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Address

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e-mail: ijer@unib.ac.id

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Public Relation Management In Developing Organizational Behavior

Mukhtar¹, Risnita², Citra Juniarni³

^{1,2}Universitas Islam Negeri Sulthan Thaha Jambi, ³STIT Al Ittifaqiah Indralaya
e-mail: Almujaheed600@yahoo.com

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Abstract: This research described basically and found out concept of public relation management in order to determine how the public relation management in developing organizational behavior. This research was located in State Islamic Senior High Schools in Jambi Province consisting of MAN 1 Jambi, MAN 1 Batanghari, and MAN 1 Tebo. This research is qualitative descriptive research. Data collection techniques were using observation, interview and documentation. Data analysis used combined Miles Huberman and John Creswell model. Data validity technique used data triangulation. Results of the research show that public relation management can be seen from implementation of small group communication planning, execution of special events of public relations, media use, and evaluation on Islamic school program. Organizational behavior can be seen from mutual communication with the society, adjustment on public needs, support by the society and clear targets. Conclusion of this research shows that the public relation management can develop organizational behavior in State Islamic Senior High Schools in Jambi Province. Implication of this research shows that the public relation management can develop the organizational behavior.

Keywords: Management, Public Relations, Organizational Behavior

1. Introduction

Education means as one process in developing ability, attitude and behavior conducted in the society where he or she lives (Fatah, 2011; Maselena et al, 2019; Fathurrochman et al, 2019). Tobari et al (2018); Wandasari et al (2019); Irmayani et al (2018); Syamsir (2013) described that education can also mean as a process of one child's soul changes by providing direction and guidance through his or her potentials in an optimal manner. Also, education has tasks to prepare the students to be able to interact with their society, both in family environment, school environment, society, nation and state environment where they live and do activities (Khasanah et al, 2019; Kristiawan et al, 2019).

In this current era, even the society plays its role in determining the progress or decline quality of an education institution. Since, a progress of an education institution can be seen from the level of public trust to

the institution. So, school managers particularly must look for any effective strategies in creating dynamic and responsive school climate to its surrounding society needs (Apriana et al, 2019). If it is studied further, then each education institution must be able to synergy and to contribute in its managerial process management. Such argument is termed by Tilaar (2002) as an education for a shared society, namely participation of the society in government programs which has obtained public agreement since it is created from factual needs of the society itself (Tilaar, 2002).

Public participation serves as an important issue in Indonesia Regulation 20/2003, stating that a policy involves a society in education programs as well as in creating an offer of school-based management giving relatively broad autonomy to the school and the society. In the chapter IV of the section three article 8, it states that "the society is entitled to activity

contribute in planning, implementing, supervising and evaluating on the education program" (Indonesia Regulation 20/2003). This indicates that public existence and participation are increasingly acknowledged and required in education development and assistance, particularly in Islamic education.

Less harmonious relationship between education institutions and the society is clearly caused by a number of factors. According to Dean (2014) in his research, ideally, there must be a harmonious relationship between organization and the society. In the contrary, if there is a bad relationship between both, then there will be reluctance given by the society in giving their aspirations. Moreover, the society will not obtain accurate and transparent information related to the education process and management at the school, so there will be a gap in the relation of the school and the society as the education customers (Dean, 2014). As a result, there is a less well-implemented communication in the institution. According to Shahram (2013), there are a number of factors leading to less synergy of institution and society, one of which is less maximum role of public relation in an organization. Another factor is that there is no well-implemented public relation functions in the education institutions properly (Shahram, 2013). According to Kingsley (2013) the gap can influence on the less appropriate public assessment, response and opinion on the education institution image. Public relation position in education institution can activate public opinion and view related to the education implemented by an Islamic education or education institution.

Also, it may be caused by less well-implemented public relation section in school management which it is caused by less qualified management then it can influence on the school image. A research conducted by Sumantra (2005) from Advanced Institute of Management Research (AIM), UK and London Business School mentioned that schools in England faced a very dramatically decrease in

a number of fields which was caused by less qualified management. Such a decrease was caused by a new theory which has been implemented in education institutions called as "bad management" which could reduce public trust to the school management. Actually such problem can be solved, but the school arty cannot find out a good communication way with the society, so there is a miss relationship between the school and the society (Sumantra, 2005). Thus, it can be seen that clear information given by the school to the society and the other way round, influences on school management. Such reality describes that public relations influence on education institution system.

Each activity in an organization requires a management pattern, so do the public relation activities in Islamic schools or education institutions. Many define management as a science and art to achieve targets through other activities. This means that management cannot be implemented if the target achievement is not conducted by one person but by more than one person (Zulkarnain, 2010).

Public relations in a broad meaning is defined as a concrete strategy in distributing information and giving guidance in order to create a proper understanding by the society concerning tasks and functions owned by the work organizations (Scott, 2010; Soekarto, 2014). Education as a school work area is seen as a shared responsibility between three elements, namely parents, society and government. This is confirmed explicitly by the Indonesia Regulation 20/2003 articles 7, 8, 9, 10, and 11 on rights and obligations of parents, society and government on the education (Indonesia Regulation 20/2003).

Whole theory concept of the public relation management is a process in dealing with planning, organizing, communicating and coordinating seriously and rationally in the efforts to achieve common targets of represented organization or institution (Zulkarnain, 2010). The public relation management is overall process of school

activities which are planned and attempted deliberately, as well as sustainable guidance to obtain sympathy of public in general, particularly the society having direct interest with the school (Wahyosumidjo, 2005). Implementation of public relations at Islamic school or education institutions in general or Islamic is inseparable from the management, and also the management cannot be implemented as it is desired without any public relations.

Theoretical study on public relation management was discussed more comprehensively by (Erica and Bruce, 2006). According to Erica and Bruce, (2006) public relation management is a planned and sustainable effort to develop and maintain goodness, willingness and understanding of organization and the society. It can be seen from results of the research by Erica and Bruce, (2006) using effectiveness test on public relation management by measuring cause and result (proving that X is the reason for Y existence), it proves that existence of public relation management activity leads to changes on organizational behavior on a company organizational institution. It is also described in the research that increasingly specific results and increasingly focus public relation programs related to expectation for final targets will lead to easier ways to measure changes on organizational behavior. An example from the research results shows that special targets of the public relation management in campaign activity through special events for fund raising is to collect more funds for the nonprofit institution; and it can also prove that after the campaign, there is an increased funds so it can conclude that the public relation management activities serve an important role in changing organizational behavior (Erica and Bruce, 2006).

The Austin and Pinkleton theory model above is confirmed by results of the research conducted by Patrick Jackson stating that public relations contribute to six factors. Related to the discussion in this research,

public relations contribute to organizational behavior. In his research, it can be seen that public relation activities can change behavior. In his research, it used system theory which can identify stakeholders of the organization, and can anticipate relationships of needs of each party through public relation activities. If there is an open decision-making process in order to maintain the society system, then the society may give responses to any sources and information of organization and its environment, or they can use any available information to try to control the environment as its behavior change (Patrick et al, 2006).

Based on the aforementioned study of concepts, it can be synthesized that the meaning of public relations management is the entire process of Islamic school activities in communication ranging from planning, implementing, and evaluating intentionally to obtain sympathy and be accepted by society in general, especially parents of students who are directly related to Islamic schools. The public relation management indicators in this study include: planning small group communication, organizing special events (Islamic school special activities), media use, and evaluating Islamic school programs.

The scope of organizational behavior is more emphasized on how to get people accustomed to working in effective work teams. Superior team performance and individual performance both require multiple skills. In the current work context, a worker is related to many other professions or has a high/intense connection with other professions. When organizations have restructured people in order to compete more effectively and efficiently, they have turned into work teams with better utilized talents.

The above issue can be understood in further about the concept of organizational behavior. Organizational behavior shows an individual and group attitude and behavior as well as interaction in an organization in the context of the organization itself. Organizational behavior study is a field of study studying on individual behavior, group

behavior, relationship and interaction in the group and organization in an entire manner in order to achieve organizational targets. The organizational behavior study also learns how an organization can be effectively structured and how any events in internal and external environment influence on the organization (Cepi, 2015).

According to Robert & Angelo, (2010); Robert & Angelo, (2014) organization is seen as a chess board in which it is played a live game. Knowing more about organizational behavior, life in the organization means as knowing more about the nature, possibilities, and rules of the game. Organizational behavior is an interdisciplinary field which is addressed to obtain better employee understanding and management. Then, organizational behavior is oriented towards research and application. The three basic levels of analysis in organizational behavior are individuals, groups and organizations.

Organizational behavior is the study of what people always do (habits) in an organization and how it creates organizational culture. Thus, the usually examined dimensions in organizational behavior include: dimensions of individuals, groups, motivation, leader behavior (leadership), interpersonal communication, the influence of group structures and processes, development of attitudes and perceptions, processes of change, conflict, work design, and work stress (Syamsir, 2013).

The organizational behavior is a field of study learning the effects of individual, groups and structure on organizational changes. Implementation of such field is expected to create more effective organization. Organizational behavior teaches three determinants of behavior in organizations, namely individuals, groups and structures. Organizational behavior also applies knowledge gained by individuals, groups and the influence of structure on behavior, in order to create more effective organization works. According to Danang and Burhanudin (2015), organizational behavior

focuses on three levels of analysis, namely individual level, group level, and organizational level. These three levels of analysis must be considered to understand the complex dynamics of organizational behavior. First, the individual level is every individual who enters an organization will create differences. Second, the group level is individuals who are joined in a group influenced by the behavior patterns which they want to show, what they consider to be standards of behavior acceptable to the group, and the level at which group members are attracted to each other. Third, the organizational level has many factors giving effects on overall organizational performance (Danang and Burhanudin, 2015).

The organizational behavior is a study related to human behavior aspects in a certain group. This includes any aspects created by organizational effects on the human and also the aspect created from human effects on the organization. Practical targets of this study is to determine how human behavior influences on organizational efforts. The organizational behavior is a field of science studying interaction between humans, structure and process in the organization. The main issue of organizational behavior is relationship between humans in an organization and the organization is created by humans in order to achieve specific targets (Robbins, 2011).

A research conducted by Yamin and Risnita (2016) described that type of leadership which is trusted to have ability to accelerate the achievement of Islamic school goals is an effective leadership, namely a type of leadership that succeeds in persuading, encouraging, influencing, and leading followers using various appropriate methods and strategies to jointly achieve the defined goals. The use of appropriate leadership styles which is supported by a positive school culture will support the creation of highly effective leadership. In other words, increasing school principal leadership effectiveness can be achieved by improving

school culture and democratic leadership styles.

Based on the mentioned study of concepts, it can be synthesized the meaning of organizational behavior in this research namely any actions taken by people in the Islamic schools to influence on the society as Islamic schools users in order to provide response, care, attention, and community participation to the Islamic schools in achieving its goals. Indicators of organizational behavior in this study include: reciprocal communication from the society, adjusting community needs, existence of community support, and clear objectives.

Based on preliminary research conducted by the researchers, as the objects of this study are State Islamic Senior High Schools that have been accredited A, representing the central, southern, and northern regions in Jambi Province, namely State Islamic Senior High School 1 Jambi City, State Islamic Senior High School 1 Batanghari, and State Islamic Senior High School 1 Tebo.

Therefore, the objects of this research are the State Islamic Senior High Schools representing the Regency or City area in Jambi Province and having advantages in terms of quality and quantity. The characteristics of Islamic schools as the reasons for the research include: (1) three Islamic schools have many advantages in terms of quantity and quality; (2) all of the three Islamic schools have "A" accreditation from the National Accreditation Board; (3) the three Islamic schools have the same history, as the oldest Islamic school, but each year the number of students continues to increase.

2. Research Method

This study used a qualitative approach through the perspective of education with participatory observation to illustrate, represent, explore and describe public relations management in educational institutions in the development of organizational behavior, especially in State

Islamic Senior High Schools in Jambi Province. This study used type of case study research, the case study was chosen as a research design because the researchers assumed that this research would be more easily answered by using a case study. Abdul (1998) explained that there are several reasons for choosing a case study: (1) case studies can provide important information about the relationships between variables and processes that require broader explanation and understanding, (2) case studies provide opportunities to obtain interviews about the basic concepts of human behavior, through intensive investigation, researchers can find characteristics and relationships that might not be previously thought, (3) case studies can present useful data and findings as a basis for building problem background for in-depth research planning in the context of developing social sciences.

Data collection techniques used observation, interviews, and documentation because in this study is to obtain data holistically and integrative, and pays attention to the relevance of data with focus and purpose, then in this research data collection, the researchers used three techniques. Imam and Tobroni, (2003) showed that observation is observing and listening in order to understand, seek answers, look for evidence of phenomena (behavior, events, conditions, objects, and certain symbols) for some time without affecting the observed phenomena, by recording, recording, photographing the phenomenon in order to find analytical data. According to Masri and Sofyan, (1994) in qualitative research, interviews are used to get information by asking respondents directly. Sugiyono (2009) explained that there would be more credible research results if supported by available photographs or academic papers and art.

The data analysis used in this study is the Miles and Huberman model. The data analyzed through several stages, as stated by Miles and Huberman (2009) that there are activities in data analysis, namely data

reduction, data display, and conclusion drawing/verification. In qualitative research, checking on data validity (trustworthiness) plays a very important role and is seen as an inseparable part of this research. According to Miles and Huberman (2009) checking on the data validity is based on four criteria, namely the degree of internal credibility, external transferability, dependability and certainty.

3. Results and Discussion

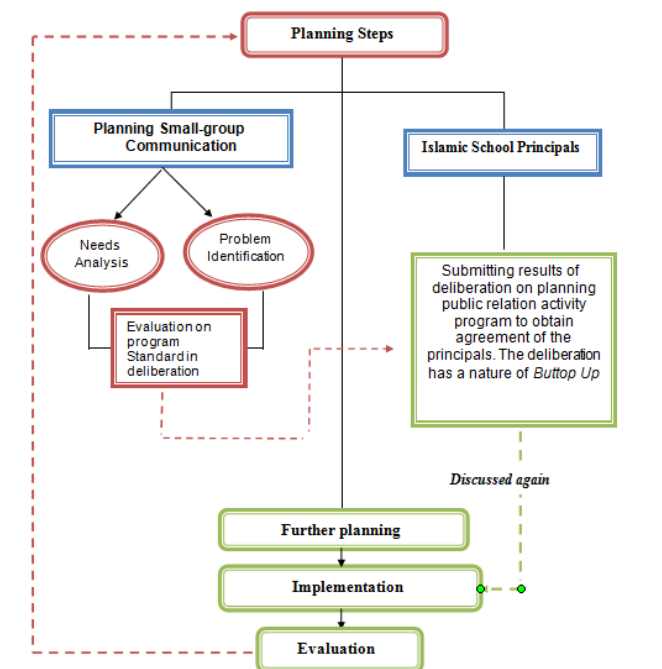
a. Planning on the *Public Relations* In Developing Organizational Behavior in MAN 1 at Jambi Province

Rhenald (1994) stated that *public relation* serve as a strategic function in management for communication in order to create public understanding and acceptance. The steps taken in public relation activities in planning work programs according to Zulkarnain, (2010) have the following steps: Analyzing general organizational behavior and relationships with the environment; Determining and correctly understanding behavior of each group towards the organization; Analyzing the level of public opinion, both inside and outside; Anticipating potential problems, needs and opportunities; Determining formulation and formulating a policy; Planning appropriate tools or methods to improve or change the behavior of the target community; Carrying out and implementing activities in accordance with the planned program; Receiving feedback to be evaluated, then making any necessary adjustments.

The steps in planning the program for public relations activities at State Islamic Senior High Schools in Jambi Province begins by estimating and predicting conducted by the Vice Principal of the public relation department and teamwork, concerning the obstacles they face during the planning process implemented to State Islamic Senior High Schools in Jambi Province which is conducted through a thorough needs analysis namely budget, teamwork, and tools. And the following step is analysis on situation and

conditions (public relations research program) namely time, activities, level: class, place and others. At this stage, the program is analyzed for the obstacles they face in the implementation of former process.

The following step is to present the weaknesses and strengths of the planned activities by Vice Principal of the public relation department and teamwork in the deliberation which has been mutually agreed. The results of the deliberations were then submitted to each Islamic school principals at State Islamic Senior High Schools in Jambi Province as a whole in order to be implemented. In the stage of planning, the public relation program activities use type of programmed decisions since public relation planning in determining decisions is routine and repeating every year (continuous), and has a standard procedure namely the issuance of decree (SK) from each Islamic school principal at State Islamic Senior High Schools in Jambi Province.



Based on the information in the above figure, the researchers can conclude that the steps of planning small group communication in the development of organizational behavior

in State Islamic Senior High Schools in Jambi Province include: (a) Overall needs analysis: budget, teamwork, tools, and others; (b) Analysis on situations and conditions (research of public relations activities) namely time, activities, level: class, place and others; (c) Evaluation of standards in deliberations; (d) Submission of results approved by the principals of the islamic schools to issue SK (decree) through *bottom up* deliberations. (e) Implementation of the program. Thus, the steps of planning public relations management program activities in developing organizational behavior in State Islamic Senior High Schools in Jambi Province according to Hicks and Gullett is included as the combined planning category (General Combination Planning).

In addition to planning public relations management program activities, it is also used needs analysis and identification on the problems and analysis on the situation and conditions. State Islamic Senior High School 1 in Jambi Province is also conducted the preparation of public relations activities program in routine (short-term) work programs and incidental (long term) work programs.

b. Execution of *Special Event* and Media Use in Developing Organizational Behavior in MAN 1 in Jambi Province

Execution is also called as implementation meaning as the effort to move and stimulate members of the group to execute the tasks with spirit. Such implementation includes leading, guiding, and directing so that members of th groups have activity and creativity in executing the plans and achieve defined targets (Onong 2012; Onong, 2003). A research conducted by Mukhtar et al (2018) described that in creating effective and efficient leadership in order to achieve organizational targets, it is necessary for a leadership in order to be able to lead, a reliable individual having responsibility of leading, communication skills with employees, presence of individual as

employees and existence of employees to a leader.

Based on the observations of researchers, the media used by State Islamic Senior High Schools in Jambi Province to establish communication or friendship with the community, especially parents of students are to invite via letter or contact parents to find out the development of children in the schools and always involve the parents to support all school activities.

State Islamic Senior High 1 in Jambi Province also often conducts meetings with students' parents, collaboration with the committee to support the school program in the form of funds and recommendations for the sake of the schools. Every year, there are meetings about finances due to annual increases. And public relation field also has social community program in the form of social services such as granting compensation funds at any time of natural disaster, disaster, illness, everything must have compensation.

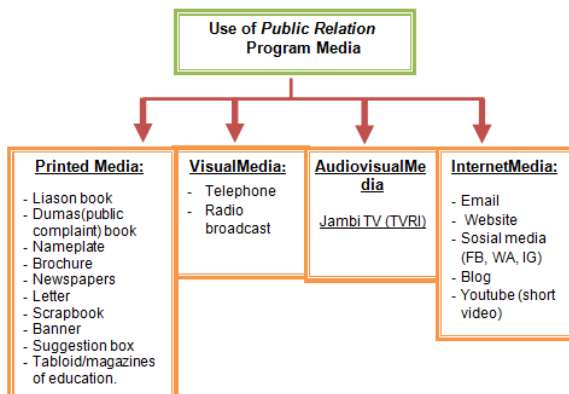
From a number of research findings, the researchers have an opinion that the equipment used by practitioners of public relations in State Islamic Senior High School 1 in Jambi Province has been adequate since Agustinus (2013) which his book entitled Assessment of School Organizational Needs stated that there must be a number of equipment owned by practitioners of public relations, namely: digital photo camera, video shooting camera, LCD, monitor, and screen, a set of internet computer, computer for news or bulletin lay out, scan, and printer, television, tape recorder, video conference hall and others.

It is true that there is communication conducted by the schools and parents of students to always think of all the needs of children in every school activity, whether by telephone, SMS, booklet of liaison between the school and parents, home visit from house to house and others. And from the results of the exposure to the previous chapter, State Islamic Senior High Schools in

Jambi Province often holds meetings, socialization and discussions.

The following is a number media that can be used by public relations practitioners and their nature: 1) Printed Media: readable, everywhere and any time can be read repeatedly, processing can be mechanical, and electrically biased, relatively low cost, limited coverage. For example, daily newspapers, tabloids, brochure, magazines and others; 2) Visual Media: can be heard when broadcast, can be heard again when played back, low stimulation, electrical, market reach. For example, telephone, radio, tape recorder; 3) Audiovisual Media: can be heard and seen when there is a broadcast, can be seen and heard again when played back, very high stimulation power, electric, very expensive, great reach. For example in the form of slides, videotapes, institutional documentaries, television (Morissan, 2009); 4) Internet Media (Online): Internet media is used as a means of publication and communication to the wider community. For example creating e-mails, websites, and weekly newsletters on the internet, social media and others (Rosadi, 2016).

From the explanation above, the researchers also describe various media used in the implementation of the public relations management activity program to build community trust in developing organizational behavior in State Islamic Senior High Schools in Jambi Province as the following:



In the figure above, it can be seen that Media use in the implementation of *public relation* activity program in State Islamic Senior High Schools in Jambi Province is in the forms of a) printed media: including contact book, Dumas (public complaint) book, nameplate, brochure, letters, banner, scrapbook, and others; b) audio media: including radio broadcast, an telephone; c) audiovisual media: Jambi TV (TVRI); d) Internet media (online): including Email, Website, Social Media (FB, WA, IG), Blog, Youtube (short video).

A number of media used in the implementation of public relation program by State Islamic Senior High Schools in Jambi Province in order to attract attention or improve public participation, particularly students' parents is in separable from execution of *special event* in State Islamic Senior High Schools in Jambi Province including a) publication: (seminar, meetings, exhibitions, school visit, home visit, group discussion); b) social community: (Social Service, commemoration of Islamic holidays (PHBI), commemorations of national holidays; c) cooperation network and partnership with Ganesa Operation (GO) institution, universities, community health center, sector police, PT. Indihome/ PT. Telkomsel. The equipment in the execution of the *special event* in State Islamic Senior High School 1 Tebois in the forms of digital tools, *shootingvideo camera* (to make *youtube video*), LCD, *microphone*, sound system and others.

c. Evaluation on Islamic School Program in Developing Organizational Behavior in State Islamic Senior High Schools in Jambi Province

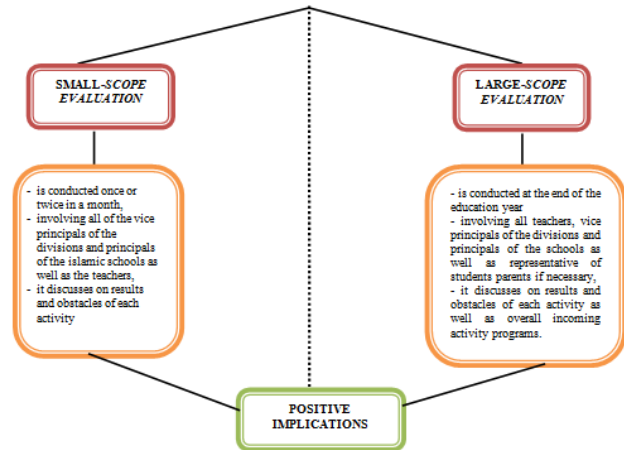
Evaluation is the final step after research, planning and implementation steps conducted by an organization (Onong, 2003). The evaluation step is an important step to be optimized its implementation namely in order to develop dynamic public relations. As cited by Scott (2010) that: "In an organizational environment indicated by reduced-size and

zero-based budget, public relation can no longer be able to ensure justified function argument without evidences of measurement results (evaluation)" (Scott, 2010).

Implementation of Islamic school program evaluation through public relation management activities in State Islamic Senior High Schools in Jambi Province is divided into 2 parts; 1) *small-scope evaluation*: is conducted once or twice in a month, only involving all of the vice principals of the departments and principals of the Islamic schools as well as the teachers, it discusses on results and obstacles of each activity; 2) *large-scope evaluation*: is conducted at the end of the education year involving all teachers, vice principals of the departments and principals of the schools as well as representative of students' parents if necessary, it discusses on results and obstacles of each activity as well as overall incoming activity programs.

There are a number of assessment methods in order to assess an implementation of public relation program conducted in an education institution, among others are observation, recording, research by phone, panel, list of check, assessment scale and opinion poll (Soekarto, 2014). Based on the aforementioned theory above and research results, it can be concluded that the evaluation on the public relation activity program in State Islamic Senior High Schools in Jambi Province is conducted through a number of methods, namely observation, opinion poll, panel discussion and recording.

From the information above, there are two categories of positive implications felt by State Islamic Senior High Schools in Jambi Province from the evaluation of the public relations program that has been carried out at the moment, namely; the positive implications of small evaluations, the positive implications of large evaluations.



In the picture above, it describes that the implementation of Islamic school program evaluation through public relations management activities at State Islamic Senior High Schools in Jambi Province is divided into 2 parts: 1) Evaluation of small scope: conducted once or twice a month, involving only teachers, all vice principals of departments and the principal; discussing the results and obstacles of each activity; 2) large scope Evaluation: carried out at the end of each school year, involving the teacher, all vice principals of departments, Islamic school principals and parents' representatives; discussing the results and obstacles of each activity and planning future program activities. The form of evaluation methods for Islamic school programs through public relations management activities at State Islamic Senior High Schools in Jambi Province are in 4 forms, namely observation method, polling method, recording method, and panel discussion method. As for the positive implications after the evaluation on the Islamic school program through public relations management activities at State Islamic Senior High Schools in Jambi Province, there is an increase in the quality of activities at the following stage, especially routine activities. There is improved effectiveness of each activity program to be carried out in the following school year. Increased community participation in Islamic

schools can be seen through increasing number of students each year.

4. Conclusion

Public relation management in developing organizational behavior in State Islamic Senior High Schools in Jambi Province (MAN 1 Jambi City, MAN 1 Batanghari, and MAN 1 Tebo) is conducted through: planning steps, public relations management activity program in developing organizational behavior in State Islamic Senior High Schools in Jambi Province according to Hicks and Gullett included in the combined planning category (*General Combination Planning*). Organizing Special Events (Special Public Relations Activities) at State Islamic Senior High Schools in Jambi Province, namely: covering (1) Promotions: (seminars, meetings, exhibitions, school visits, home visits, group discussions); (2) social community: (social service, commemoration of Islamic holidays (PHBI), commemoration of national holidays); (3) networks and partnerships in collaboration with, universities, community health centers, sector police, PT. Indihome/PT. Telkomsel. Media use at State Islamic Senior High Schools in Jambi Province, is in the forms of: (1) printed media: including contact books, brochures, letters, banners, and others; (2) audio media: includes telephone and radio broadcasts (RRI); (3) Audiovisual Media: including Jambi TV (TVRI); (4) Internet Media (Online): Email, Website, Social Media (FB, WA, IG), Blogs, Youtube (short videos). There are positive implications after the implementation of the evaluation of public relations programs in developing organizational behavior in State Islamic Senior High Schools in Jambi Province, namely maintaining the attractiveness of Islamic schools through public relations activities; there is an increase in the quality of activities at the following stage, especially routine activities; Maintaining friendship relations; Increased community participation in Islamic school,

namely increasing number of students each year.

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