

THESIS

**COMMUNICATION MANAGEMENT ON “MARKAZ
ISLAMISASI” IN ORGANIZING “KAJIAN JUMAT
MALAM” ON PERIOD 2016-2017**



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UNIVERSITY OF DARUSSALAM GONTOR
2018**

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ISLAMISASI” IN ORGANIZING “KAJIAN JUMAT
MALAM” ON PERIOD 2016-2017**

THESIS

Presented to University of Darussalam Gontor in Partial Fulfilment of
Requirements for Completing the Bachelor Degree Program
in Faculty of Humanities
Department of Communication Science

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**DEPARTMENT OF COMMUNICATION SCIENCE
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UNIVERSITY OF DARUSSALAM GONTOR
2018**



UNIDA
GONTOR
UNIVERSITAS DARUSSALAM GONTOR

SHEET ATTESTATION THESIS

**THESIS title: Management Communication Of Markas Islamisasi In
Organizing Kajian Jumat Malam On Period 2016-2017.**

Rilo Pambudi, NIM: 362015521003, Period 2019

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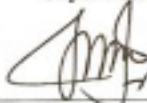
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Declare that this thesis is the result of my own research, except where otherwise stated. I also declare that this has not been previously and concurrently submitted as a whole for any other degrees in University of Darussalam Gontor. When, otherwise found that this thesis is plagiarism, I am ready to accept any punishment according to academic regulation of University.

Gontor, Sya'ban 24, 1440 H

April 30, 2019

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ABSTRACT

Communication Management on Markaz Islamiasai on organizing “Kajian Jumat Malam” on period 2016-2017

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Islamization of knowledge is one of the efforts to realize the ideals of the University of Darussalam Gontor, Fountain of Wisdom. “Kajian Jumat Malam” was one of the programs in the markaz Islamization section to enhance the Islamic values of Gontor’s UNIDA students. However, from the recapitulation data, the attendance obtained by the students was seen to be a gap between the interest of students in following the study that “Kajian Jumat Malam”, even though this event was mandatory for all students. The purpose of this study was to find out how the communication management of the Markaz Islamisasi in conducting a study on “Kajian Jumat Malam” at UNIDA Gontor. The method carried out in this research is descriptive qualitative where the researcher participates directly into the field in observation, in the data collection the researcher conducted three data collection techniques, namely by way of interviews, observations, and documentation. Data analysis is analyzed by data reduction, categorization, synthesis, compiling a working hypothesis. The validity of the data used triangulation methods and sources. The results of the study showed that the “Markaz Islamisasi” has carried out all stages. Planning, Organizing, Actuating, Controlling in the holding of the “Kajian Jumat Malam” but it has not run optimally.

Keywords : “Kajian Jumat Malam”, Gontor UNIDA, Communication Management, POAC, Markaz Islamisasi.

ABSTRAK

Manajemen Komunikasi Markaz Islamisasi dalam menyelenggarakan “Kajian Jumat Malam” periode 2016-2017

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Kajian Jumat malam merupakan salah satu program bagian markaz islamisasi untuk meningkatkan nilai-nilai keislaman mahasiswa UNIDA Gontor. Merupakan gagasan dari Wakil Rektor 1 UNIDA Gontor Al-Ustadz Hamid Fahmi Zarkasy yang menginginkan adanya kajian keislaman rutin setiap minggunya sehingga diadakanlah Kajian pada hari Jumat Malam. Namun dari data rekapan absensi kehadiran mahasiswa yang diperoleh terlihat adanya kesenjangan antara minat mahasiswa dalam mengikuti kajian jumat malam tersebut, padahal acara ini bersifat wajib bagi seluruh mahasiswa. Tujuan daripada penelitian ini adalah untuk mengetahui bagaimana manajemen komunikasi markas islamisasi dalam mengadakan kajian jumat malam di UNIDA Gontor. Metode yang dilakukan pada penelitian ini adalah deskriptif kualitatif dimana peneliti ikut terjun langsung ke lapangan dalam observasi, dalam pengumpulan data peneliti melakukan tiga teknik koleksi data yaitu dengan wawancara, observasi, dan dokumentasi. Teori yang digunakan Planning, Organizing, Actuating, Controlling (POAC) yang biasa digunakan dalam ilmu manajemen organisasi. Hasil penelitian bertujuan untuk berkontribusi pada manajemen komunikasi markas islamisasi UNIDA Gontor.

Kata Kunci : Kajian Jumat Malam, UNIDA Gontor, Manajemen Komunikasi, POAC, Markas Islamisasi.

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In the name of Allah, Allah Almighty, The Truth, The Knower, praise be to Allah the Lord of the world, shalawat and salam be upon the final prophet of Islam, Muhammad (PBUH) and his family, shahabah and who follow His path till the end.

By the mercy and guidance of Allah only, the writer could finish writing this thesis. Realizing his incapacity to complete the thesis, the writer felt the need to express his thank for all indispensable direction, guidance, and assistance. In this occasion, the writer should deliver his greatest thanks to:

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CHAPTER I

INTRODUCTION

1. BACKGROUND OF STUDY

As social beings, humans always want to connect with other humans. People wants to know the surrounding environment, even wants to know what is happening inside him. This curiosity forces people to communicate. Communication becomes something very vital because all living things that must breathe must communicate, if not necessarily they are not alive. To make good communication or communicative, it must know what factors influence it. In a communication, good management is needed. How the communicator arranges so that the message that he wants to convey can be well received by the communicant so that the communicant can provide feedback.

Management is a typical process that consists of actions: Planning, organizing, mobilizing and monitoring, which is carried out to determine and achieve the targets set through the use of human resources and other sources.¹ Andrew F Sikula described management as generally associated with activities of planning, organizing, controlling, placing, directing, motivating, communicating and making decisions made by each organization with the aim of coordinating various resources owned by the company so that a product will be produced or services efficiently.²

Every activity requires management. Good management is the beginning of the success in every activity. Along with the study on “Kajian Jumat Malam” at UNIDA Gontor, it must be managed appropriately by Markaz Islamisasi of UNIDA GONTOR. Markaz Islamisasi of UNIDA

¹ George R. Terry alih Bahasa : Winardi, Asas-asas menejemen,P.T ALUMNI Bandung,2012, hlm 4

² Ibid 1 hlm 3

GONTOR is an organization or part that regulates all

Islamization activities in Gontor's UNIDA. Communication management conducted by Markaz Islamization has a very important position for the fluency running of activities it include Planning, Organizing, Actuating, Controlling that has been set goes well between the implementers of the activity and the participants.

University Darussalam Gontor as a university with Islamic University Darussalam Gontor as a university with Islamic boarding schools has a variety of programs in increasing understanding of Islamic values and practices of Islamic life, especially for students. This increase in understanding and practice activities is held for 24 hours because students lives in a dormitory and campus environment for 24 hours. One effort to improve understanding of the value of Islam and the practice of Islamic life was carried out through the "Kajian Jumat Malam" program. The "Kajian Jumat Malam" was coordinated by Markaz Islamisasi University of Darussalam GONTOR. "Kajian Jumat Malam" was filled and attended by all students of the University of Darussalam Gontor Siman central campus. In this study, there are many useful and new sciences because each department will explain the expertise in their field concerned with Islamic knowledge. "Kajian Jumat Malam" is compulsory for UNIDA Gontor students, as delivered by Markaz Islamization staff

" In accordance with the mandate of Unida Gontor Ust Deputy Rector I Hamid Fahmi Zarkasyi who wanted a study on Islamic knowledge, a "Kajian Jumat Malam" was held which was mandatory for all students Unida Gontor is under the coordination of Gida's Unida Markaz Islamization of Sciences ".³

On the other hand, student interest and enthusiasm for the study on this "Kajian Jumat Malam" was very lacking. "Kajian Jumat Malam" got underestimated and only to add value to Student Support Credit Numbers (AKPAM). This was reinforced by the results of preliminary interviews

³ Sofwan Muttaqin, 14 Januari 2019, Masjid Jami' UNIDA Gontor

with UNIDA students Gontor who rarely took part in ““Kajian Jumat Malam””:”... there are family events every Friday, this month there were two round trips back and forth yesterday”.⁴ A similar statement related to the reasons for not attending ““Kajian Jumat Malam”” was also conveyed by the second informant:”... sometimes i join and taking part in the study, but mood is still bad and there are still many dependents in other studies such as the task of editing photographs.”.⁵

This is also reinforced by data on the high number of students who were not present at the event, as presented in table 1. Even if viewed from the other side this “Kajian Jumat Malam” is a requirement for useful knowledge. This is as the data shown in table 1.

⁴ Sulton Zia, 16 Januari 2019, Asrama Unida Gontor.

⁵ Dwisty, 16 Januari 2019, Asrama Unida Gontor.

**Table 1. Attendance Data of Gontor UNIDA “Kajian Jumat Malam”
Participants Period 2016-2017**

KETERANGAN SEMESTER 1										
KET.	PERTEMUAN									
	1	2	3	4	5	6	7	8	9	10
HADIR	421	378	292	362	345	285	315	307	286	366
IZIN	0	0	106	15	21	9	13	15	6	0
GHOIB	2	45	25	46	57	129	95	101	131	57
KETERANGAN SEMESTER 3										
KET.	PERTEMUAN									
HADIR	373	283	265	274	251	105	202	207	166	138
IZIN	0	0	52	19	31	13	23	18	7	0
GHOIB	4	94	60	84	95	259	152	152	204	239
KETERANGAN SEMESTER 5										
KET.	PERTEMUAN									
	1	2	3	4	5	6	7	8	9	10
HADIR	67	63	78	64	63	60	73	77	23	48
IZIN	0	0	15	3	8	7	3	7	0	0
GHOIB	140	144	114	140	136	140	131	123	184	159
KETERANGAN SEMESTER 7										
KET.	PERTEMUAN									
	1	2	3	4	5	6	7	8	9	10
HADIR	172	79	99	79	80	36	56	72	78	40
IZIN	0	0	0	0	0	0	0	0	0	0
GHOIB	0	93	73	93	92	136	116	100	94	132

Source: Data Markaz Islamization of Unida Gontor 2018

Table 1 shows that there was an increase in the number of absences at “Kajian Jumat Malam”. the higher of the semester, the absence rate also increases.

The researcher in this study was interested to know the communication management of the Islamization Markaz in the implementation of the ““Kajian Jumat Malam”” at the Darussalam Gontor University. This study also aims to support the policy of UNIDA’s Vice Chancellor I of Academic and Student Affairs Gontor about increasing Islamization of Gontor’s UNIDA students.

2. PROBLEM OF STUDY

What is the management of Markaz Islamization's communication in the conduct of "Kajian Jumat Malam" at Gontor UNIDA for the period of 2016-2017?

3. OBJECT OF STUDY

Based on the formulation of the problem raised, this study aims to analyze the communication management of Islamization Markaz in organizing a "Kajian Jumat Malam" at the University of Darussalam Gontor 2016-2017.

4. PURPOSE OF STUDY

- a. Scientifically, this research is expected to contribute the ideas to the development of communication science, especially in the field of communication management.
- b. Practically, this research is expected to be utilized by UNIDA Islamization Markaz Gontor in conducting the "Kajian Jumat Malam" with appropriate communication management.

5. LITERATURE REVIEW

5.1 Previous Research

Research is one of the authors' references in compiling research, writer can enrich the theory used in reviewing the research to be conducted. The following are previous studies related to communication management. It was conducted by Lestari Research (2012) by the title Merapi Disaster Communication Management 2010 during Emergency Response. The results showed that the 2010 Merapi disaster management communication used participatory communication management, in principle, it was in accordance with the provisions of the Disaster Management Act Article 33 letter b, namely the implementation of disaster management during emergency response. This study appreciated the 2010 Merapi disaster communication

management that had been done well by the local government and the people in “ Daerah Istimewa Yogyakarta”⁶.

The difference between sustainable research and this research lies in the focus and location of the study. That research got location is in the Special Region of Yogyakarta with a focus on disaster communication management. This research takes place in Ponorogo with a focus on organizational communication management.

Another study was carried out by Utomo under the title External Communication Management (Pt. Semen Indonesia (Persero) Tbk Communication Management in the Process of Building a Cement Plant in Tegaldowo Village, Gunem District, Rembang Regency, 2015. The research results: PT Semen Indonesia (Persero) Tbk business in solving problems refusal to build a cement factory in Rembang Regency From the problem of refusing the construction of the factory of PT Semen Indonesia (Persero) Tbk, residents refused because people’s fears about the existence of the factory would eliminate the source of water. The emergence of environmental pollution and damage to the forest ecosystem. Semen Indonesia (Persero) Tbk carried out several stages starting from planning in the form of social mapping, meetings with headman and expert opinion hearings, military / organizing in the form of establishing relationships with the central, provincial, city and village governments; actuating socialization the multiplier effect factory, organizes visits to cement factories in Tuban, and CSR programs; controlling in the form of building a representative office in Rembang Regency; and Evaluation. In addition to the above stages, PT Semen Indonesia (Persero) Tbk also carries out CSR programs such as security training, masonry, and welders and press releases,

⁶ Puji Lestari, Agung Prabowo, dan Arif Wibawa. Manajemen Komunikasi Bencana Merapi 2010 pada saat Tanggap Darurat, *Jurnal Ilmu Komunikasi*, ISSN 2407-8220 (online), Vol 10, No 2 2012, hlm 173-197

media gathering, and medialesman.⁷. The difference between Utomo's research and this research lies in the focus and object of research. If the focus of Utomo's research is external communication management at Pt. Semen Persero Rembang Regency, the focus of this research is the internal communication management of Markaz Islamization in holding the "Kajian Jumat Malam".

Nanang (2016) conducted a study entitled Organizational Communication in State Islamic University Sunan Kalijaga (Case Study at the Da'wah and Communication Faculty of State Islamic University). This study aims to determine the process of organizational communication between superiors and subordinates as well as organizational culture at the Da'wah and Communication Faculty of State Islamic University Sunan Kalijaga Yogyakarta. Communication and organizational culture are considered very important in the organization. In addition to facilitate the infrastructure, communication and organizational culture are also very important dimensions for the credibility and progress of the organization. Communication and organizational culture will be able to differentiate with other organizational characters. The method used in this study is descriptive qualitative research. It is expected to be able to reveal a variety of qualitative information with descriptions that are carefully examined and meaningful. The results of this study indicate that the communication that was established within the internal faculty of Da'wah and communication between superiors and subordinates, as well as fellow coworkers was not maximal or in other words, it had not fully taken place as it should. Furthermore, the results of this research show that the work culture of the Da'wah and Communication Faculty shows an unfavorable culture and there has not been a maximum effort

⁷ Novita Setyo Utomo, Manajemen Komunikasi Eksternal (Manajemen Komunikasi Pt. Semen Indonesia (Persero) Tbk Dalam Proses Pembangunan Pabrik Semen Di Desa Tegaldowo Kecamatan Gunem Kabupaten Rembang, Komuniti, Vol. VII, No. 2, 2015, hlm. 63-67.

to improve work culture to be better.⁸The difference between Nanang's research and this research lies in the object and location of the study.

5.2 Conceptualization

5.2.1 Communication

Communication is the delivery and understanding of a purpose. If no information or idea is conveyed, communication does not occur. In order for communication to succeed, intent must be instilled and understood (Robbins, Coulter, 2007). It can be concluded that the importance of good communication between each person in an organization becomes a serious concern, if the meaning in the message delivered is not in accordance with the intent of the messenger, it will cause a problem that is the difference in understanding intent. Differences in understanding these intentions can lead to misunderstandings in receiving messages and making the intended message not conveyed properly. There are four main functions of communication according to Robbins and Coulter (2007) are:

- a.) Communication Control acts as a member behavior control in various ways
- b.) Motivation Communication encourages motivation by explaining to employees what needs to be done, how well they do it, and what that can be done to improve performance if it is not parallel. When employees set specific goals, work for that purpose, and receive feedback from the development of that goal, communication is needed.⁹
- c.) Emotional expressions Communication that occurs in groups is

⁸ Nanag Mizwar Hasyim. Komunikasi Organisasi di Perguruan Tinggi Islam Negeri (Studi Kasus di Fakultas Dakwah dan Komunikasi UIN Sunan Kalijaga), PROMEDI A, VOLUME II, NO 2, 2016, hlm: 1-36

⁹ Sari Ramadanty, *Penggunaan Komunikasi Fatis Dalam Pengelolaan Hubungan Di Tempat Kerja*, 2 Jurnal Ilmu Komunikasi, Volume 5, Nomor 1, Maret 2014, hlm. 1-118

a fundamental mechanism by which members share frustration and feelings of satisfaction. Communication provides a channel for feelings for emotional expression and for meeting social needs.

- d.) Information Individuals and groups need the information to get things done in the organization. Communication provides that information.

According to KBBI (Big Indonesian Dictionary) communication is defined as sending and receiving messages or news between two or more people so that the message in question can be understood. The occurrence of relationships and contact between two or more people have also been called communication. "Communication is the process by which individuals transmit stimuli (usually verbal) to modify the behavior of other individuals" Forsdale (1981).¹⁰ In other words, communication is an individual process of sending stimulus that is usually in the form of verbal to change the behavior of others. Communication has five basic components, namely:

1. Message Sender

The message sender is the individual or person who sent the message. The message or information will be sent from the sender's brain. Creating a message is determining what meaning will be sent then encoding the meaning into one message. After that, it is sent via the channel.

2. Message

The message is information that will be sent to the recipient. This message can be verbal or nonverbal. Verbal messages can be written as letters, books, magazines. The memo, while nonverbal can be in the form of signals, body movements, facial expressions, and tone of voice.

¹⁰ Arni Muhammad, *Komunikasi Organisasi*, PT Bumi Aksara, Jakarta, 2014, hlm 2

3. Channel

Channels are the paths that the message passes from the contents of the sender to the recipient. The usual channels in communication are light and sound waves that people can see and hear. The device with which light or sound moves may be different.

4. Message Recipient

The recipient of the message is the one who analyzes and interprets the contents of the message it receives.

5. Feedback

The response is the response to the message the recipient of the message receives to the sender of the message. This reaction will provide security to the sender of the message whether the message he sent can be interpreted the same as what was intended.

5.2.2 Communication Management

According to Parag Diwan, the notion of communication management is the process of using various communication resources in an integrated manner through the process of planning, organizing, implementing, and controlling the communication elements to achieve the stated goals. Suggestions for organizing and managing activities are found in the Qur'an:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَأَنَّهُمْ بُيُوتٌ مَرْصُوصَةٌ (٤)

Indeed, Allah likes those who fight in His path in a regular line as if they are like a solidly arranged building. (QS Ash Shaff: 4)

According Quran Surah Ash-Shaff : 4, the source of all sources of knowledge, even the science that has only recently developed has been stated in Al -Qur'an and applied by the Prophet Muhammad since time immemorial. So that the form of the application of Qur'ani Management or Islamic management has been around since the government of the Prophet Muhammad. Various opinions regarding management functions will be apparent, with the opinions of several authors as follows:

1. Lous A. Allen : Leading, Planning, Oranizing, Controlling.
2. Prajudi Atmosudirjo: Planning, Organizing, Directing, or Actuating, Contorlling.
3. George R. Terry: Planning, Organizing, Actuating, Contorlling.

In essence, when combined the opinions of various authors, the function Management has one straight line.

a. Planning

Planning is the determination of a series of actions to achieve the desired outcome. A rather complex limitation formulates planning as determining what must be achieved, if it is achieved, where it must be achieved how it must be achieved, who is responsible, and determining why it must be achieved.¹¹

The Word of the Prophet (Peace be upon him) which means:

“Allah really loves people who, if they do a job, are enforced with itqan (right, directed, clear, complete). (HR. Thabrani).

From the above hadith explanation, we can take conclude that Allah SWT likes if the people do work with planned, clear, right on target so that there is no remaining work in vain. This is also in accordance with the planning indicators as follows:

¹¹ Amriullah, Rindyah Hanafi, Pengantar Manajemen, Yogyakarta, Graha Ilmu,2002,hlm 9

- Setting goals
- Formulating objectives
- Establishing strategies
- Developing sub-plans to be coordinated

Planning functions include the determination of the budget. Therefore, it is more appropriate if planning or planning is formulated as setting goals, policies, procedures, budgets, and programs from an organization.

b. Organizing

Organizing is the process of organizing and allocating work, authority, and resources among members of the organization so that they can achieve organizational goals. One important element of efforts to build organizational pillars to function properly is the problem of placement of HR or employees. Regarding the selection of the right people to fill the positions in the organization and the units in them. In this case the principle that must be used is *the right man on the right place*, meaning that the leadership of the organization must be able to choose the apparatus that has competencies that are in accordance with the demands of the task and responsibility for achieving the tasks of the units in which they will be placed. There are 6 things that need to be done in the activity of “organizing” (how to organize), namely:

- 1). Know the organization’s objectives (knowing organizational goals); Organizing business must be in line with the work that will be done or completed. Therefore, knowing or setting the ‘goal’ of an organization is a very important step, because ‘goal’ is a basic requirement for organizing.
- 2) Breakdown of the work to be done into component activities; arrange sequentially activities / work to be carried out (procedural)

- 3). Group activities into practical units (grouping activities in units, parts, fields of each)
- 4). Define by whom. Describe or clearly define the task that must be carried out and note the person that is indicated to be appropriate or very appropriate for the person to do.
- 5). Assign qualified personnel; after the task is understood, determine the person / staff / officials who will carry out. If the organization wants to achieve its objectives effectively, efficiently, and rationally then the determination is no longer based on the family, approach, money approach or political or political approach. Rather, it is based on the compatibility between the competencies possessed by the person / staff / officials with the tasks to be carried out. Therefore, before determining who will carry out the work or assignment, the candidate will undergo a psychotic or potential academic test. Through the results of the test, it will be easy to find work or assignments that are in accordance with the candidates who will carry out the task.
- 6). Delegate the requisite authority to the assigned personnel. Delegating authority or power to persons (staff or officials) who have been appointed to carry out tasks or jobs.¹²

Allah says in Surah Ali-Imran verse 103:

وَأَعْتَصِمُوا بِحَبْلِ اللَّهِ جَمِيعًا وَلَا تَفَرَّقُوا ۗ وَاذْكُرُوا نِعْمَتَ اللَّهِ عَلَيْكُمْ إِذْ كُنْتُمْ
 أَعْدَاءً فَأَلَّفَ بَيْنَ قُلُوبِكُمْ فَأَصْبَحْتُمْ بِنِعْمَتِهِ إِخْوَانًا وَكُنْتُمْ عَلَىٰ شَفَا حُفْرَةٍ مِنَ
 النَّارِ فَأَنْقَذَكُمْ مِنْهَا ۗ كَذَلِكَ يُبَيِّنُ اللَّهُ لَكُمْ آيَاتِهِ لَعَلَّكُمْ تَهْتَدُونَ

“And hold all of you to the rope (religion) of Allah, and do not divorce

¹² Agustien Ahungsehiwu Aling, Daud M. Liando, Very Y. Londa , Manajemen Kepegawaian Badan Kepegawaian Daerah, Pendidikan dan Pelatihan Kabupaten Kepulauan Sangihe (Studi Tentang Pengangkatan Pejabat Struktural Eselon IV), 2017, E-Jurnal Administrasi Publik, Vol 3, No 45 hlm 1-18

you, and remember this' God of Allah to you when you first (the time of Jahiliyah) hostile to the enemy, then Allah unites your heart, then be you because of this Allah's people brothers and sisters; and you have been at the edge of the abyss of hell, and God saved you from it. Thus Allah explained the verse of His verse to you, that you might receive a clue. “

From the verse Ali-Imran 103 we can understand that we are encouraged to unite and strengthen each other so that it is not easily destroyed.

c. Actuating

Serves to increase the effectiveness and efficiency of work optimally and create a harmonious and dynamic work environment. Leadership provides how managers direct and influence subordinates, how to make other people do their jobs essentially. By creating the right atmosphere, managers help their subordinates to work their best. Leadership includes mobilization (actuating) that is doing mobilization and giving motivation to subordinates to do their tasks. Actuating is to make all group members want to work together, to work sincerely and are passionate about achieving goals in accordance with planning and organizing efforts. The evidence:

وَلْتَكُنْ مِنْكُمْ أُمَّةٌ يَدْعُونَ إِلَى الْخَيْرِ وَيَأْمُرُونَ بِالْمَعْرُوفِ وَيَنْهَوْنَ عَنِ الْمُنْكَرِ وَأُولَئِكَ هُمُ الْمُفْلِحُونَ

“And let there among you (a party) that invites people to virtue, sent to ma'ruf and forbidding evil, they're the lucky ones”.(Surah Ali Imron: 104)

According to verse, it can be assumed that there must be someone from a group who invites, regulates, instructs on a better way and prevents damage.

In this case, Actuating has two indicators, namely:

- 1). There is motivation from the leadership. When subordinate morale decreases, a manager immediately considers alternatives to push back their morale by understanding the factors that cause subordinate morale to decline.
- 2). There is a coordination meeting. With regular coordination meetings held, can overcome and solve problems that occur.¹³

d. Controlling

Supervision is often also called control that is one of the management functions in the form of conducting an assessment, if necessary make a correction so that what the subordinates do can be directed to the right path with the aim of achieving the goals outlined earlier. In carrying out controlling activities, superiors conduct examinations, match them, and try to make the activities carried out in accordance with the predetermined plan and the objectives to be achieved. Controlling is the measurement and improvement of the work of subordinates thus, Plans that have been made to achieve the objectives can be held. The argument of the Word of Allah SWT in the letter At Tahrim (66: 6)

يَا أَيُّهَا الَّذِينَ آمَنُوا قُوا أَنْفُسَكُمْ وَأَهْلِيكُمْ نَارًا وَقُودُهَا النَّاسُ وَالْحِجَارَةُ عَلَيْهَا
مَلَائِكَةٌ غِلَاظٌ شِدَادٌ لَا يَعْصُونَ اللَّهَ مَا أَمَرَهُمْ وَيَفْعَلُونَ مَا يُؤْمَرُونَ

“Hi, who believe, keep yourselves and your families from a Fire whose fuel is men and stones; the guards are angels who are rude, harsh, and do not disobey Allah against what He commands them and always do what is commanded “.

¹³ Yusni Syamsidar, Ernawaty, *Pengelolaan Usaha Ekonomi Desa/Kelurahan Simpan-Pinjam (Ued/K-Sp) Di Desa Gabung Makmur Kecamatan Kerinci Kanan Kabupaten Siak*, Jurnal Online Mahasiswa, Bidang Ilmu Sosial dan Ilmu Politik, Vol 1, No 2, 2014, hlm 2-7

Based on, verse it can be assumed that we must maintain, supervise, care for each of us so that we do not disobey God and always do what God commands. In accordance with the Controlling function which has the following indicators:

- a. Determining achievement standards
- b. Measuring achievements that have been achieved so far
- c. Comparing the achievements that have been achieved with achievement standards
- d. Making improvements if there are deviations from the predetermined achievement standards.¹⁴

5.2.3. “Kajian Jumat Malam”

In printing community cadres who are knowledgeable, also proficient in discussions, UNIDA Gontor always conducts activities in the form of studies, seminars, training so that students also have skills in expressing their opinions. Then from that UNIDA Gontor makes an agenda compulsory namely “Kajian Jumat Malam” or also called weekly discussion of Islamic studies, to build awareness about the process of integrating science by bringing together the general study and Islamic study students.

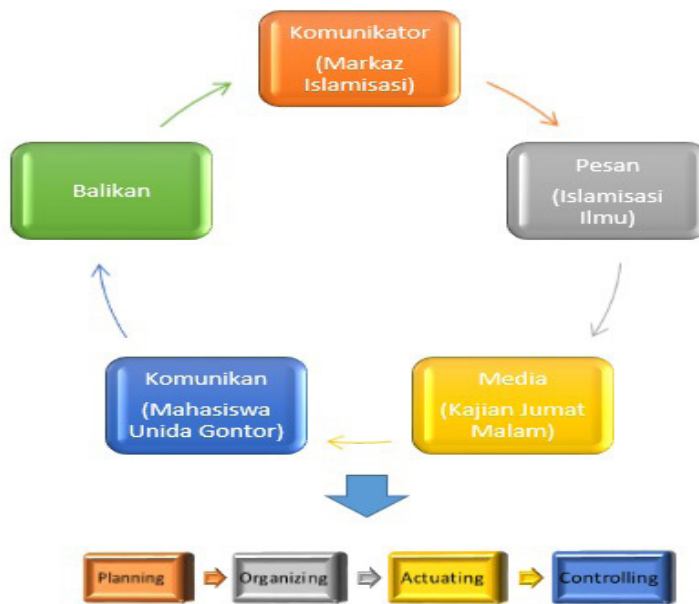
At the beginning of its history, the “Kajian Jumat Malam” was a program launched by the Student Council (DEMA) during the ISID period. At the beginning of the period, the study was held on Monday and Thursday at dawn. But over time this study did not work as it should. So in 2014 when ISID transformed into Gontor at the direct command of Ust. Hamid as Vice Rector II UNIDA Gontor ordered to hold a “Kajian Jumat Malam” under the authority of Markaz Islamization.¹⁵

¹⁴ Ibid 11

¹⁵ Wawancara dengan Sofwan Muttaqin (Staff Markaz Islamisasi), 14 Januari 2019, di Masjid Jami’ Unida Gontor.

5.3. Theoretical Framework

Theoretical foundation framework in this study can be illustrated in picture 1



picture 1. Framework Theoretical research

In this study the researcher will examine how communication management Markaz Islamization in the holding of the “Kajian Jumat Malam” consists of four Management Functions according to George R. Terry Namely planning (planning), organizing (organizing), moving (actuating), supervising (controlling).¹⁶ Markaz Islamisasi has a message in the form of Islamization of science (message) with the “Kajian Jumat Malam” as a medium where Unida Gontor students as the recipient of the message (communicant).

¹⁶ George R. Terry alih Bahasa : Winardi, Asas-asas menejemen,P.T ALUMNI Bandung,2012, hlm 37

6. METHODOLOGY OF STUDY

6.1 Kind of Research

Type of research that will use in this study is qualitative descriptive. Qualitative descriptive research is one of the types of research included in this type of qualitative research. The purpose of this study is to reveal events or facts, circumstances, phenomena, variables and circumstances that occur when the study takes place by presenting what actually happened. This study interprets and describes the data concerned with the current situation, attitudes and views that occur in a society, between two or more circumstances, the relationship between variables that arise, differences between existing facts and their influence on a condition, and so on. Therefore, researcher is interested in obtaining data and patterns of communication management at Markaz Islamization in organizing “Kajian Jumat Malam”

6.2 Subjects of Research

The subject in this study was determined based on the characteristics:

- a. Director of Islamization for the period of 2016-2017 which was responsible for the “Kajian Jumat Malam” of UNIDA Gontor
- b. Unida Student in Semester 8 who was a mentor in the “Kajian Jumat Malam” period 2016-2017,
- c. Markaz Islamisasi staff responsible for the “Kajian Jumat Malam”.

Based on the characteristics, the subjects in this study consisted of 4 people, namely Ustadz Nofriyanto S.Pd.I, M.Ag (the person in charge of the “Kajian Jumat Malam” period 2016-2017) as people who received the mandate directly from the Director of Islamization. Ahmad Iqbal S.E and Kamalurroviq S.E as mentors for the “Kajian Jumat Malam” Period 2016-2017. And finally Sofwan Muttaqin as staff of the Markaz Islamisasi in charge of the “Kajian Jumat Malam”.

6.3 Scope of Research

The location of this study took place at the UNIDA Gontor campus in Siman. The selection of the location of the study which took place at UNIDA Gontor was because the santri student system and its dormitory facilitated the socialization of Islamization programs. The ideals of UNIDA Gontor who wanted to become the center of Islamization of science.

6.4 The Technique of Collecting Data

Data of Collection techniques used in this research is Interview Technique, Observation Technique, Documentation Technique. To get data and valid data source, the resource in this research divided into three divisions, as follows :

a. Interviewing Techniques

Researchers conduct their own observations or interviews with subjects and research objects. Therefore, researcher still play a major role as a research tool. For this reason, researchers go directly to the field and are directly involved in conducting observations and interviews with objects or subjects, and students as key informants in this study. In this study obtained through data sources, namely primary sources and secondary sources. Research data in the form of documentation and the results of interviews with several key informants, namely staff markaz Islamization, observation, and documentation.

Interviews in this study were used to find out or obtain information relating to the focus of the research namely communication management Markaz Islamization in the holding of the “Kajian Jumat Malam”. The interview was conducted by question and answer while face to face between the questioner and the informant. Although interview is a conversation process in the form of question and answer, this can be used to get the desired information.

The interview with Ust Nofriyanto took place on 10 March 2019 at the office of the Markaz Islamisasi by obtaining the recapitulation data absent from the “Kajian Jumat Malam” period 2016-2017, SOP data review “Kajian Jumat Malam”, interview with Ahmad Iqbal at the UNIDA Transport Office Gontor on March 24, 2019 obtained data on how to become a mentor and how many times to be a mentor, and interviewed with staff of the Markaz Islamisasi Sofwan Muttaqin January 24, 2019 at the Jami Mosque ‘UNIDA Gontor obtained background data review of “Kajian Jumat Malam” and the Deputy Chancellor’s mandate to review “Kajian Jumat Malam”.

b. Observation Technique

Observations were made to get data on how the discussion was carried out by the mentor, briefing the Markaz Islamisasi to the review mentor on “Kajian Jumat Malam”

The duration of observation is 3 months from January 15 to March 29, 2019, observations were carried out at UNIDA Gontor.

c. Documentation Technique

Researcher conducted for and utilize notes written or documentation owned by Markaz Islamization. This is to support the completeness of the data in this study.

The documentation obtained in this study is the history of UNIDA Gontor, Vision, Mission, documentation of “Kajian Jumat Malam” attendance study recapitulations for the period 2016-2017, Standard Operating Documentation Study procedure “Kajian Jumat Malam”.

6.5 Technique of Data Analysis

The researcher will use the GR Terry model in data analysis. Beginning with data collection, the next if the data has been collected will be reduced, i.e. summarizing, sharpening data, looking for the

main things to be used and discarding unnecessary data. If the data is already managed, then it will be displayed in a more specific form (display), so that researchers will be easier in presenting data. Then conclusions can be drawn and can be verified.¹⁷

This study uses a constant comparison method or the Constant Comparative Method called Grounded Research in analyzing data. In general, analysis of the data includes:

1. Unit data reduction

- a. Identifications. Initially identified the smallest part in the data that has meaning when it is associated with the focus and research problems.
- b. After the unit is obtained, the next step is to create a code which means giving the code to each unit so that the data can be traced, and from which source

Data reduction in this study was conducted by sorting and selecting data relating to the “Kajian Jumat Malam” at UNIDA Gontor to be used as material for analysis.

2. Categorization

- a. Arrange categories. Categories are attempts to sort out each unit into parts that have similarities.
- b. Each category is given a name called a label.

Selected data relating to the “Kajian Jumat Malam” were then given separate sections that matched the similarity and were labeled.

3. Synthesis

- a. Synthesis means finding links between one category and another.
- b. The link between one category and another is labeled.
Data that has been categorized and labeled then searched for links between each other.

¹⁷ Jill Hussey and Roger Hussey, *Business Research*, New York; Palgrave, 1997. p.248.

4. Compiling the Work Hypothesis

This is done by formulating a proportional statement. The work hypothesis should be related to simultaneously answer research questions.¹⁸ Afterwards the data is processed in such a way that the initial hypothesis can be taken which will be a research question

6.6 The validity of the data (credibility)

To obtain the validity of the data, (credibility) examination techniques are needed. The implementation of inspection techniques is based on a number of certain criteria. Credibility basically replaces the concept of internal validity from non-qualitative. This criterion functions as; (1). Carry out cheating in such a way that the level of trust in the discovery can be achieved. (2). Demonstrate the degree of trust in the results of the discovery by way of evidence by the researcher on the double reality being studied.

The technique of checking the validity of the data is called *triangulation* that uses something else. It uses triangulation, researchers can check their findings by comparing them with various sources, methods, or theories. For that reason, researchers can do it by road.

1. Submit various variations of questions.
2. Check it with various data sources.
3. Make use of various methods so that data trust checking can be done.¹⁹

Triangulation of Data

Triangulation of data is essentially a multimethod approach carried out by researchers when collecting and analyzing data. The basic idea is the phenomena studied can be well understood so that

¹⁸ Moleong, Lexy J. Metodologi Penelitian Kualitatif, (Bandung; PT. Remaja Rosdakarya, 2016) p.288-289

¹⁹ Ibid., p.332.

high levels of truth can be obtained if approached from various angles.

Includes three things, namely²⁰:

1. Triangulation method,
2. Triangulation of data sources,
3. Triangulation Theory.

In this study the validity of the data is done by means of method triangulation and source triangulation:

1. Triangulation Method

Triangulation method is done by comparing information / data with different methods. For example, comparing data obtained from interviews with observations. Compare data obtained from free interview methods and structured interviews.

The method of triangulation in this study was carried out by using the method of observation, interviews and documentation. It was to obtain data on absenteeism recapitulation on “Kajian Jumat Malam”, data on licensing SOPs for “Kajian Jumat Malam”, data on the organizational structure of the Markaz Islamisasi. Researcher then compared the data obtained through observation with data obtained by direct interviews and data obtained through documentation. Research activities carried out for approximately 3 months starting from 15 January - 29 March 2019.

2. Triangulation of Data Sources

Exploring the truth of data / information through various different data sources. For example, in addition to utilizing data from interviews and observations, researcher can use participant observation, written documents, historical documents, archives, official records, personal notes, writings

²⁰ Sugeng Pujileksono, Metode Penelitian Komunikasi Kualitatif (Malang : Intrans Publishing, 2016), hal.144

and pictures, photographs.

An interview with Ustadz Nofriyanto was held on Sunday 10 March 2019 at the office of the Markaz Islamisasi UNIDA GONTOR, it obtained data on recapitulation of the “Kajian Jumat Malam” absence and how the POAC was conducted at the “Kajian Jumat Malam”. Interview with Mentor Ahmad Iqbal and Kamalurroviq conducted on March 24, 2019 at the UNIDA Transport office Gontor, it obtained data on how many times became a mentor and how to do the mentoring from the beginning of the Study to the closing. An interview with Sofwan Muttaqin was carried out on January 14, 2019 at the Jami Mosque ‘UNIDA Gontor to obtain data on the history of the “Kajian Jumat Malam”.

CHAPTER II

OBJECT OF RESEARCH

2.1 UNIVERSITY OF DARUSSALAM GONTOR

As one part of a religious education institution called Pondok Pesantren, UNIDA Gontor implements a dormitory system. This is a characteristic of the pesantren education system and therefore student caregivers are clerics. In this case the student caregivers are Dr., KHA Abdullah Syukri Zarkasyi, MA, KH Hasan Abdullah Sahal, KH Syamsul Hadi Abdan, assisted by the Chancellor and Deputy Chancellor for academic and student affairs.

As with the pesantren system, Gontor's UNIDA campus has not only three education centers, but four education centers consisting of mosques as activity centers, kyai as a central figure, dormitories as incarnations of society and family, academic activities as formal education. With these four education centers, lecturers and students can live together under Islamic values such as sincerity, simplicity, independence, Islamic faith, and freedom. All these and other Islamic values, control all daily activities on the campus with this dormitory system. This system is specifically designed to be an educational environment where students can interact with lecturers to draw on their experiences and thoughts directly. In addition, in the dormitory system students have a Student Council (DEMA) to take care of their own activities, in order to develop their spiritual, intellectual, and physical potential, including applying the rules and disciplines they organize themselves under the guidance of the Directorate of Nursing. On this boarding campus with all the ingredients, students can freely carry out activities in all fields according to their respective interests and talents under the guardian lecturer.

Because academic and non-academic activities are integrated in the system, the academic achievement and non-academic support of students is

combined. So that the overall potential and achievements of students in all fields during their study at UNIDA Gontor can be known and evaluated. This is also to develop students' intellectual, spiritual and physical potential in a balanced and comprehensive manner.

2.1.1 History

Located in the middle of a stretch of rice fields in a village in Ponorogo, East Java Indonesia, University of Darussalam Gontor, or abbreviated as UNIDA Gontor, is a unique university compared to such universities in the country. It was because it implements a boarding system designed for effective and efficient learning. In the boarding system, Arabic and English are used as an introduction to teaching and communication between lecturers and students. In the dormitory system, scientific, spiritual and entrepreneurial activities can be carried out easily, so that a community and a scientific tradition will be created from the community.

University of Darussalam Gontor is the ideal of three scholars who founded Darussalam Modern Gontor Pondok, namely KH Ahmad Sahal, KH Zainuddin Fannani, and KH Imam Zarkasyi (known later as Trimurti). With the inherited land capital of parents, plus sufficient funds, they in 1926 with a strong determination began to open a low education institution called Tarbiyatul Atfal which was then upgraded to 1936 into secondary education namely Kulliyatul Muállimin al-Islamiyyah (KMI).

Although KMI has been growing rapidly, the effort to go to university continues to surge. In 1942 the first attempt that could be made was to establish higher education called Underbow and Bovenbow as a continuation for KMI graduates.

After independence and perceived educational activities as normal, the founders of Pondok Modern Darussalam tried to keep trying to realize the ideals of establishing a university. In 1958, they

were determined to unanimously endorse the educational institutions. They established for Muslims. This educational institution was no longer the property of the founders and their families. In the Waqf Submission Charter the Trimurti ideal is written so that the represented Gontor Pondok Modern is developed into a meaningful and quality Islamic university and is the center of Islamic and Arabic language studies.

As Wakif, the founders of Pondok Modern Darussalam are still trying to realize their ideals. For this reason, on 1 Rajab 1383/17 November 1963 a step towards achieving that goal was to establish the Institute of Education Darussalam (IPD). Due to limited resources, the IPD can only open two faculties, Ushuluddin and Tarbiyah. In his inauguration speech, KH Imam Zarkasyi, the Chancellor's official, stated that this institute must be like the al-Azhar University in Egypt which for centuries has continued to be the center of Islamic studies in the world and has survived as time changes. He also expect that the Institute will follow in the footsteps of Aligarh Muslim University in India which is a symbol of the rise of Islam because it integrates Islamic science and science. In addition, he also expect that his caregivers and lecturers will be as sincere as the scholars in Shanggit, Africa. With all that strength, the Gontor College is expected to be able to emulate Shantiniketan in the past century which taught the world from a peaceful, remote place.

Until 1985, when KH Imam Zarkasyi (the last founder) passed away, IPD still could not increase to become a university even though he continued to graduate undergraduate programs in both fields. In 1994, the Institute took a small step by establishing the Syariah Faculty, the IPD was given a new name, the Institute of Islamic Studies Darussalam (ISID). Two years later, in 1996, ISID occupied a new campus in Siman, Ponorogo. With the establishment of a new campus that is separate from the KMI campus, ISID began to run intensively,

independently, and integrated. Even in 2010, ISID successfully opened the Postgraduate Program. While the Study Program (Prodi) in each faculty continues to be added and improved so that it comes accredited.

The construction of the new campus in Siman has also opened up greater opportunities to realize the mandate of the waqf of the founders of Pondok Modern Gontor, namely establishing a university. Based on the decision of the Waqf Board and the instructions of the Chairperson of the Modern Pondok Darussalam Gontor, in 2013, the Establishment Committee of the University of Darussalam Gontor was formed. With hard work, the help of various parties, and the full support of the Chair of Gontor Modern Cottage, University Darussalam Gontor, it was officially established with the issuance of the Republic of Indonesia Minister of Education and Culture Decree Number 197 / E / O / 2014 concerning the Establishment of Darussalam Gontor University dated July 4, 2014. Then, on Saturday, September 18, 2014, the inauguration of the University of Darussalam Gontor was held by the Secretary General of the League of Islamic World Universities, Prof. Dr. Ja'far Abdussalam, at the Gontor Darussalam Modern Cottage Meeting House.

2.1.2 Badge



1. CoatArms of the University of Darussalam Gontor is in the form of a Gate with the Qur'an in front of it.
2. The gate symbolizes the journey of reaching knowledge. Darussalam Gontor University is the "Knowledge Gate."

3. The number of shower layers symbolizes the foundation of 6 pillars of faith. This means that the basis of getting knowledge is knowledge.
4. The number of gateways symbolizes the University's Five Souls which means printing human beings with the spirit of sincerity, simplicity, independence, Islamic Law, freedom.
5. Blue and green: Blue means elegant, firm, spacious and modern; often associated with technology and science. Green (Tosca) means dynamic and harmonious and is often associated with a friendly and peaceful environment, Islam (Darussalam). From the combination two colors on the logo shows the integration of technological science and Islam.
6. The meaning of the logo: University Darussalam Gontor is the gateway of enforcement towards the creation of human beings who have four characters of Noble Morality, Healthy Being, Knowledgeable Knowledge, Free Thinking or Creative putting things in proportion or just. With the height of morals and the breadth of knowledge based on faith, one can gain or achieve wisdom.

2.1.3 Vision, Mission, Objectives

VISION : To be a qualified university that integrates science and technology and humanities into Islamic sciences and maintains the modern development.

MISSION: To carry out the activities of higher learning in order to develop science, technology, humanities from the Islamic perspective to respond to the global challenges. To play an important role in developing science, technology and arts through research and social services in order to develop Islamic civilization for the welfare of the Ummah and the nation of Indonesia.

AIM : To produce pious Muslim, who has noble character and wide knowledge and capability to deepen and develops his

knowledge creatively and innovatively to solve the problems of the “Ummah” and the nation, ready to compete through the programs of diploma, bachelor, master and profession nationally and internationally. To be the center of scientific development, technology and arts based on Islamic values to respond to the global challenges. To produce anticipative and adoptable research that is valuable for management in order to compete with future challenges.

2.2 Markaz Islamization of Knowlegde

Institutions that regulate all Islamization activities at Gontor UNIDA campus. Markaz Islamization has the motto “Integrating the natural and human sciences with Islamic sciences”.

Vision:

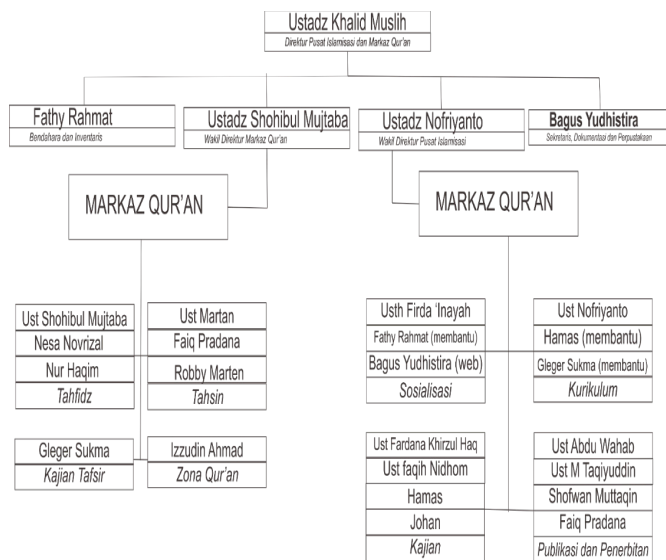
1. To become a leading university that integrates science, technology and human sciences with Islamic sciences and keep abreast of the times in 2030.
2. Play an active role in developing science, technology and art through research and community service to advance Islamic civilization for the sake of prosperity Indonesian people and nation.

Mission:

1. Organizing higher education activities in order to develop science, technology, humanities and an Islamic perspective that challenges global challenges.
2. Take an active role in developing the science of technology and art through research and community service in order to advance Islamic civilization for the welfare of Indonesian people and nations

THE STRUCTUR OF MARKAZ ISLAMIZATION UNIDA GONTOR

Picture 2.1



CHAPTER III

SUBJECT OF RESEARCH

The research subjects are things, things or people where data for research variables are attached, and which are disputed. In a study, the research subject had a very strategic role because in the research subject, that was the data about the variables studied. In the qualitative research of respondents or research subjects referred to as informants, namely people give information about the data desired by researchers related to the research being carried out²¹. The research subjects in the study were those who led the Unida Gontor (Director) scientific shield mark, as well as staff who served in it.

The researcher has several criteria to determine the subject of research needed: 1.) Director of Islamization of Science Unida Gontor 2.) Staff in charge in the “Kajian Jumat Malam” section 3.) 8th semester mentor for the period 2016-2017. Based on these criteria the research subjects in this study were:

1. Ustadz Nofriyanto
2. M.Shofwan Muttaqin
3. Ahmad Iqbal
4. Kamalurroviq
5. Ihsan Iskandar

Nofriyanto, S.Pd.i, M.Ag was born in Bengkulu, November 10, 1989 (30 years). Spending his childhood and elementary school at SDN 94 Kota Bengkulu 1996-2002, then continued MTS and MA at Pondok Modern Nurussalam Ciamis West Java 2002-2008. Become a teaching staff for a year in Nurussalam Ciamis. Continuing his undergraduate study at Ma’had Aly an Nuur Liddirosat al Islamiyah, Islamic Education at At Tahiriyah Islamic

²¹ Arikunto, Suharsimi. 2016. *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta, hlm 16

University Jakarta 2009-2013. Completed further S1 UNIDA Gontor PKU VII while taking the 2013-2015 Postgraduate program. Now serving as Head of Subdivision of the Curriculum of the Directorate of Islamization of the University of Gontor.

Muhammad Kamalurrofiq born in Nganjuk November 1, 1995. Graduate UNIDA Gontor 2018. Taking a Business Management study program at the Faculty of Economics and Management. Now he has been a secretary in department of Business Management Unida Gontor.

M. Shofwan Muttaqin was born in Tegal, August 16, 1996. He received a childhood education at Bedug Elementary School 02 Tegal 2003-2008. Then continued at Muhammadiyah Boarding School Middle School Yogyakarta 2008-2011. He graduated from KMI Gontor 2015. Now he is a student of Qur'an Science and Interpreter of Unida Gontor as well as a staff member for the publication and publication of the Director of Islamization of Unid Gontor Science.

Ahmad Iqbal was born in Jambi, July 16, 1994. Graduate of Unida Gontor 2018. Taking the Islamic Economics study program at the Faculty of Economics and Management. Now it is a staff of the Student Academic Administration Bureau.

Ihsan Iskandar was born in Medan, July 4, 1997. He received basic education at Angkasa 1 Medan Elementary School, MTS EX PGA Medan, MAN 1 Medan, and now takes an International Relations study program at Darussalam Gontor University.

The researcher chose the five people because they fit the required criteria. Ustadz Nofriyanto was in charge of Markaz Islamization and Sofwan Muttaqin as Unida Gontor's Islamic staff, Ahmad Iqbal, Kamalurroviq, Ihsan Iskandar as the "Kajian Jumat Malam" Mentors.

CHAPTER IV

DISCUSSION

Every good organization certainly has good communication management. Good communication management is the main foundation if the organization wants to succeed in carrying out the planned vision and mission. To realize good communication management, it must have four stages consisting of Planning, Organizing, Actuating, Controlling.

1. Planning

Planning can be defined as determining in advance what to do. In planning involved determinant elements which means that in the planning implicit decision making. Therefore, planning can be seen as a process in a framework for making decisions and preparing a series of subsequent actions in the future. A good plan will formulate the goals and objectives to be achieved. Planning is a collection of decisions. Planning is a process to determine the plan (plan).²² In this study planning has four indicators, namely: Setting goals, formulating objectives, setting strategies, developing sub plans to be coordinated. **The first indicator** of planning is setting goals, this is a very important principle or foundation in an organization. Based on the results interviews and observations on the activities of the study on “Kajian Jumat Malam” the mark of the Islamization of knowledge of Unida Gontor is known that their target in the study this “Kajian Jumat Malam” was Unida Gontor students in general. Reinforced by the statement of Nofriyanto (30 years):

“The main target is Unida students as a whole to deepen the Islamization lecture material which is the Unida compulsory subject matter. Deepening and developing what has been learned in class.”²³

²² Ismet Muammer, eJournal Ilmu Komunikasi, Volume 3, Nomor 3, 2015, Hlm 386-401

²³ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul

Based on the results of the interview, it was found that the target that set by the Islamic Islamization in the “Kajian Jumat Malam” was all UNIDA Gontor students from semester 1-8. Why should all students be involved, this is because all students are considered to take compulsory Islamic courses in their respective study programs. Therefore, it was enough to become the basis that all students must be involved in the study this “Kajian Jumat Malam”.

This research is in line with previous research on “Organizational Communication Strategy between Post and Post Management Restructuring Subordinates” (Case Study in DetEksi Jawa Pos) shows that employees at Deteksi rely on oral communication directly and uses techniques canalizing to deliver their messages to superiors. That is a way that is done by the communicator by knowing in advance the reference / knowledge and experience possessed by the communicant, then the communicator composes the message and the method according to it. Thus, the communicant can receive the message conveyed by the communicator. Then, the communicator slowly changes the mindset and attitude of the communicant in the direction the communicator wants. Unlike the supervisors, the subordinates of DetEksi Jawa Pos rarely use the media as an intermediary for channeling messages.²⁴

The goal is very important to be determined in advance to build communication. By setting goals we become more focused and efficient in preparing any strategies that are necessary if the target can be as we want.

In connection with the set target of communication, Allah says in Surah Al-Hashr verse 18:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِإِعَادٍ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ

09.40 WIB

²⁴ Wisyesa Syasyikirana, *Strategi Komunikasi Organisasi antara Atasan dan Bawahan Pasca Restrukturisasi Manajemen*” (Studi Kasus pada DetEksi Jawa Pos), Commonline, Vol 2, No 1, 2013,

“Hi who believe, fear Allah and let each self pay attention to what he has done for tomorrow. “

As a Muslim we must pay attention or prepare carefully what we will do in the future. This paragraph is in accordance with the function of setting a target or target to regulate the steps to be achieved.

The second indicator from planning is to formulate the objectives of the study held “Kajian Jumat Malam”. After setting the target to be addressed, the next step is how the mark of Islamization of knowledge in Unida Gontor formulated the purpose of “Kajian Jumat Malam”. The purpose of “Kajian Jumat Malam” as a deepening of the material students had received in class. In harmony with the vision and mission of Markaz Islamisasi of Unida Gontor who wants the implementation of higher education activities in order to develop science, technology, humanities and Islamic perspectives that respond to global challenges. “Kajian Jumat Malam” was established as a forum for students to discuss and deepen the Islamization of science. To facilitate the achievement of objectives, a Standard Operating Procedure (SOP) was made.. This was confirmed by the statement of the person in charge of “Kajian Jumat Malam” Nofriyanto who said:

“We are making SOP (Standard Operating Procedure) related to this “Kajian Jumat Malam”.”

Markaz Islamisasi UNIDA Gontor established a Standard Operating Procedure in organizing the “Kajian Jumat Malam” specifically related to student licensing as follows: :

1. For UNIDA Gontor students who are unable to attend for reasons of illness, or have clear reason and cannot attend the “Kajian Jumat Malam, can request permission recommendations to the office of the Islamization Markaz of the Old Main Building 106
2. For students who are well-intentioned to ask permission not to

follow it will get a value of 2 points.

3. Licensing time does not take part in discussions can be done at office hours or in the morning at 08.00-14.00. no later than Friday afternoon.
4. For students who did not take part in the discussion due to having a Dema, UKM, Study Program, Faculty or UNIDA campus program the last deadline for permission was Thursday night at 21.00 WIB. With a note carrying a permit letter signed by the head of the department or dean or authorized.
5. For students who are not present in the “Kajian Jumat Malam”. Than there is no permission, then it is considered a hoax and there is no opportunity to replace attendance in the form of a resume.

Judging from its function, the Standard Operational Procedure (SOP) functions as a series of written instructions that are standardized regarding various processes for organizing organizational activities, how and when to be carried out, where and by whom it is carried out.²⁵ This research is in line with the research entitled *Compliance with Standard Hand Hygiene Operational Procedures for Nurses in Hospital Inpatient Rooms*. Based on the results of observations using the SPO checklist, almost all the steps of hand washing based on SPO are still relatively low, ranging from 36% -42%. Having WHO obey hand washing must be above 50%. This is in accordance with the theory which states that many health workers are not obedient to hand washing procedures, for various reasons including infrastructure and hand washing equipment is less strategic, too busy, hands do not look dirty, already use gloves, skin can be irritated if too frequent hand washing, and hand washing spend a lot of time. Washing your hands during the implementation of the healthy action is the most effective way to prevent the occurrence of nosocomial infections in the hospital environment. Health workers are the most vulnerable because 24 hours

²⁵ Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 35 Tahun 2012 Tentang Pedoman Penyusunan Standar Operasional Prosedur Administrasi Pemerintahan

accompany patients, thus taking a considerable role in contributing to the prevention of nosocomial infections.²⁶

AllahTa'ala says,

وَمَا خَلَقْتُ الْجِنَّ وَالْإِنْسَ إِلَّا لِيَعْبُدُونِ

“And I did not create jinn and men but that they worship Me (only)”(QS. Adz-Dzaariyaat: 56).

The verse above explains that our existence in this world is not without purpose and purpose. We have a purpose to worship Allah Ta'ala alone. This goal needs to be established so that people do not lose direction and have something to aim for. Likewise, when communicating, a communicator must first determine who the communicant he is going to be to develop the appropriate strategy so that the message can be received and returned in accordance with the intent of the communicator.

The third indicator of planning is to set the right and efficient strategy so that the plan that has been prepared can run as expected. In conducting communication management, the person in charge and the study team on “Kajian Jumat Malam” also established a strategy that was considered suitable and efficient. This is reinforced by Nofriyanto’s statement:

“First, we made the SOP, the two technically taken by students are divided into small groups based on study programs to facilitate data collection. For the first semester the material is adapted to the Islamization material taught in class. And so on. The 7th semester is used as a mentor to practice skills and lead as well as mastery of the material. The target is to set an example for its members. Sosialization is usually through Whastapp, or we print posters, and it is announced through CID.”²⁷

²⁶ Neila Fauzia , Anis Ansyori , Tuti Hariyanto, *Kepatuhan Standar Prosedur Operasional Hand Hygiene pada Perawat di Ruang Rawat Inap Rumah Sakit*, Jurnal Kedokteran Brawijaya, Vol. 28, Suplemen No. 1, 2014, Hlm 95-98

²⁷ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

The results of the researchers' observations found in the "Kajian Jumat Malam" there were frequent violations in the form of the absence of members and mentors. On several occasions there were study groups whose mentors did not come. So that as an initiative from the Markaz Islamisasi told them to join other groups with mentors. This is a strategy from the Markaz Islamisasi to keep the study group running and no unattended discussion. This research is in line with previous research entitled "*Walisongo in the da'wah communication strategy*" explaining Walisongo was considered as a figure of Sufi scholars who were psychologists at the same time because they were able to read the phenomena of the people who at that time had Hindu and Kejawen beliefs. However, Walisongo is individuals formed through the basics of Sufic Islamic values that have wisdom in behaving and having strong faith, so that personally, the trustees can easily adapt to different socio-cultural environments. While socially, the trustees are easily accepted by the community even if they give different religious views. In the end, Walisongo colored various devices of life in the fields of social, cultural, educational (pesantren), even government, until finally Islam really became the majority religion in Java.²⁸ This proves the importance of the strategy in communicating in order to successfully deliver the message to the intended person.

The fourth indicator develops a sub-plan to be coordinated. Markaz Islamization has various plans to be realized in accordance with their respective fields. In the study on "Kajian Jumat Malam", there were several step by step that had to be coordinated with the study mentors for the same perception between Islamic scholars and mentors. In accordance with Nofriyanto's statement:

"Our mentoring is divided into two. In the beginning all the mentors were collected for enrichment related to the material for one semester of study. Usually the first meeting is the general opening of the study. These mentors also have a special study filled by WR 1 ust Hamid or Director of

²⁸ Yuliyatun Tajuddin, Walisongo dalam strategi komunikasi dakwah, ADDIN, Vol. 8, No. 2, Agustus 2014, Hlm 367-390.

Islamization ust Kholid where there is a description of what will be studied later, how technical, the method. Every week the mentor was briefed by how each material was reviewed and given enrichment one week before the material was discussed. For this reason, two waves are made. The first wave became a mentor, the second wave followed a briefing. Before he became a mentor he had received material enrichment from the Islamization Markaz. If there is a change or there is innovation, it has been discussed in the mentor discussion forum.”²⁹

The briefing for the mentor was also reinforced by Ahmad Iqbal’s statement as the study mentor on “Kajian Jumat Malam” which said

*“Yes, here. There are 2 mentors for each discussion group. If I mentor my friend, the briefing is the opposite.”*³⁰

Based on observations made by researchers, there were a number of things that had been done but were not recorded in the study SOP “Kajian Jumat Malam”. For example: When the study begins and ends, How is the systematic mentor briefing carried out, Then what policy is given to the discussion mentor who is not present when their schedule becomes a mentor. Oprational Standards are also seen The procedures possessed by the Markaz Islamisasi still do not cover all activities or have not been detailed so that in the implementation there is a lot of confusion. Coordination between organizational parts is very important. Without coordination, it is impossible for an organization to run according to what it wants.

The conclusion about the planing of the markaz is that it matches the indicators. From the four stages of planning indicators that exist, the Markaz Islamisasi has fulfilled all indicators, starting from setting targets, formulating objectives, establishing strategies, developing sub-plans to be coordinated. In formulating objectives in the form of Operational Standards Procedures need to be raised and corrected, this is because the existing SOPs have not been detailed explaining how they should be mentors or

²⁹ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

³⁰ Ahmad Iqbal 24 tahun di kantor transportasi, Ahad 24 maret pukul 13.00 WIB

good study members and so on. SOP is one of the important instruments in planning.

2. Organizing

*“Personal satisfaction in doing work together with efficient relationships among persons, thus, they may be chosen tasks under the given environmental conditions for the purpose of achieving some goal or objective”.*³¹

Organizing itself has six indicators, namely: know the organization’s objectives, breakdown the work to be done into components activities, group activities into practical units, define clearly the tasks to be carried out and indicated by, assign qualified personnel, delegate the require authority to the assigned personnel. **The first indicator** is to find out the objectives of the organization from the Markaz Islamisasi Unida Gontor conducted a study on “Kajian Jumat Malam”. By knowing the purpose for which the event is held, it will be easier for the Islamization of Islam to formulate the right steps so that the target can be fulfilled. As revealed by the person in charge of the study on “Kajian Jumat Malam” Nofriyanto (30 years):

“For material enrichment / deepening of Islamization material taught in class. In addition, there is learning for all seven to train leaders as well as members who practice to be led. According to his philosophy “Ready to lead, and ready to be led”. Also adds skill in expressing ideas. Maybe when the class was limited. This was given a special term of one hour and a half to speak. Because the presentation was only five minutes and more questions and answers there.”³²

³¹ Muhammad Rifai, Muhammad Fadli, Manajemen Organisasi, Citapustaka Media Perintis, Cetakan pertama 2013, Bandung

³² Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

From the observations made by researchers, the existence of Islamic headquarters is a manifestation of Unida's motto as Fountain of wisdom. One of the ways to shape student character is to increase the amount of discussion media, studies, scientific seminars on Islamization of science. Where the Markaz Islamisasi has full control of all matters relating to Islamic Islamization. Sayyidina Ali bin Abi Talib once said:

الحق بلا نظام يغلبه الباطل بالنظام

“The truth that is not organized can be defeated by organized falsehood.”

When this reminds us of the importance of organizing and vice versa the danger of a truth that is not organized through concrete steps and strong strategies. Therefore, Markaz Islamisasi determined their goal for the study this “Kajian Jumat Malam” as a deepening of the material for what students had got in class.

Based on observations, there are still some things that need to be corrected, such as the lack of detailed SOPs and clarifying the functions of each part so that the implementation of the study becomes even better. This research is in line with previous research entitled “*Communication Management in Management of Regional Development Information*” (At the Public Relations Bureau and Regional Secretariat of Southeast Sulawesi Province) explained that communication management in the organizing stage becomes very important including the application of communication management in managing regional development information by the Public Relations Bureau and PDE Regional Secretariat of Southeast Sulawesi Province because it plays an important role in the development of a regional area. The application of communication management in managing regional development information by the Public Relations and PDE Bureau of the Regional Secretariat of Southeast Sulawesi Province requires proper organization so as not

to be vulnerable to various external changes so that development in the relevant sector can support accelerated structural change which is a prerequisite for stable and sustainable long-term development .³³

The Markaz Islamisasi has a purpose so that this “Kajian Jumat Malam” will become a media for students to discuss and apply Islamic values. For members they are trained to speak and listen. For mentors they are trained how to lead studies well.

The second indicator is to break down the work that must be done into a component / procedural activity. By breaking down the work that will be carried out, it will facilitate the markaz Islamization in the implementation of the “Kajian Jumat Malam”. In line with what Nofriyanto revealed as the person in charge of the study:

*“As far as I recall, there were 12 studies. The 1st meeting was for the opening, in which there was training for the mentors, while the students as members received general studies. Then the 2-11 discussion was 10 material in the class. The closing discussions were filled with general studies that had something to do with Islamization.”*³⁴

Markaz Islamization conducted a study on “Kajian Jumat Malam” 12 times. Where the first meeting was used for opening and debriefing in advance to all study mentors. Then in the second to eleventh meeting the content that have been determined at the beginning. At the end of the last meeting was a general discussion where the best mentors and members were taken. This has been running according to the existing planning and should continue to

³³ Bakri Yusuf dan Harnina Ridwan, “Manajemen Komunikasi Dalam Pengelolaan Informasi Pembangunan Daerah” (Pada Biro Humas Dan Pde Sekretariat Daerah Propinsi Sulawesi Tenggara), *Jurnal Komunikasi Hasil Pemikiran dan Penelitian*, Vol. 4, No. 1, 2018, Hlm 50-64

³⁴ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

be maintained and even improved.

Allah Ta'ala Says :

إِنَّ الَّذِينَ ءَامَنُوا وَعَمِلُوا الصَّالِحَاتِ أُولَٰئِكَ هُم خَيْرُ الْبَرِيَّةِ

”Those who believe and do good works, they are the best of creatures.” (Surah al-Bayyinah, 98: 7). Humans who believe and work well, giving birth to great works that are beneficial to others.

This research is in line with previous researchers entitled “*Optimization of Project Implementation with Pert and Cpm Methods*” (Case Study of Twin Tower Building Post Graduate Undip) Expressing before the main activity of the project is implemented it must be broken down into detailed work component for critical path analysis. The purpose of dividing the scope of the project into its components, among others, is to increase the accuracy of the estimated period of completion of the project.³⁵

By breaking down the work into several components makes it easy for the Markaz Islamisasi to determine and carry out “Kajian Jumat Malam” studies with the help of mentors and staff on duty in each field.

The third indicator is to group activities into practical units. The Markaz Islamization has several staff who are given different assignments to facilitate the study on “Kajian Jumat Malam”. Some are in charge of documentation, conditioning and controlling the dormitory (driving students) and others. In accordance with the statement of Nofriyanto (30 years):

“In accordance with planning. We have their respective parts when there are discussions that are in charge of documentaries, preparing places,

³⁵ Eka Dannyanti, *Optimalisasi Pelaksanaan Proyek Dengan Metode Pert Dan Cpm (Studi Kasus Twin Tower Building Pasca Sarjana Undip)*, Fakultas Ekonomi University Diponegoro Semarang 2010

controlling students, to move students from dormitories to places of discussion, then there are also lecturers in each of the large groups. In general, it runs according to the job / task of each. Including if there are obstacles where the mentor is absent or its members ask us to join a group that has a mentor so that there is no discussion without guidance. ³⁶

By assigning people in charge of certain sectors it is very easy in organizing and coordinating from each line. The work becomes lighter and maximal. This must be accompanied by discipline and the person assigned must be an expert in the assignment. The lack of human resources owned by Islamic headquarters does not seem to allow ideal division of tasks so that many staff have more than one double job. Ferdy Roring in his research entitled “The Influence of Leadership, Division of Work and Compensation on Employee Performance at Manado’s Pt Bank Danamon Branch” revealed to measure indicators of division of labor, the following are important things:

1. The ability of employees to complete tasks.
2. Suitability of work with the ability of employees.
3. Volume of work.
4. Suitability of work with educational background.
5. The level of comfort of employees with work.³⁷

Many times Allah SWT has reminded us of this (mankind) that the work must be given to someone according to their respective expertise, so that their work can be maximized. Allat Ta’ala said:

قُلْ يَا قَوْمِ اعْمَلُوا عَلَىٰ مَكَانَتِكُمْ إِنِّي عَامِلٌ ۗ فَسَوْفَ تَعْلَمُونَ

³⁶ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

³⁷ Ferdy Roring, Pengaruh Kepemimpinan, Pembagian Kerja Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Bank Danamon Cabang Manado, Jurnal Manajemen Bisnis Dan Inovasi, vol.4 No.3. November 2017, Hlm.144-154

Say: "O my people, work according to your circumstances, verily I will work (also), then someday you will know, (az-Zumar: 39).

Giving authority and responsibility for the work of an organization must not be arbitrarily determined, but must be based on careful consideration with a rigorous selection process and sharp analysis in accordance with the job analysis and job description that has been predetermined.

The fourth indicator is to clarify the tasks that must be done and appointed by the person who regulates them Markaz Islamisasi understands the importance of the existence of mentors for smooth study. Therefore, at the beginning of the opening or meeting the mentors were given direction first, how and what should a mentor do In harmony with the words of Nofriyanto as the person in charge of Markaz Islamization:

"It was at the beginning of the meeting that the mentor enrichment was given. for ten future meetings, later a mentor This was asked to directly point out directly describing the theme of the discussion model that was raised and then divided by each theme for its members to adjust to the number of members."³⁸

By giving a mandate to study members to discuss each theme that has been determined through the approval of the mentor, it also trains members' sense of responsibility. Mentors must always check and be firm with the distribution of presentations that have been set together. From the results of observations carried out by researchers on the briefings carried out by Markaz Islamization to the mentors, it was still not optimal because often mentor briefings were not carried out on time because many mentors were late. This should also be emphasized because the mentor's discussion was important because there were many announcements and evaluations

³⁸ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

from the Islamic Board of Trustees regarding the performance of the previous week's review. The mentor can question the theme that will be discussed in the next study if he himself still has not mastered the theme.

The fifth indicator is to determine the right person in the assignment. In determining the person in the assignment, certainly Markaz Islamisasi has certain provisions as a condition that must be fulfilled by the person who will be given the assignment. This is to determine his own mentor Markaz Islamisasi choose semesters 7 and 8 because they were considered the most senior among the students and had taken all Islamization courses from semester 1-6 in previous semesters. This was confirmed by the statement of Nofriyanto (30 years):

“All must be ready. Because here the discussion is for learning. Each of them learns to complement each other's corrections. Learning is responsible. Not only talking in the field that he can. They are required to be able to speak in other problems. It was facilitated by a mentor who was asked to refer to this book, or the person concerned could come to the Islamization office because we also facilitated books that could be used as references. As for usually at the end of the discussion, knowing the closure, we deliberately chose people if they were most prominent in mastering this material as a prototype or a good example for members. Standing out here also has some of the first indicators of attendance, both rhetorical abilities and clarity of his argument. It is based on the recommendations of the mentors as well. Who is eligible to be a speaker in general studies.”³⁹

Markaz Islamization determined that the 7th and 8th semester as a mentor with the intention and purpose of being a role model as a semester below. Semester 7 and 8 have taken all existing Islamization courses in each semester so that they are expected to be able being a master each theme of discussion available at “Kajian

³⁹ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

Jumat Malam”. It is hoped that by becoming a mentor at his “Kajian Jumat Malam” they will practice responsibility for the fluency or not the study group has been entrusted. Indeed, sometimes there are mentors who can immediately understand the great mandate as the mentor. But also some still have mentors who rarely take part in “Kajian Jumat Malam” so that their members become neglected, Some mentors who have not been able to position themselves as mentors need to be paid more attention to by Markaz Islamisasi.

The sixth indicator is delegating the necessary authority to the assigned personnel. Islamic markaz gives authority or full control to study mentors to bring the study to life. As long as it is within reasonable limits and does not come out of the agreed SOP. Strengthened by the statement of Nofriyanto (30 years):

“Adapted to the SOP. Mentors are given the full right to be able to control the course of the discussion. Provided freedom in innovation adjusts to the results of the coordination meeting at the beginning. Example; set video when studying the history of civilization. It was the authority given by Markaz Islamization to the mentors to innovate so that the discussion became more alive. Although later there will also be an evaluation of the mark of Islamization when the enrichment on each week is based on reports on how the discussion proceeded. Not out of agreed SOP.”⁴⁰

Some study mentors even brought the media in the form of small whiteboards as a media of communication to their members. The Islamization markaz does not prohibit if mentors have their own way of explaining the theme of the study if it is deemed necessary to bring additional tools such as the small blackboard. But once again this must be coordinated in advance so that there is no misunderstanding between Markaz Islamization and the study mentors.

Ihsan Iskandar, an 8th semester HI student explained, he

⁴⁰ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

often brought a small blackboard to help explain the discussion material. To revive the study, he often threw cases in accordance with the main theme of the study and members had to answer their opinions. He explained that each time he would explain something first to make an analogy that could make the explanation he meant could be accepted by the minds of its members. Then, he entered the problems that occur in real life to remind urgency and make them understand because it concerns the problems of their daily lives.⁴¹

After observing the organizing indicator on the Islamic headquarters itself, it has carried out all the stages of the existing organizing indicators: know the organization's objectives, break down the work to be done into component activities, group activities into practical units, define clearly the duties to be carried out and indicated by qualified individuals, delegate the require authority to the assigned personnel. However, there are some technical issues which become obstacles in the implementation of organizing it has not been in accordance with planning. Constraints that occur include late mentors in briefings, mentors not present at the "Kajian Jumat Malam" so that members are displaced, so monitoring and evaluation is needed from Gontor's UNIDA Islamization Headquarters so that the organization of the "Kajian Jumat Malam" can run more orderly and better.

3. Actuating

Actuating is to make all group members want to work together and work sincerely and are passionate about achieving goals in accordance with the planning and organizing efforts.⁴² Actuating is an activity to move people in an organization to work to achieve

⁴¹ Ihsan Iskandar 21 tahun di asrama Ali bin Abi Thalib, Ahad 7 April 2019 Pukul 12.51 WIB

⁴² Ibid 12

a goal that has been the goal of the organization. Actuating in this study can be seen from two indicators: the motivation of the leadership, the existence of a coordination meeting.

The first indicator is the motivation of the leadership. With the presence of motivation from the director Markaz Isalmisasi will make the staff and its members who were initially slackened to be excited again.

“Every Sunday on 2016-2017 events. So in every “right” meeting there is an evaluation there, there is a kind of enrichment from the director regarding the course of the discussion.”⁴³

Allah says in the Qur’an:

إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ ۗ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۗ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا

Allah orders you convey the message to those who deserve it, and (told you) if you set a law among men so that you can determine justly. Surely Allah gives you the best teaching. Indeed Allah is Hearing,

Seeing from the above verse it is explained that a leader has a great mandate in controlling his members. A leader must be fair in determining his actions. One of the motivational tools of the leadership was carried out by holding regular meetings every Sunday between the Director of the Markaz Islamisasi and all the elements at the Markaz Islamisasi. The leader can also see the performance of “Kajian Jumat Malam” and assess whether it is in accordance with planning. The results of the observations also showed that after the motivation of the Vice Rector 1, Hamid Fahmy Zarkasyi, M.Pil., the students’ passion to take part in “Kajian Jumat Malam” increased. Students get excited in taking

⁴³ Nofriyanto 30 tahun di kantor Markaz Islamisasi UNIDA, Ahad 10 Maret pukul 09.40 WIB

part in the study. But rarely does the Vice Chancellor 1 motivate all students because of his busy schedule. Even if it continues to be echoed by the importance of this “Kajian Jumat Malam” to all students it will undoubtedly sink into the minds of students that this is indeed an important activity as important as they entering the lecture. This research is in line with previous research entitled “The Effect of Communication, Work Motivation and Work Stress on Teacher Performance of Al Azhar Bsd” revealing the importance of motivation given by leaders effective in reducing the stress level of teaching teachers at Al Azhar Bsd.⁴⁴

From previous research and this research, it can be seen the importance of leadership motivation to its members in order to improve performance.

The second indicator is the existence of a coordination meeting every component that is organized. This coordination meeting is very important to discuss whether what has been done so far has been as planned. The Islamization Markaz itself holds at least once a week a coordination meeting with all the components in it. In this meeting, it was usual to discuss the performance of students in following “Kajian Jumat Malam” and various inputs or innovations, evaluations to make this study even better. In accordance with the statement of Nofriyanto (Person in charge of Islamization of Unida Gontor)

*“Usually we discuss student activeness. The activeness here of the indicator is **first** precisely the time in starting the discussion and closing the discussion, **both** activeness in the form of the presence or the presence or absence of students participating in the discussion. We usually recap every week / month. **Third**, there is reward and punishment. Rewards for students who are active in discussion and*

⁴⁴ Sam Cay, Pengaruh Komunikasi Motivasi Kerja dan Stres Kerja Terhadap Kinerja Guru Al-Azhar Bsd, KREATIF: Jurnal Ilmiah Prodi Manajemen University Pamulang, Vol 6, No 4, 2018

punishment are a form of punishment. An example of punishment here is if there are students who are absent three times in a row without any information that is justified, we do not give a value because the value of this discussion can be used for AKPAM. One discussion is three points. If there are twelve times the discussion means there are thirty-six points. “

Markaz Islamisasi also gives rewards to students who accomplishment or following studies regularly by giving points that can be used as values for Academic Support Credit Numbers (AKPAM). Besides, there is also a punishment / punishnet for those who did not take the study more than 3 times without clarity by not giving any points at all or with a warning letter. Observations conducted by the researchers also showed that every day the Markaz Islamisasi held a coordination meeting which later the results of this meeting if there were anything related to the study will be brought to the forum to brief the mentor to be socialized. This research is in line with previous research entitled “*The Effect of Communication and Coordination on the Performance of Employees at Pt. Pelabuhan Indonesia 1 (Persero) Medan* “ revealed the results of his research showed a positive value, which means that if Communication and Coordination is improved then the performance also increases, it is better for the leader to always provide good communication and pay attention to the Coordination of Employee Work.⁴⁵ From this previous research, it can be seen that by coordinating each section it can provide improved performance and good communication is a successful coordination principle.

وَتَعَاوَنُوا عَلَى الْبِرِّ وَالتَّقْوَىٰ ۖ وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدْوَانِ ۗ وَاتَّقُوا اللَّهَ ۚ إِنَّ اللَّهَ

⁴⁵ Ade Irma Septiani, *Pengaruh Komunikasi Dan Koordinasi Terhadap Kinerja Karyawan Pada Pt. Pelabuhan Indonesia 1 (Persero) Medan, Fakultas Ekonomi Dan Bisnis University Muhammadiyah Sumatera Utara Medan 2018*

Helping each other of you in the (working) virtue and piety, and do mutual assistance in sin and transgression. and fear Allah, Verily, Allah is the weight of His punishment (Surah Al-Maidah: 2).

Based on the data obtained, it can be concluded that Markaz Islamisasi UNIDA Gontor has carried out all stages of actuating, motivation from the leadership and coordination meetings even if they have not been maximized. Motivation from leaders to all students to take part in the “Kajian Jumat Malam” was not carried out continuously. This has an impact on the lack of enthusiasm of study members and even mentors to attend the “Kajian Jumat Malam”. This can be seen from the indicators in the form of data on the decline in the number of students participating in the “Kajian Jumat Malam”.

4. Controlling

One management function in the form of conducting an assessment, if necessary make a correction so that what is done by subordinates can be directed to the right path with the aim of achieving the goals outlined earlier. *Controlling* is important because it is the last bridge in the functional chain of management activities. Control is one way for managers to know whether the goals of the organization are achieved or not and why they are achieved or not achieved. Besides controlling it is a concept of control, monitoring the effectiveness of planning, organization, and leadership as well as making improvements when needed. Controlling in this study can be seen from 4 indicators: determining achievement standards, measuring achievements that have been achieved so far, comparing achievements that have been achieved with achievement standards, making improvements if there are deviations from the predetermined achievement standards. Allah

SWT said in surah Al-Infitar dai verse 10-12:

وَأَنَّ عَلَيْكُمْ لِحَافِظِينَ . كِرَامًا كَاتِبِينَ . يَعْلَمُونَ مَا تَفْعَلُونَ .

Though for you there is an angel who oversees your work. The noble is by Allah and records the work. They know what you are doing. “

The first indicator is to determine the achievement standards in “Kajian Jumat Malam”. Good organization certainly has performance standards to measure and develop activities in accordance with the targets to be achieved. The Islamization Markaz itself has several achievement standards which are considered very necessary in the study on “Kajian Jumat Malam”. In accordance with the statement of Nofriyanto (30 years):

“First activity: timeliness in starting and ending the discussion. Second : the ability to master the material from the mentors is proven by answering questions that cannot be answered by the presentator. It was backed up by the mentors. Third : caring for mentors, when their members are not present the mentor should collect where he is, control, remind his members. “

From the observations made by researchers, there are still many mentors who are late in starting studies so that the discussion is not maximal. that has been determined, so that this SOP is indeed a benchmark of whether or not existing achievements have been carried out. Determining achievement standards is very important because this proves that this study experienced a significant and not stagnant increase.

The second indicator is measuring the achievements that have been achieved so far in the review of “Kajian Jumat Malam”. After determining the achievement standards, achievements must be measured so far. The point is as a benchmark that has been carried out by the Markaz Islamisasi so far according to the target or not. Nofriyanto said that:

“One of the measuring instruments we see in a semester / recapitulation recipe per year. We don’t have any written achievements yet.”

Indeed, in addition to recapitulation of study attendance, which can be a measure of study achievement “Kajian Jumat Malam” is the value of students in the Islamic course itself, because if he studies well it certainly is followed by understanding class and test scores in a good course of Islamization.

The third indicator is to compare the achievements that have been achieved with the achievement standards in the study of “Kajian Jumat Malam” period 2016-2017. Markaz Islamisasi has some obstacles in cooperating with apprentice mentors. When the mentor is an automatic apprentice there is a vacancy which is feared that a study will occur without guidance. For a while the comparison of the new “Kajian Jumat Malam” achievement standards can be seen with the attendance and activeness of members when reviewing. Nofriyanto said:

“What went on in 2016-2017 was an ups and downs. The problem is that in 2015-2016 there were no student interns. We have not been able to determine in the form of a preset to measure our achievements. While we see from attendance and activity. There should be a post-test and pre-test. So there is an exam before discussing how mastery of the mentor for the material. And after that. “

When viewed from the purpose of the “Kajian Jumat Malam”, the achievement standards are not limited to absenteeism and activity. Because the initial purpose of the study was so that students understood and could implement the principles of Islamization of science. The existence of a pre-test and post-test can be a solution to measure the level of understanding of students. This can be included in the initial planing.

The fourth indicator is to make improvements if there are deviations from the established achievement standards. The

Islamization markaz is very strict if it finds something that deviates from the standard set. Punishment is usually done by not giving review points at all and warnings through letters or posters posted in public places. Nofriyanto (30 years) said:

“Warning in oral or written form. Oral can be in a briefing every week. Posts can be via Whatsapp or posters.”

The need for improvement if there are deviations from the existing achievement standards is very important so that it is not sustainable. As well as controlling the course of the study. Besides punishment for rule violators, rewards must also be given to those who have obeyed them. As an injection of motivation to continue to follow “Kajian Jumat Malam”. Today’s markaz Islamization can only provide reward points if students take part in studies where these points can be used to fill the AKPAM score (academic support credit numbers). Supervision is a manager’s function which is the measurement and improvement of the implementation of the activities of his subordinates so that the company’s objectives and plans that have been designed can be achieved.⁴⁶ Controlling carried out by the Markaz Islamisasi is still not detailed because they still have no definite data to measure the achievement standards that have been held so far in addition to data on study attendance recapitations. There should be some kind of written test and clear assessment so that the data is obtained accordingly. The Markaz Islamisasi does not yet have a clear measurement tool to determine the level of student understanding of Islamization material through the “Kajian Jumat Malam” apart from the attendance and student exam scores. In fact student exams can be influenced by the level of understanding of Islamization that they get in college and not from the “Kajian Jumat Malam”. There needs to be an appropriate standard for each activity so that the measure of achievement is accurate.

⁴⁶ Samsirin, *Jurnal At-Ta’dib*, Vol. 10. No. 2, Desember 2015, Hlm 342-360

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

The Markaz Islamisasi has carried out all stages of Planning, Organizing, Actuating, Controlling along with indicators that support good organizational management. From the four stages of planning indicators that exist, the Islamization headquarters has fulfilled all indicators.

First, Planning starting from setting targets, formulating objectives, establishing strategies, developing sub-plans to be coordinated. In formulating objectives in the form of Operational Standards Procedures need to be improved and carried out repairs, this is because the existing SOPs have not been detailed explaining how they should be mentors or good study members and so on. SOP is one of the important instruments in planning / planning.

Second, Organizing indicator on the part of the Islamic headquarters itself, it has carried out all the stages of the existing organizing indicator: knowing the organization's objectives, breakdown of work to be done into component activities, group activities into practical units, define clearly the duties to be carried out and by whom, qualified qualified personnel, delegate the require authority to the assigned personnel. However, there are some technical issues which become obstacles in the implementation of organizing so that it has not been in accordance with the planned planning. Constraints that occur include late mentors in briefings, mentors not present at the "Kajian Jumat Malam" so that members are displaced, so monitoring and evaluation is needed from Markaz Islamiasi UNIDA Gontor so that the organization of the "Kajian Jumat Malam" can run more orderly and better.

Third , Actuating motivation from the leadership and coordination meetings, they have not been maximized. Motivation from leaders to all students to take part in the "Kajian Jumat Malam" was not carried

out continuously. This has an impact on the lack of enthusiasm of study members and even mentors to attend the “Kajian Jumat Malam”. This can be seen from the indicators in the form of data on the decline in the number of students participating in the “Kajian Jumat Malam”. And the last is Controlling, Supervision is the last function that must be carried out in management. supervision is a manager’s function which is the measurement and improvement of the implementation of the activities of his subordinates so that the company’s goals and plans that have been designed can be achieved. Controlling carried out by the Markaz Islamisasi is still not detailed because they still do not have definite data to measure the achievement standards that have been held so far in addition to data on study attendance recapitulation. There should be some kind of written test and clear assessment so that the data is obtained accordingly. Markaz Islamisasi does not yet have a clear measurement tool to determine the level of student understanding of Islamization material through the “Kajian Jumat Malam” apart from the attendance and student exam scores. In fact, student exams can be influenced by the level of understanding of Islamization that they get in college and not from the “Kajian Jumat Malam”. There needs to be an appropriate standard for each activity so that the measure of achievement is accurate. Management Communication of the Markaz Islamisasi in organizing the “Kajian Jumat Malam” has not been carried out optimally.

5.2 Suggestions

Based on the results of the research, the suggestions that can be given by the researcher are as follows:

1. For Markaz Islamisasi UNIDA Gontor, based on the stages of the POAC that have been carried out then:

Planning: In formulating objectives in the form of Operational Standards Procedures need to be improved and carried out improvements, this is because the existing SOPs have not been

detailed explaining how they should be mentors or good study members and so on.

Organizing: Constraints that occur include late mentors in briefings, mentors not present at the “Kajian Jumat Malam” Study so that members are neglected, so monitoring and evaluation is needed from Gontor’s UNIDA Islamization Headquarters so organizing the “Kajian Jumat Malam” Study can run more orderly and better.

Actuating: The lack of continuity of the leader / director of Islamization in providing motivation to students and mentors to instill the importance of “Kajian Jumat Malam” Studies.

Controlling: There needs to be an appropriate standard for each activity so that the measure of achievement is accurate.

5.3 Closing

Alhamdulillah all praise to Allah , researcher were able to complete this research. The researcher also acknowledged that there were still many shortcomings and errors in writing and language regulation, which were not intentional. Next, the researcher asked for advice and input to improve the quality of this research.

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PANDUAN WAWANCARA

**“MANAJEMEN KOMUNIKASI MARKAZ ISLAMISASI DALAM
PENYELENGGARAAN “KAJIAN JUMAT MALAM” DI UNIDA
GONTOR**

PERIODE 2016-2017”

Planning :

1. Apa sasaran dari diadakannya “Kajian Jumat Malam” di Unida Gontor ?
2. Bagaimana merumuskan tujuan dari terlaksananya KJM ?
3. Strategi apa yang dibuat untuk KJM ? (penentuan komunikator/ fasilitator, media sosialisasi, pesan/materi dalam KJM, sasarannya siapa saja)
4. Bagaimana mengembangkan sub rencana untuk dikoordinasikan ?

Organizing :

1. Apa tujuan Markaz Islamisasi Ilmu Pengetahuan Unida Gontor mengadakan KJM?
2. Apa saja kegiatan yang dilaksanakan (prosedural) ? (berapa kali dilaksanakan KJM dalam tahun itu, berapa fasilitator)?
3. Bagaimana pengelompokkan kegiatan pada setiap unit/bagian masing masing ? sesuai planning atau tidak?
4. Bagaimana penguraian atau pendefinisian tugas yang harus dilaksanakan dan orang yang mengerjakannya ?
5. Bagaimana menentukan orang yang cocok dalam penugasan ?
6. Apa saja kewenangan atau kuasa yang diberi kepada orang yg telah diberikan penugasan ?

Actuating :

1. Kapan pimpinan memberikan motivasi kepada bawahan ? (media apa, bentuk pesan)
- (?Kapan diadakan rapat koordinasi ? (konten rapat yang dibahas apa .2

Controlling :

1. Apa saja standar prestasi yang ada dalam KJM?
2. Apa sudah diukur prestasi yang telah dicapai selama ini ?
3. Apa perbandingan prestasi yang telah dicapai dengan standar prestasi?
4. Apa yang dilakukan jika terdapat penyimpangan dari standar prestasi yang telah ditetapkan ?