

Communication Strategy of Regional Office Ministry of Religion in Realizing Grand Design in Madras, North Sumatera, Indonesia

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Abstract: This article examines the: 1. Communication strategy of the Regional Office of the Ministry of Religious Affairs of North Sumatra in realizing the grand design of the madrasah; 2. Implementation of communication strategy of Regional Office of Ministry of Religion in realizing grand design of madrasah in North Sumatra; and 3. The effectiveness of communication strategy of Regional Office of Ministry of Religion in realizing grand design of madrasah in North Sumatera. The method of this research is qualitative descriptive. Data were collected through interviews, observations and documentation studies. The results revealed that the communication strategy conducted by the Regional Office of the Ministry of Religious Affairs of North Sumatra Province in realizing the grand design of madrasah in North Sumatra are: 1. Utilizing communication network through organizational structure from Province to District / City. 2. Strategies are implemented by building a strong organizational culture and maintaining an organizational communication climate. 3. Communication strategy is done effectively because the ideals of a high quality madrasah grand design is supported by all elements, from the Provinces to the Regency / City.

Keywords: communication strategy; madrasah; grand design

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I. INTRODUCTION

Grand design of the *madrasah* is a design that serves as a model for improving the quality of *madrasah*, so that *madrasah* can compete with other schools, both in terms of management and graduates. Grand design in question is a *madrasah* that serves as an example for other *madrasah* in North Sumatra. The making of the grand design of the *madrasah* is based on an awareness of the importance of the role of Islamic education in the development of human resources and the development of nation character. In order to realize the grand design of *madrasah*, the Ministry of Religious Affairs of North Sumatra Province Office, hereinafter abbreviated as Kemenag Kanwil Provsu take concrete steps by improving coordination and communication from provincial to district level. The Office of the Ministry of Religious Affairs of North Sumatra continues to communicate the quality improvement program of *madrasah* well to the bottom, so as to achieve an understanding in view of the plan to be done. In other words, the Regional Office of Ministry of Religious Affairs of North Sumatra established a communication strategy through strengthening the organization's communication network within the Ministry of Religious Affairs. The purpose of this strategy is to instill awareness to all employees in the Ministry of Religious Affairs, so that it is responsible in spurring the mission of the institution. In principle, what is done by Kanwil Kemenag North Sumatra is to form mutual understanding so that there is equality of frame of references and field of experience between people who communicate. In strengthening the communication network, all elements within an organization, from top to bottom should be involved. The involvement of all organizational elements is part of the communication strategy in demonstrating the vision of the organization. Strategy is essentially planning (planning) and management to achieve a goal. Thus, communication strategy is a blend of communication planning (communication management) to achieve a goal. But in order to achieve these objectives, the communication strategy must be able to show how operational tactically should be done. Communications strategy aims to address the information gap as well as a tool to help achieve the goals of the program. With the communication strategy, the communication network can be optimized, so that will impact on the ease in realizing the planned goals. Communication strategy conducted by the Ministry of Religious Affairs of North Sumatra Province aims to realize the grand design of *madrasah* in North Sumatra. One of the efforts to realize the grand design of *madrasah* in North Sumatra is the establishment of *Madrasah Aliyah Negeri Insan Cendikia* (MAN IC) in Sipirok Subdistrict, South Tapanuli Regency. The

madrasah serve as an example for other *madrasah*, both in terms of curriculum, learning process and management management in the field of religious education. The effort is done in order to improve the quality of *madrasah*, so that alumni can compete in the global era. The effort is also a strategy to strengthen the role of *madrasah* in the community, so that it remains in demand. Communication strategy developed by the Ministry of Religious Affairs of North Sumatra Province in realizing the grand design of *madrasah* is through strengthening the organization's communication network. Communication delivered orally and written. Oral communication is done through interpersonal communication using mobile phone, while through writing done through letters, magazines, and news in the print media. This is done continuously, in order to empower the internal and external potentials in the Ministry of Religious Affairs of North Sumatra, so that together can provide support to realize the quality of the *madrasah*. Communication strategy is not only done to the institution, even the North Sumatra Provincial Ministry of Religious Affairs also establish communication and cooperation outside, for example by inviting the community, stakeholders, religious leaders, traditional leaders and the general public to support the planned development programs. The programs are delivered with a variety of communication strategies, such as one-way communication, two-way, persuasive communication and through writing. However, the communication strategy undertaken by Kanwil Kemenag of North Sumatra Province in reality is still faced with various obstacles, such as sociological barriers, support from the community to the program is still very minimal, so it takes a hard work communication effort to socialize it to all levels of society. The above conditions require the existence of a communication strategy building that can change the paradigm of the ranks of the Ministry of Religious Affairs and also the lower levels of society. Because the support of all parties, including the support of the Ministry of Religious Affairs is an absolute requirement in realizing the policies and programs that have been declared Kemenag Province of North Sumatra. The role of all parties should be seen as important and can provide an opportunity to build the grand design. Thus, communication strategy is a tool to achieve institutional goals, both long-term, medium-term and short-term goals. Strategy is an integrated and integrated plan that links between institutional excellence and environmental challenges designed to ensure that the institution's main the purpose can be achieved through proper implementation.

II. METHODOLOGY

This research is qualitative research which try to comprehend research object through natural analysis. The approach used is qualitative descriptive approach, which is an approach that aims to describe systematically facts or characteristics of a particular population or a particular field factually and accurately. Qualitative descriptive approach also aims to get an in-depth description of the words, writings and behavior that can be observed in certain settings and studied from the point of view intact. Data were collected from informants through in-depth interviews. Data were also collected through observation and documentation studies. The data were analyzed from the beginning of the study to produce conclusions. The analysis begins by reviewing, reducing, and composing it in a single unit of analysis so that the data according to the research objectives will be described.

III. DISCUSSION

Madrasah as formal education take a big and noble mandate in creating a generation of quality nations. These ideals will be realized if the *madrasah* is able to improve the quality as expected, both from the quality of learning, educational facilities and infrastructure, welfare educators, and others. In order to improve the quality of *madrasah* education, Kemenag Kanwil of North Sumatra Province develops a strategic plan to realize the grand design of *madrasah*. One of the vision of the mission to be realized Kemenag Regional Office of North Sumatra Province, namely improving the quality of religious education and religious education institutions. The quality of religious education includes improving the quality of human resources such as education personnel, education and also the quality of graduates. While relating to the improvement of religious institutions include improving the quality of facilities and infrastructure supporting the implementation of education, such as buildings, libraries and so forth.

3.1 Communication Strategy of Regional Office Ministry Religion in realizing grand design of *madrasah* in North Sumatra.

When observed, the improvement of the quality of *madrasah* in North Sumatra is structurally organized in full responsibility by a unit called the *Madrasah* Education Field. Specialization of this field is to improve the quality of *madrasah* that exist in the leadership area of the Provincial Offices. As mentioned in Regulation of the Minister of Religious Affairs No. 13 of 2012, that the *Madrasah* Education Field has the main duty and function as a unit of technical implementation of the Regional Office of the Ministry of Religious Affairs of North Sumatra Province. The main duty and function is to provide services and guidance in the field of madrasah education. In particular, to carry out the main task and function of the madrasah field has a mission,

"Conducting guidance on Raudhatul Athfal (RA), *Madrasah Ibtidaiyah* (MI), *Madrasah Tsanawiyah* (MTs) and *Madrasah Aliyah* (MA)". The main tasks and functions are described in a job description structurally controlled by a field head, namely the field of madrasah and fully responsible to the Head of Regional Office of Ministry of Religious Affairs. To realize the mission, *Madrasah* Education Field continues to develop *madrasah* development in North Sumatra. One of the targets that has been proclaimed this field is to make *madrasah* in North Sumatra as a grand design *madrasah* in Indonesia. The grand design of the *madrasah*, which is a large design that makes *madrasah* in North Sumatra a model and example for existing madrasah. In order to realize the grand design, Kemenag Kanwil of North Sumatra Province conducts studies related to environmental conditions, pressure groups, stakeholders and organizational capabilities. As Tohar Bayo Wind explained; The making of the grand design of *madrasah* development in North Sumatra is intended as a guide for all stakeholders in the future development of *madrasah* quality, especially in North Sumatra. One of the efforts to realize the grand design of *madrasah* in North Sumatra is to establish MAN Inscan Cendikia (MAN IC) in Sipirok, South Tapanuli Regency. MAN IC is expected to be an example or model of *madrasah* development in North Sumatra, because MAN IC not only learn the science of religion, but MAN IC in the learning process apply the principle of balance between the mastery of science and technology with faith and piety. Improving the quality of the *madrasah* requires good joint work between the government, stakeholders and layers of society from all elements, both individuals and groups and institutions. Hope in the future, with the grand design of this *madrasah*, will facilitate coordination among stakeholders, because of the same understanding of the direction and target to be addressed, and the stage of achievement. To realize the grand design of *madrasah* in North Sumatra, Kemenag Kanwil cannot stand alone. But Kemenag Kanwil Provsu in strategic planning to realize the grand design of *madrasah* in North Sumatra also involves many parties. What Kemenag Kanwil Provsu is doing theoretically closely with the proposed explanation, Ward and Peppard as cited by Sri Astiti, provides a draft a work plan strategy that can be used to analyze the compilation of the grand design, namely: reviewing the external environment, pressure groups and stakeholders, strategy formulation and planning process. Grand design of *madrasah* is expected to encourage the improvement of *madrasah* management quality in North Sumatra as well as the development of learning strategy that appeals to the students, so that *madrasah* becomes the main choice for the society to send their children to school. For *madrasah* are often made public as second choice after public schools. This is due to the growing stigma in society, that alumni of *madrasah* less able to compete with public school alumni. According to EMIS data 2015/2016, the province of North Sumatra is the fourth province with the most education of its *madrasah*. Based on existing data, the number of *madrasah* in North Sumatra from all levels, ranging from Raudhatul Athfal (RA) to *Madrasah Aliyah* (MA) as much as 4096. The number consists of public and private *madrasah*. The amount can be seen in the table below.

Table 1. Number of Madrasah in North Sumatra, 2015/2016

Province	RA	Ibtidaiyah			Tsanawiyah			Madrasah Aliyah			Total
		MIN	MIS	Total	MTsN	MTsS	Total	MAN	MAS	Total	
North Sumatra	1789	125	742	867	60	927	987	41	412	453	4096

Given the large number of *madrasah* in North Sumatra, ideally these *madrasah* are not only superior to their quantity, but at the same time superior in quality. To improve the quality, as well as in implementing the policy of desire to realize the grand design of *madrasah* in North Sumatra, Kemenag Regional Office of North Sumatra Province to build communication strategy. begins from strengthening the communication network into. In this case structurally Kemenag Regional Office of North Sumatra Province is an institution that overshadowed several agencies kemenag at the district / city level. In order to strengthen the communication network, the steps taken are preparing communicators, designing the delivery of messages, utilizing media that are considered capable of effective in the dissemination of information, strengthen the role of the leader as the spearhead of communication information. The first step preparing communicators. In communication, the meaning of communicators are individuals who are in an institution, association, institutions and society. *Cangara* explains three conditions that must be met by a communicator, namely: 1) have credibility; 2) has an appeal; 3) has power (power). Credibility is a set of perceptions about the advantages possessed by a communicator, such as having ethos, patos and logos. The attractiveness is the second requirement of a communicator, that is the attraction that arises because of the polite way of speaking, the cheap smile, the intelligence, the hospitality, the sincerity, the neat way of dressing, the transparency and so on. The third condition of a communicator is power (power). Powerful communicators will be more effective in delivering messages than those with less or no power. The second step, designing the message. Communication messages are products that appear after the encoding process or after being formulated into symbols. Basically the content of communication consists of: 1) a set of norms that govern traffic transformation messages. 2) idealistic guides and values aimed at maintaining and sustaining the ongoing value system. 3) a number of methods and

approaches to realize integrative properties for system occupants. 4) characteristics that indicate the identity of the country. 5) motivation as a basic encouragement that triggers the effort to improve the quality of life of the nation. The third step, utilizing the media. Media that can be used for various communications, ranging from old media, such as print media, electronic media, traditional media to new media, such as the Internet that has mediated the emergence of social media, such as facebook, twitter, Instagram, path, and etc. In the process of selecting communications media, then to note is the communication resources available. For example how many radio stations, newspaper publishing, or as many television stations used by the community. Please also note, whether the message will be up to use the existing media. The fourth step, strengthening the leadership role as the spearhead of information. Organization is a system consisting of two or more people, with activities that depend on each other. That is, in it formed a network of communication and interaction that unites all elements of the organization. From the analysis conducted, it is obtained that the communication strategy of Kemenag Kanwil of North Sumatera Province is to make the leader as the spearhead of information. This is started from the communication process that is from top to bottom (top down). Based on the observations made, the communication takes place dynamically because between the leadership with subordinates established understanding of each message delivered.

3.2 Implementation of communication strategy Regional Office Ministry Religion in realizing grand design of *madrasah* in North Sumatera.

Communication strategy in realizing the grand design of *madrasah* aims to improve the quality of *madrasah* education institutions in North Sumatera. According to Dahyar Husein, grand design *madrasah* is one of the efforts to promote and improve the quality of *madrasah* education in North Sumatera, both in terms of curriculum, learning methods, facilities and infrastructure, so that *madrasah* in North Sumatera is more desirable for people and *madrasah* in North Sumatera to be example for other *madrasah*. *Madrasah* in general in Indonesia can still be categorized under conditions of concern, because some *madrasah* still have very low quality. In addition, the *madrasah* is still a second alternative choice for parents to send their children to school. In overcoming the problem, North Sumatera Provincial Ministry of Religious Affairs to do strategic steps in the development of *madrasah*. One of them is to create a grand design that can make the *madrasah* as an attractive option for people to go to school. From the analysis conducted, communication strategy conducted by Kemenag Regional Office of North Sumatera Province in realizing the grand design of *madrasah* implemented through, namely: utilizing information network, strengthening organizational culture, and maintaining communication climate. First, the utilization of information networks. Kemenag Regional Office of North Sumatera Province is an organisasi unit which is an extension of the Ministry of Religious Affairs in North Sumatera. Kemenag Regional Office of North Sumatera Province as one organization, in which there are various sections that have their respective duties and functions in accordance with their main tasks and functions. One of the existing fields in Kemenag Regional Office of North Sumatera Province is *Madrasah* Education Field. This field is the spearhead in implementing programs related to the development and development of *madrasah*. As one of the most important areas of its role in realizing the grand design of *madrasah* in North Sumatera, this field continues to build good performance. In addition to efforts to improve the Human Resources (SDI), this field continues to make intensive communication to the fields and sections under its coordination. Not only that, even this field continues to improve communication with the Ministry of Religious Affairs at the district / city level in North Sumatera. This is done to utilize the organization network as an effort to streamline the dissemination of information related to the construction of *madrasah* in North Sumatera. Second, the strengthening of organizational culture. Organizational culture is the norms and habits accepted as a truth by everyone in the organization. Organizational culture becomes a common reference among humans in interacting within the organization. According to Peter F. Drucker as quoted by Tika, organizational culture is the main problem of solving external and internal problems that the implementation is done consistently by a group to solve the problem. So from the expert opinion above can be understood that organizational culture is a set of assumptions or beliefs, values and norms developed within the organization. When it is associated with the findings of the research, it is understandable that the organizational culture built by North Sumatera Province Kemenag is a strong and excellent organizational culture. This can be seen from the information service that flows from top to bottom. The work culture that is upheld by the Ministry of Religious Affairs of North Sumatera Province is a high work culture, because every employee is required to improve his work productivity and support the program that has been proclaimed. Not only that, every employee is also required for loyalty and commitment in carrying out their duties and responsibilities. Strong organizational culture, inseparable from the leadership factor. In addition, there are two major factors that also determine the strength of organizational culture, namely togetherness and intensity. Togetherness can be demonstrated by the magnitude of the degree of commonality that members of the organization have of the core values of organizational culture. Third, maintaining a communication climate. The climate of communication is part of an organizational climate that reflects the image of employees about the state of communication within their organizations. This communication climate is

a benchmark and as a supporting guide in carrying out basic tasks and functions within the company. Climate communication is one of the motivating factors in an organization in addition to other needs. Redding was quoted as saying Goldhaber there are four related elements in the communication climate, namely the existence of support, trust, confidence and credibility, participation in decision making, and openness.

3.3 The effectiveness of communication strategy Regional Office Ministry Religion in realizing grand design of madrasah in North Sumatra

Measuring the effectiveness of communication cannot be separated from the results (output) caused by the communication itself. Thus, communication can be said to be effective if there is a change in the recipient information. Concretely, the effectiveness of communication is done to determine the success of achieving the goals that have been planned, both in the short and long term. From here it is understood that the main requirement for effective communication or communication effectiveness can be achieved if the message conveyed can change the views, opinions, and opinions of others related to the effort to realize the grand design of *madrasah* in North Sumatra. From the observations made, to build effective communication, there are some things done by the Regional Office of Ministry of Religious Affairs of North Sumatra Province, which upholds the ethics of communicating, that is mutual respect, understanding the differences that exist in the institution. These efforts can encourage employees' commitment throughout the Ministry of Religious Affairs, ranging from the level of the Province of North Sumatra to the district / city to equally realize the ideal grand design of the ideal *madrasah*. From this commitment, awakened Madrasah Aliyah Affairs Insan Cita (MAN IC) in Sipirok Kabupaten Tapanuli Selatan. State Madrasah Aliyah (MAN) Insan Cita is one of the leading prototype of board-based *madrasah* in Indonesia. MAN Insan Cita is a high-quality *madrasah* in the field of faith and piety, by preparing its graduates to be a graduate capable of mastering the science of technology. MAN Insan Cita becomes the model and inspiration for the surrounding *madrasah* in the development and improvement of its quality. On the one hand, the realization of the grand design of *madrasah* in North Sumatra is one of the out puts or the success of the communication strategy adopted by the Ministry of Religious Affairs of North Sumatra Province. Effective communication strategy, because individuals in the institution can understand the purpose of the messages discussed. Then the effectiveness of communication strategy is done, can also be seen from the effect of messages that can stimulate the employees involved in realizing the grand design of the *madrasah* in question. The effectiveness of the communication strategy undertaken, is also inseparable from the quality of communication made by the leadership at the time of program socialization implemented. Intensive communication is done through letters, social media, mobile phones, magazines, and communications are full of family and togetherness can encourage employee motivation to unify the vision in realizing a quality *madrasah*. This is consistent with Alo Liliweri's statement, that in the context of the organization or institution, there are four competencies required by employees or employees for the creation of effective communication:

- a. Competence of employees to convey all intentions or contents of his heart in a professional manner in accordance with the ability that he displayed in prime.
- b. The competence of employees to interact well, able translating all intents and contents of his heart properly and clearly.
- c. The employee's competence to adapt his or her personal culture to the culture he or she is facing.
- d. Employee competency in adjusting to manage the various pressure of people or environment.

The four aspects mentioned Liliweri, shows that the effectiveness of communication is not only determined interaction, relationships and employee communication in accordance with the role. Keywords of communication effectiveness is the ability of communicators to maintain a balance between interaction activities, relationships and communication between different organizational cultures. From here it is understood, that the ability to communicate among fellow employees of the Ministry of Religious Affairs Office of the Province of North Sumatra Province, has a very important role in encouraging the realization of the grand design of the *madrasah* in the ideals.

IV. CONCLUSION

Based on the study that has been done, it can be concluded that the communication strategy undertaken by the Ministry of Religious Affairs in realizing the grand design of *madrasah* in North Sumatra has been successful. The success can be seen from the realization of the development of MAN Insan Cita in Sipirok, South Tapanuli Regency. MAN Insan Cita is a *madrasah* prototype that is expected to be a model for other *madrasah* development. The effectiveness of the communication strategy undertaken shows that in development, communication has a very important role. Communication in development, including the role and function of communication as a process of mutual exchange of messages among all parties involved in the development effort. The process takes place from the planning, implementation and assessment of development. This is shown by the Ministry of Religious Affairs of North Sumatra Province in realizing the grand design of *madrasah* in North Sumatra.

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