant by research subjects are people, places, or objects observed in order to collect data (targets)¹⁷. This research requires information sourced from people who have the duty and authority to improve Arabic and English students in class 5. The subject of this research is the manager of the Central Language Improvement (CLI) of OPPM where there are 21 managers of the OPPM CLI section. So the subjects of this research are 2 managers of the central language improvement section of OPPM, the supervisor of the central language improvement OPPM from the Guidance Staff and the LAC Staff. They are Karel Muntadzor as chairman of the central language improvement section of OPPM and Emerald as the person in charge of enhancing the class 5 students of PMDG language skills from the OPPM central language improvement Section, then Al-Ustadz Khalifaturrahman from the Guidance Staff and Al-Ustadz Weldy staff from LAC staff as the language activator.

1.10. Data Collection Technique

In collecting data in the field, the author uses the procedure of collecting data through several methods, namely:

a. Observation Technique.

Observation is the daily activities of human beings by using the senses of the eye as the main aids in addition to other senses such as the ear, smell, mouth, and skin. Therefore, observation is the ability of a person to use his observations through the results of the senses of the eye and assisted by other senses. It can be concluded that the observation method is a data collection method used to collect research data through observation and sensing.

In this case, the researcher visited the research location to observe various things or conditions in the field. To prove the truth of science, it is always begun with observation. In the observation,

¹⁷ Kamus Besar Bahasa Indonesia, 1989. pp. 862

the author made direct observations to the research location, namely in Pondok Modern Darussalam Gontor (PMDG). The researcher observed the process of running the event *Tahsinul Lughoh* in addition to ask the audience about the communicator who was the speaker at that time. The researcher also observed the process of the weekly meeting of the members of the Central Language Improvement (CLI) and asked about what messages were discussed at the meeting.

b. Interview Technique

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 will start and end. While the informant is the interviewed person who provides information to the interviewer. To obtain more valid data, the writer held direct dialogue with the informant who served as the manager of the CLI.

c. Documentation Technique

Documentation method is the 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.

1.11. Data Analysis Technique

Data analysis technique is the middle stage of a series of stages in a study that has a very important function. The results of the research are produced through a data analysis process in advance so that the validity can be accounted for. In the discussion of this thesis, the author uses descriptive analysis method that is a method that is focused on solving problems that

exist in the present and carried out by the process of reviewing, sorting, and grouping data to draw conclusions. Data analysis techniques according to Miles and Huberman consist of four steps that must be done, namely:

1. Data Collection Phase

At the stage of data collection, researcher search and systematically compile data obtained from interviews, observation, and documentation, by organizing data into categories, describing into units, synthesizing, arranging into patterns, choosing which ones are important and which ones to learn and make conclusions so that they are easily understood by themselves and others.

2. Reducing Data Phase

Reducing data means summarizing, choosing the main things, focusing on important things, looking for themes, patterns, and throwing away unnecessary things. Data that has been reduced gives a clear picture and makes it easier for researcher to carry out further data collection, and search if needed. In the process of data reduction, researcher uses computer aids, cellphones, and recorders.

3. Data Display Phase

After the data has been reduced, the next step is to display the data. Display data in qualitative research can be done in the form of brief descriptions, charts, relationships, between categories, and so on. Miles and Humberman stated: the most frequently used to present data in qualitative research is narrative text. In addition to narrative form, data display can also be in the form of graphs, matrices, networks, social phenomena that are complex, and dynamic, so that what was discovered when entering the field and after a long time in the field will experience the development of data. In displaying data, the researcher writes the data obtained with a narrative text that makes it easy for the reader to understand.

4. Conclusions Phase or Verification Phase.

The next step is drawing conclusions and verification, the

initial conclusions put forward are still temporary and will change if no strong evidence is found to support the next stage of data collection. However, if conclusions are indeed supported by valid and consistent evidence when the research returns to the field of collecting data, then the conclusions put forward are credible conclusions. Conclusions in qualitative research can answer the formulation of the problem formulated from the beginning.

1.12. Data Validity

The examination of the validity of the data basically, besides being used to refute what is alleged to be qualitative research which says it is not scientific. It is also an inseparable element of the body of qualitative research knowledge. 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. The validity test of the data includes test, credibility, transferability, dependability, and confirm ability. In order for data in qualitative research to be accounted as scientific research, it is necessary to test the validity of the data.

In this study, researcher used source triangulation by checking data that had been obtained through several sources. To test the credibility of data about communication management administrators of the CLI section of OPPM in improving Arabic language skills and English class 5 students of PMDG, the collection and testing of data obtained can be done by staff of students and LAC staff who have a direct connection with the improvement of language skills of class 5 so that the conclusions produced have gone through the process of checking with other sources.

This technique is to enrich the repertoire of knowledge about information extracted from research subjects who use something else. In other words, by using triangulation of sources and methods, researcher can recheck their findings by comparing them with various sources. Technically, the researcher takes several steps in checking the data, which is asking various kinds of questions, making observations, checking documentation, while still checking with various sources.