

IMPLEMENTATION OF COMMUNICATION MANAGEMENT IN IMPROVING THE QUALITY OF EDUCATION AT PAKU STATE VOCATIONAL SECONDARY SCHOOLS, POLEWALI MANDAR DISTRICT

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Abstrak

Penelitian ini bertujuan untuk: 1) mengetahui bagaimana perencanaan dalam peningkatan mutu pendidikan di SMKN Paku, 2) mengetahui bagaimana implementasi dalam peningkatan mutu pendidikan di SMKN Paku. Penelitian ini berlangsung selama 15 hari mulai dari 2 Januari sampai 15 Januari 2023. Berlokasi di SMKN Paku, Jln. Poros Pinrang km 15, Silopo, Kecamatan Binuang, Kabupaten Polewali Mandar, Sulawesi Barat dengan informan sebanyak 5 (Lima) orang. Metode penelitian yang digunakan yaitu metode kualitatif analisis deskriptif, dengan teknik pengumpulan data dengan melakukan observasi, wawancara dan dokumentasi. Hasil penelitian ini yaitu membentuk panitia pengembangan sekolah dan membuat program kerja yang tercantum dalam ruang lingkup pembenahan dan pengembangan SMKN Paku. Program kerja ini bermuara pada peningkatan link and match dengan IDUKA/ industri dan dunia kerja yang relevan, program yang mencakup aspek : (1) Sosialisasi visi dan misi (2) Kemitraan untuk praktik kerja industri (3) Peningkatan kompetensi pendidik dan tenaga kependidikan.

Kata Kunci: *Manajemen Komunikasi, Mutu Pendidikan*

Abstract

This research aims to: 1) find out how planning in improving the quality of education at SMKN Paku, 2) find out how implementation in improving the quality of education at SMKN Paku. This research took place for 15 days starting from January 2 to January 15, 2023. Located at SMKN Paku, Jln. Poros Pinrang km 15, Silopo, Binuang District, Polewali Mandar, West Sulawesi with 5 (Five) informants. The research method used is descriptive analysis qualitative method, with data collection techniques by conducting observations, interviews and documentation. The results of this study are to form a school development committee and create a work program listed in the scope of improvement and development of SMKN Paku. This work program boils down to increasing links and matches with IDUKA / industry and the relevant world of work, programs that cover aspects:

Keywords: *Communication Management, Education Quality*

INTRODUCTION

In essence, all humans on this earth were created to be social creatures, namely creatures who cannot live without the help of other people around them. Every human activity consists of various elements of life. One of them is communication. Communication is an integral part of human life. Most of human life is filled with communication, both with family, friends, neighbors, colleagues, and also with oneself. Through communication, humans are able to exchange information, share, develop themselves, and many other benefits. Without communication, humans will not be able to develop. As social creatures, relationships between humans are useful for confirming human existence itself. Brief communication can be interpreted as an effort to meet each other either directly or indirectly. Direct communication or known as face to face. Face to face (face to face) takes place when someone and another person can physically meet, face to face, shake hands and exchange information. Indirect communication is known as long-distance communication or communication carried out using tools when someone conveys messages, ideas or ideas and thoughts using many available media, for example via letters, telephone, cellphone and so on. Communication is every human being's skill in life. This is no exception when in organizations. Communication is needed for the good flow of information within an organization.

Communication management is one of the educational reform plans to improve the quality of education starting from elementary, middle, high school to tertiary level and non-formal activities in community life. In management education, it is very necessary to keep up with the times, advances in science and advances in information technology (Muhajir, Sulaiman, Riskariani., Ismail, Usman., 2018). This change is very fast and rapid, so there is a need for continuous improvement in the education sector so that educational output can compete in this era of globalization along with advances in science and technology, especially information technology. This competition can only be won by educational institutions that pay attention to the quality of education in their management. Educational institutions need something called management. Apart from regulating school administration and the quality of school education, this management is also needed to establish good communication in managing education. Communication is a very crucial activity in an organization, if there are 2 or more people working together then there needs to be communication between the two. The better the communication, the better the possibility of collaboration between both parties or all parties. Effective communication requires mutual respect, trust, openness and responsibility.

Leaders convey all management functions and management tasks through communication channels. Leaders carry out planning, organizing, implementing (application) and controlling, all through communication with their subordinates. Likewise, the provision of administrative tasks such as students, teaching and education staff, finances, facilities and infrastructure, school relations with the community, and specific services are also carried out through communication. The dominant factor in the success of an organization, both large and small organizations, is largely determined by the quality of human resources (HR) who play a role in carrying out their responsibilities for the organization, even though there are sufficient natural resources (SDA). Therefore, humans are the most important resource in an organization's efforts to achieve success. It is hoped that professional and competent human resources will be able to bring the

organization to achieve its goals and be able to carry out its vision and mission well. Because no matter how good a program is to achieve a goal, if the human resources are weak, then the program will not be implemented optimally. Likewise in the field of education.

So far, management aspects at various levels and educational units have not functioned well, as can be seen from a lack of work discipline, weak management of good communication with all parties, as well as a lack of commitment to the program and vision and mission of the school. Weak management also has an impact on the internal efficiency of education. The reality in the field is based on the author's observations, in general the performance of many schools is not conducive and the existing school personnel are not equipped with optimal and adequate managerial skills, so they do not provide encouragement to improve organizational goals. In carrying out communication management in various fields, you will definitely encounter several obstacles. Some of the existing obstacles will have an ineffective impact on an organization.

Obstacles or obstacles that result in ineffective communication include differences in social influences possessed by humans, the language used in communication, narrow perspectives and ways of thinking of informants towards other people, differences in religion, culture and social environment, physical environmental disturbances. of the ongoing communication process, as well as the media used in communication. The absence of a response from the recipient or the communication barriers faced will result in obstacles in organizations and educational institutions. The consequences of these obstacles are resulting in misunderstandings, giving a negative impression and so on. SMKN Paku is a vocational school that excels in various things, especially in skills. There are many skill majors that students can choose to develop their potential and improve their skills at this school. To become a school that excels in various things, especially skills, there must be various elements carried out by the school. One of the good things schools do is to establish good communication with many parties.

Based on the background explanation above, the researcher wants to know the development of the quality of education at SMKN Paku by implementing good communication management. So, the researchers took the title "Implementation of Communication Management in Improving the Quality of Education at SMKN Paku.

METHOD

In this research, researchers used qualitative research because this analysis aims to find out more about the implementation of improving the quality of education at SMKN Paku through observations and interviews. This research was carried out at SMKN Paku, Jln. Poros Pinrang km 15, Silopo, Binuang District, Polewali Mandar Regency, West Sulawesi and the time for conducting the research is January 2 to January 15 2023.

RESULTS AND DISCUSSION

Planning for Improving the Quality of Education at SMKN Paku

Communication management is a guide to communication and management concepts that are applied in various communication settings or can be called reciprocal exchange of signals to provide information, persuade or give orders based on the same meaning. One of the things in communication management is planning. Planning is preparing a communication plan that will be built so that communication runs effectively. Communication planning in various organizations differs depending on what is needed in a social communication activity, especially

to introduce or inform the public. Likewise, in educational institutions, communication planning is also very important, where this planning can develop the quality of the school. Based on the above, Mr Ridwan as the Principal said that:

"Planning in our school is a very important stage, because according to us as stakeholders, planning is the initial stage in implementing the education process in our institution. Be it communication planning, public relations strategy planning and school development planning. We also think that good communication planning can determine the smoothness and success of programs implemented in schools." (interview 10/1/2023)

Based on the results of the interview above, according to Mr Ridwan, planning is very important, because as a stakeholder you must be able to determine the smoothness and success of the program implemented in the school. Mr. Ridwan also expressed plans for improving school quality as follows:

"We formed a school development committee and created a work program that was included in the scope of improving and developing Paku Vocational School. This work program boils down to improving links and matches with IDUKA/relevant industry and the world of work, a program that covers aspects: (1) Socialization of vision and mission (2) Partnership for industrial work practices (3) Increasing the competence of educators and education staff." (interview 10/1/2023)

Based on the results of the interview above, it is stated that planning is a process that determines what will be achieved. With the hope that SMKN Paku will be able to develop vocational education that is increasingly relevant to the demands of society's needs which are constantly changing according to developments in the world of work. The programs that have been planned are as follows:

1. Socialization of Vision and Mission

Vision and mission are the foundation and guideline for the implementation of education. The vision and mission shows the needs and expectations of the community (stakeholders) for schools and the education system. The vision and mission should be understood and implemented by all education implementers at the individual, school and community levels. Based on the data presented above, Mr Ridwan said that:

"In conveying the vision and mission of the institution there must be communication, and the vision and mission must be conveyed to the community of the institution. So the law must be socialized so that the vision and mission can be understood and implemented by the residents of SMKN Paku. Without socialization, the results will be uncertain or the targets will not be met." (interview 10/1/2023)

Therefore, socialization is expected so that all school members can understand and implement what has become the vision and mission of SMKN Paku.

2. Partnership for Industrial Work Practices

The partnership between SMKN Paku and the world of work is based on the motivation to build and increase cooperation as an absolute necessity for the development of vocational schools. This condition needs to be improved by building partnerships. The following are the results of the interview with Mr Ridwan:

"In order to support industrial work practices, we need to build good relationships between DU/DI in the business world and the industrial world in Polewali Mandar and the surrounding cities. "We made an MoU (apprenticeship agreement) so that our students can do industrial practice in class XI without having to be confused about where to go." (interview 10/1/2023)

Mr. Supratman as head of curriculum also expressed his opinion as follows:

"We are aware of the social reality faced by schools, namely related to limited resources, weak access to resources and the development of increasing demands for quality, therefore we are building partnerships with the business world and the industrial world." (interview 11/1/2023)

Based on the results of the interview above, the author's observations are that through a partnership strategy with the business world and the industrial world, the school is trying to build a more permanent partnership.

3. Increasing the Competency of Educators and Education Personnel

The availability of abundant natural resources and the existence of capital resources and increasingly sophisticated technology will not have an added value contribution, without being supported by quality human resources. The following are the results of the interview with Mr Ridwan:

"The competencies possessed during the education period are not sufficient to face real jobs, so employers cannot place graduates in work positions in accordance with the skills developed during their education because graduates are considered to lack adequate work readiness." (interview 10/1/2023)

Although human resource development is only to meet local needs, quality is still required to meet global standards in order to remain able to compete and not be marginalized. Mr. Sabari also said that:

"In producing professional human resources, educational institutions must be encouraged by the world of work in an effort to improve the performance of human resources (HR), both teachers and education staff. The professionalism of educators and education staff is also consistently one of the most important factors in the quality of education." (interview 11/1/2023)

Implementation in Improving the Quality of Education at SMKN Paku

Implementation as a quality management process is guided by planning and the dynamics of environmental changes that occur, especially school needs. Planning needs to be realized in the form of a real program. The existence of programs that are prepared based on strategies to achieve quality.

1. Socialization of Vision and Mission

The vision and mission should be understood and implemented by all education implementers at the individual, school and community levels. The following are the results of the interview with Mr Ridwan:

"For an educational institution manager (school principal), socializing the school's vision and mission is very important. In fact, the school's vision and mission are not fully understood by education managers" (interview 10/1/2023)

Mr. Ridwan also said that in socializing the vision and mission there are several ways to do it, here are the results of the interview with Mr. Ridwan:

"There are several ways to socialize the school's vision and mission, namely the first is holding meetings with teachers or staff, the second is making/installing vision and mission banners in various places in the school" (interview 10/1/2023)

The following is documentation of the socialization and vision and mission of SMKN Paku:



Figure 4.5. Vision and Mission Socialization (Teacher and Staff Meeting)

Figure 4.6. Socialization of Vision and Mission (Planning of Banners)

2. Partnership for Industrial Work Practices

Apart from communicating with internal parties (school residents) at SMKN Paku, the principal always communicates with external parties at the school. The role of the school principal is very necessary to establish relationships with external schools. The following are the results of the interview with Mr Ridwan:

"The principal's role is central, to determine the dynamics of the school organization. In the context of communication, the school principal as a leader must be a figure that is very necessary in making decisions and determining school policies." (interview 10/1/2023)

Communication with external schools such as MoU negotiations or industrial work practice agreements is a strategic step for SMKN Paku to establish formal collaboration with the



world of work and also provide convenience for students without having to be confused about where to go to industrial practice. The following are the results of the interview with Mr Ridwan:

"This MoU negotiation is to establish formal cooperation with the world of work and also provide convenience for students, as for the target internship partners in accordance with the competency of the skills program. In general, this partnership will produce quality output/graduates from SMKN Paku. "Here students are equipped with good character and skills in accordance with the competencies of each department." (interview 10/1/2023)

In this way, graduates of SMKN Paku will definitely be very ready to compete in the industrial world and the real world of work.

3. Increasing the competence of educators and education personnel

Improving the quality of human resources must be carried out in a planned, directed, intensive, effective and efficient manner. The following are the results of the interview with Mr Ridwan:

"Talking about the quality of human resources, education plays a very important role. Improving the quality of education is a process that is integrated with the process of improving the quality of human resources itself by holding training for educators and education personnel so they can update their skills or abilities." (interview 10/1/2023)

Education is essentially a process of building national civilization. Therefore, education must always rely on the concepts of growth, development, renewal and continuity so that education must be managed professionally.

The results of the author's observations so far have implemented communication management at Paku Vocational School, but there are still several obstacles that occur. This statement is also based on the results of an interview with Mr. Supratman, he said that so far the implementation has gone well because we communicate frequently. Although sometimes there are still small obstacles. He also said that the obstacles that occur are commonplace originating from interpersonal and school organizational factors. Following are the results of the interview:

"This obstacle is a common problem that occurs during the communication process, for example it can come from interpersonal factors among school residents or school organizational factors. This interpersonal factor can come from the individual himself, how the individual's perception translates information and the status of the communicator. Meanwhile, school organizational factors can come from positions in the organization and organizational structure." (interview 11/1/2023)

Based on the results of the interview above, there are these obstacles, it is hoped that there will be a solution to resolve them. Mr. Ridwan also said that the solution to overcome communication obstacles is to intensify communication between school staff, either through deliberation or other activities. Mr. Mulyadi added that communication needs to be built effectively to develop the quality of the institution. The following are the results of the interview:

"The principal as a communications regulator must be able to build effective communication by establishing good relationships with the school community, because in daily life the principal cannot be separated from interactions with other people, including teachers, students, staff and related stakeholders." (interview 12/1 /2023)

The results of the author's observations after planning and implementing the next step taken by the school were to carry out an evaluation. This evaluation aims to see and assess whether the program that has been implemented by the school has been running smoothly or not. Through evaluation, information will be obtained about the extent to which an activity can be

implemented, then this information is used to improve the activity. The following are the results of this interview with Mr Ridwan:

"After planning and implementation, of course we carry out an evaluation. Every process will be evaluated, the aim is so that we can find out how the implementation has been so far, whether it has gone according to what we expected or not by exploring aspirations or suggestions from the school community." (interview 10/1/2023)

Based on the results of the interviews above, it is hoped that the aspirations and suggestions of the school community will be able to find out whether the program implemented is running as expected or not. During this process students are also involved in school communication. According to Mr. Supratman, the roles and methods are as follows:

"Students' forms of communication are also varied, we accommodate their aspirations/suggestions through student representatives (OSIS members) or through Deputy Head of Student Affairs, or Guidance Teacher. Apart from that, in improving the quality of educational institutions, we also involve student voices. For example, we conducted a poll with students about the reasons why they chose SMKN Paku as their school. "The results of this poll can also be used as a reference for schools regarding student expectations and can determine policies and make the right decisions." (interview 11/1/2023)

Based on the results of the interview above, Mr. Sabari also added that student involvement in this communication process will have an important impact on the continuity of the school to develop the quality of the institution. For example, holding a poll for students about the reasons why students choose to study at SMKN Paku. The following are the results of the interview:

"Because students are part of the school community, it is important for us to involve their voices in developing the quality of education. This communication is apart from teaching and learning activities and school activities. For example, we created a poll about the reasons for choosing SMKN Paku. "With this poll, we can find out students' reasons, then we can create programs and activities that are in line with students' expectations." (interview 11/1/2023)

Based on the statement above, Muh. Fatahillah is a student at SMKN Paku and is a member of the OSIS. Fatahillah said that students were also given space to communicate with the school, not only discussing lessons but also all matters related to students. Following are the results of the interview:

"Students are given space to express their opinions regarding problems with teaching and learning activities. We usually meet with the class teacher. The school also provides consultation regarding future levels of education through Guidance Counseling. Apart from that, students can convey their aspirations through OSIS representatives or meet directly with the head of student affairs. The point is that communication issues with the school are very open." (interview 13/1/2023)

There are many benefits of evaluation for schools, one of which is to find out the achievements of school programs, as stated by Mr. Supratman, here are the results of the interview:

"Through evaluation activities, information will be obtained that describes the program's achievements. Whether the objectives of implementing the program have been achieved. Information regarding the level of program achievement is important data to objectively identify whether all parties are involved in implementing the program." (interview 11/1/2023)

Based on the results of the interviews above, program evaluation is usually carried out for the purposes of decision making in order to determine future policies. The purpose of this evaluation is to find out whether the program implementation objectives have been achieved. Information regarding the level of program achievement is important data to objectively identify whether all parties are involved in implementing the program.

CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn by researchers:

1. Planning to improve the quality of schools at SMKN Paku by forming a school development committee and creating a work program listed within the scope of improvement and development of SMKN Paku. This work program culminates in increasing links and matches with IDUKA/relevant industry and the world of work, a program that covers aspects: (1) Socialization of vision and mission (2) Partnerships for industrial work practices (3) Increasing the competence of educators and education staff. With the hope that SMKN Paku will be able to develop vocational education that is increasingly relevant to the demands of society's needs which are constantly changing according to developments in the world of work. This quality improvement planning generally produces quality output of graduates from SMKN Paku. Here students are equipped with good character and skills in accordance with the competencies of each department. Certainly you are very ready to compete in the industrial world and the real world of work.
2. Planning needs to be realized in the form of a real program. The existence of a program prepared based on a strategy to achieve quality involves various parties with an interest in quality. Schools are aware of the social realities faced by schools, namely related to limited resources, weak access to resources and the development of increasing demands for quality. The school principal as a leader must be a figure that is indispensable in making decisions and determining school policies. It is hoped that the aspirations and suggestions of the school community will determine whether the program implemented is running as expected or not. Apart from that, in improving the quality of educational institutions, students' voices are involved, for example by conducting polls with students about the reasons why they chose SMKN Paku as their school. The results of this poll can also be used as a reference for schools regarding student expectations and can determine policies and make the right decisions.

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