

## IMPLEMENTATION OF PUBLIC RELATIONS MANAGEMENT IN INCREASING COMMUNITY PARTICIPATION

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### Abstract

*This study aims to determine the implementation of public relations management in increasing community participation at MI Assalam Ancu. This study uses a qualitative research type with a participatory, thematic and integrative research approach. The data sources for this study are the principal of the madrasah, the madrasah committee, public relations employees/staff, parents of students and local community leaders. Furthermore, the data collection methods used are observation, interviews, documentation, and reference searches. Then, data processing and analysis techniques are carried out through three stages, namely: data reduction, data presentation, and drawing conclusions. The results of this study indicate that the implementation of public relations management at Madrasah Ibtidaiyah Assalam, Kajuara District, Bone Regency has been carried out well, with the application of management functions, namely: planning, organizing, directing, monitoring, and evaluating in every public relations activity. Community participation at Madrasah Ibtidaiyah Assalam, Kajuara District, Bone Regency can be said to be good, because the community appreciates the activities held at the madrasah. In addition, the community knows and understands its duties and responsibilities in the implementation of education and the community also conveys its criticism and suggestions, so that the madrasah can improve these shortcomings.*

*Keywords: Public Relations; Management; Participation*

### Abstrak

*Penelitian ini bertujuan untuk mengetahui implementasi manajemen hubungan masyarakat dalam meningkatkan partisipasi masyarakat di Madrasah Ibtidaiyah Assalam, Kecamatan Kajuara, Kabupaten Bone. Penelitian ini menggunakan jenis penelitian kualitatif dengan pendekatan penelitian partisipatif, tematik, dan integratif. Sumber data penelitian ini adalah kepala madrasah, panitia madrasah, pegawai/staf hubungan masyarakat, orang tua murid, dan tokoh masyarakat setempat. Selanjutnya, metode pengumpulan data yang digunakan adalah observasi, wawancara, dokumentasi, dan penelusuran referensi. Kemudian, teknik pengolahan dan analisis data dilakukan melalui tiga tahap, yaitu: reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian ini menunjukkan bahwa implementasi manajemen hubungan masyarakat di Madrasah Ibtidaiyah Assalam, Kecamatan Kajuara, Kabupaten Bone telah dilakukan dengan baik, dengan penerapan fungsi manajemen, yaitu: perencanaan, pengorganisasian, pengarahan, pemantauan, dan evaluasi dalam setiap kegiatan hubungan masyarakat. Partisipasi masyarakat di Madrasah Ibtidaiyah Assalam, Kecamatan Kajuara, Kabupaten Bone dapat dikatakan baik, karena masyarakat mengapresiasi kegiatan yang diadakan di madrasah. Selain itu, masyarakat mengetahui dan memahami tugas dan tanggung jawabnya dalam pelaksanaan pendidikan dan masyarakat juga menyampaikan kritik dan sarannya, sehingga madrasah dapat memperbaiki kekurangan tersebut.*

*Kata kunci: Hubungan Masyarakat; Manajemen; Partisipasi*



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## INTRODUCTION

Public relations management is a two-way communication between an organization and the public (society) in a reciprocal manner in order to support management functions and objectives by increasing cooperation and fulfilling mutual interests.<sup>1</sup> Public relations is an integral part of an organization, not just a complementary institution that functions like perfume to make a room smell nice or like lipstick to make it look prettier, nor just to create an image as if it looks strong, healthy, good, and so on, the task of public relations is to try to create a conducive madrasah organization, a truly healthy working climate, strong social relations, and high performance of human resources.

Inclusive and holistic education promotes the values of peace, tolerance, and cooperation. Individuals learn to communicate effectively, resolve conflicts peacefully, and collaborate with people from diverse backgrounds to achieve common goals. Through holistic learning experiences, individuals not only gain academic knowledge but also develop a greater social awareness. They become more aware of social and global issues and feel motivated to contribute to solving complex problems in society.<sup>2</sup>

In accordance with the Word of Allah SWT in QS. An-Nahl/16:125

أُدْعُ إِلَى سَبِيلِ رَبِّكَ بِالْحُكْمِ وَالْمَوْعِظَةِ الْحَسَنَةِ وَجَادِلْهُمْ بِالَّتِي هِيَ أَحْسَنُ إِنَّ رَبَّكَ هُوَ أَعْلَمُ بِمَنْ ضَلَّ عَنْ سَبِيلِهِ وَهُوَ أَعْلَمُ بِالْمُهْتَدِينَ

Translation:

"Call (humans) to the path of your Lord with wisdom and good lessons and refute them in a good way. Indeed, it is your Lord who knows better about those who stray from His path and He is the one who knows better those who are guided."<sup>3</sup>

From this verse, it can be understood that when conveying something, it must be well-prepared in advance, then delivered in a kind and gentle manner, so that it is easily accepted. Similarly, public relations management must be well-prepared so that the community will support the policies implemented by the madrasah regarding the implementation and improvement of educational quality.

In the midst of the complexity of social dynamics, Public relations management in establishing close cooperation with community leaders including formal community leaders in order to foster education in madrasahs is very necessary, although this cooperation is not always easy to achieve, because there are many other things that are more important for the community to

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<sup>1</sup> Rosadi Ruslan, *Manajemen Publik Relation Dan Media Komunikasi* (PT Raja Grafindo, 2005).

<sup>2</sup> Andrea Giampiccoli, "Community-Based Tourism Development Model And Community Participation.," *African Journal Of Hospitality, Tourism And Leisure* Vol. 7, No (2018): 54-56.

<sup>3</sup> M. Quraish Shihab, *Tafsir Al-Misbah: Pesan, Kesan, Dan Keserasian Al-Qur'an* (Lentera Hati, 2003).

pay attention to. Effective management in managing relations between educational institutions and the community is the main key in strengthening community participation in efforts to provide quality education.

Community relations management in the context of education enables the community to feel a sense of ownership and involvement in the educational process. When the community feels ownership of an educational institution, they tend to be more actively involved in decision-making, oversight, and support for various educational programs. Educational institutions that successfully build good relationships with the community will receive greater support from the community in various aspects, such as financial support, volunteer labor, and participation in educational activities and oversight of the programs. Community relations management in the context of education enables the community to feel a sense of ownership and involvement in the educational process. When the community feels ownership of an educational institution, they tend to be more actively involved in decision-making, oversight, and support for various educational programs. Educational institutions that successfully build good relationships with the community will receive greater support from the community in various aspects, such as financial support, volunteer labor, and participation in educational activities and oversight of the programs.<sup>4</sup>

Ideally, organizations and communities should have a good relationship. If organizations don't maintain a good relationship with the community, the community will be reluctant to express their aspirations. Furthermore, the community will not receive accurate and transparent information regarding the educational processes and management taking place at madrasahs, creating a gap in the relationship between madrasahs and the community, the customers of education.

Public relations management activities encompass the basic functions of general management: planning, organizing, leading, staffing, communicating, supervising, and evaluating. This stems from the definition of public relations management, which functions and aims to create and develop the best possible perception for an educational institution whose activities directly or indirectly impact the future of the educational institution.<sup>5</sup>

In the Republic of Indonesia Law Number 20 of 2003 in Chapter XV Article 46 UUSPN states: (a) education funding is a shared responsibility between the government, regional governments and the community, (b) the government, regional governments and the community are responsible for providing the education budget as regulated in Article 31 paragraph (4) of the 1945 Constitution. Article 47 UUSPN states that a) sources of education funding are formed

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<sup>4</sup> Alaa Zuhir Al-Rawashda, "The Emerging Concept Of Citizen Participation In Providing Sustainability To Developing Countries. A Critical Analysis Of Their Relationship," *Jurnal Kurdish Studies* Volume: 12, no. Pp.790-803 (2024).

<sup>5</sup> Rosady Ruslan, *Manajemen Public Relations & Media Komunikasi: Konsepsi Dan Aplikasi* (Rajawali Pers, 2014).

based on the principles of justice, sufficiency and sustainability. b) the government, regional governments and the community mobilize existing resources in accordance with applicable laws and regulations. While Article 48 states that the management of education funds is based on the principles of justice, efficiency, transparency and public accountability. Article 54 emphasizes that: (1) Community participation in education includes the participation of individuals, groups, families, organizations, professions, entrepreneurs and community organizations in the implementation and control of the quality of education services; (2) The community can participate as a source of implementation and users of education results; (3) Provisions regarding community participation as referred to in paragraphs 1 and 2 are further regulated by government regulations.<sup>6</sup>

To realize the mandate of this law, a collaborative effort is needed that optimally involves the community and the school environment to help improve the quality of education. According to Mulyasa, the relationship between schools and the community has a significant impact on the development and moral and material support, as well as utilizing the community as a learning resource. Empowering the community can achieve a good relationship between schools and the community, which impacts school performance and the implementation of the educational process in a productive, effective, and efficient manner, resulting in quality output.<sup>7</sup>

Public relations management in establishing close cooperation with community leaders, including formal community leaders, in order to foster education in madrasas is very necessary, although this cooperation is not always easy to achieve, because there are many other things that are more important for the community to pay attention to.

Public relations management activities include the basic functions of management in general: planning, organizing, leadership, staffing, communicating, monitoring and evaluating. This stems from the definition of public relations management which functions and aims to create and develop the best perception for an educational institution whose activities directly or indirectly have an impact on the future of the educational institution.<sup>8</sup>

However, the current problem is what kind of public relations management has been implemented and will be implemented by madrasas to build relationships with the community and increase community participation. Sometimes, the reason for the poor performance of public relations in madrasas is poor management, which in turn impacts the school's image. Several

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<sup>6</sup> *Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 Tentang Sistem Pendidikan Nasional* (n.d.).

<sup>7</sup> E. Mulyasa, *Menjadi Kepala Sekolah Yang Profesional* (Remaja Rosdakarya, 2009).

<sup>8</sup> Ahmad Sulhan, 'Public Relations Management in Increasing Community Participation in the At-Tahzib Kekait Gunungsari Islamic High School', *Journal of Islamic Research*, Vol. 13, N (2017), p. 133

factors contribute to the low level of public participation in education in Indonesia.<sup>9</sup> among others: (1) the social, cultural, and geographical conditions of Indonesian society, (2) the public's financial distrust in terms of financing, and (3) policy-making that pays little attention to field conditions. We must realize that public relations has a very important role in the existence, continuity, and even progress of educational institutions. At least one of the parameters determining the fate of educational institutions is madrasah public relations. If there is an educational institution that advances, it is almost certain that one of the factors for its success is the maximum involvement of madrasah public relations. Here, the key to trust in madrasah public relations is one of the keys to the progress of educational institutions and must be managed well.

MI Assalam Ancu is the only school/madrasah in Ancu Village, Kajuara District, Bone Regency. However, the problem facing the madrasah is the village community's inactivity towards the madrasah in the area. The community simply entrusts their children to the madrasah for education without any involvement from parents, either financially, physically, or intellectually. They rely solely on government assistance.<sup>10</sup>

In this case, MI Assalam Ancu in Kajuara District, Bone Regency, is an integral part of the Islamic educational institution that plays a role in providing religious and general education to children in the area. In this context, efforts to increase community participation in the management and improvement of education quality at MI Assalam Ancu are a necessity. Community participation in education management can have a significant impact on the quality and relevance of educational programs, as well as strengthen a sense of ownership and shared responsibility for the success of children's education. However, in practice, the implementation of community relations management at MI Assalam Ancu still faces various challenges and obstacles that need to be identified and overcome. Therefore, this study aims to explore the implementation of community relations management at MI Assalam Ancu, with a focus on efforts to increase community participation in the decision-making process and implementation of educational programs. Through a deep understanding of the dynamics of the relationship between MI Assalam Ancu and the local community, it is hoped that effective strategies can be found to strengthen community involvement in efforts to provide a more inclusive and sustainable education.

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<sup>9</sup> Hasimi Jafar, "Manajemen Hubungan Masyarakat Dalam Meningkatkan Partisipasi Wali Murid Di SMP Negeri 27 Kerinci," *Jurnal Sustainable* Vol. 6, No (2023).

<sup>10</sup> *Pra-Observasi Dan Wawancara Dengan Kepala Madrasah MI Assalam Ancu, 5 Agustus 2024, Pukul 13.00 WITA*, n.d.

## **THEORETICAL REVIEW**

### **Public Relations Management**

Management is often interpreted as science, tips, and profession. It is said to be a science by Luther Gulick because management is seen as a field of knowledge that systematically seeks to understand why and how people work together, It is said to be a tip by Follet because management achieves goals through ways by organizing others to carry out tasks. It is seen as a profession because management is based on special skills to achieve a manager's achievement, and professionals are guided by a code of ethics.<sup>11</sup>

Public Relations Management is a discipline concerned with managing and regulating relationships between an organization or entity and its various stakeholders or publics. This definition encompasses efforts to build, maintain, and enhance positive relationships between an organization and its publics, whether through mass media, direct communication, public events, or online platforms.<sup>12</sup>In the context of education, public relations management focuses on managing relationships between educational institutions, such as MI Assalam Ancu, with various parties involved or interested, including students, parents of students, local communities, local governments, and non-governmental organizations.

The management process involves the main functions displayed by a manager/leader, namely: planning, organizing, leading, and controlling. Therefore, management is defined as the process of planning, organizing, leading, and controlling organizational efforts in all its aspects so that organizational goals are achieved effectively and efficiently.<sup>13</sup>

Public relations management or Public Relations (PR) is a reciprocal interaction between institutions and the community by implementing five management functions, namely: planning, organizing, directing, monitoring, and evaluating, to achieve organizational goals. Public relations not only include relations with citizens within the madrasah environment, but also include those outside the madrasah. The relationship between citizens within the madrasah environment includes: relations between teachers and other teachers, students, principals, staff, committees, and so on. While relations outside the madrasah include: relations between the madrasah and the community, other agencies/institutions, community leaders, village officials, and other government officials.

From the definition of public relations management, the main functions or stages in management include: planning, implementation and monitoring/evaluation in the context of activities in educational institutions. The planning function is the activity of determining what is

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<sup>11</sup> Nanang Fattah, *Landasan Manajemen Pendidikan* (Remaja Rosdakarya, 2009).

<sup>12</sup> Rahmatulloh, "Peran Manajemen Humas Dalam Meningkatkan Partisipasi Masyarakat Di Mtsn 2 Lamongan," *Jurnal Administrasi Pendidikan Islam* Volume 2, (2020).

<sup>13</sup> Nanang Fattah, *Landasan Manajemen Pendidikan*.

to be achieved, how to achieve it, how long it will take, how many people are needed, and how much it will cost. This activity is carried out to determine the appropriate targets and tools to achieve the predetermined goals. Planning in the public relations management function in educational institutions is an agreement and understanding among educational institution personnel about what must be achieved in the organization. Based on the time span, planning is divided into 3 stages, namely short-term planning (one week, one month and one year), medium-term planning (planning made for a period of 2 years to 5 years), and long-term planning (planning made for more than 5 years). In preparing the plan, many people must be involved, who must produce educational institution programs including: student-centered programs, curriculum, learning, supervision: finance, infrastructure, personnel, special services, public relations, and others. The implementation function is carrying out organizational activities that aim to determine who will carry out tasks in accordance with the principles of educational institution management. The organizing function here includes: dividing tasks to each party, forming sections, delegating, and determining authority and responsibility, communication systems, and coordinating the work of each employee in a solid and organized work team. Providing stimulus for organizational members to carry out tasks with enthusiasm and good will while ensuring that each task given authority and responsibility is carried out in accordance with the rules in achieving goals. Uniting a series of organizing activities in educational and learning institutions by connecting and aligning people and their work so that everything takes place in an orderly manner towards achieving the stated goals. The supervisory/evaluation function can be interpreted as one of the activities to determine the realization of the behavior of teaching staff and employees in educational institutions. In general, supervision is associated with efforts to control the quality of education. In the supervisory function, reciprocal communication (two-way) is needed in a management activity in an educational institution to measure and determine the extent to which implementation in a management activity is actualized.<sup>14</sup>

One of the roles of management in public relations is to undertake numerous efforts and strategies to enhance school branding or public image of the madrasah. These efforts or strategies include improving the performance of the madrasah principal, educators, and education staff. Involving the madrasah in regional and national competitions. Building a network with parents and the community. Improving academic and non-academic services and maintaining a good madrasah accreditation rating.

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<sup>14</sup>Eka Khoiru Nisa and Denas Hasman Nugraha, Implementation of Public Relations Management in Improving Good Relations Between Schools and Parents at SD IT Harapan Bunda Semarang, Central Java, Al-Fahim', Journal of Islamic Education Management, Vol. I No. 1 (2019). p. 5

## Community Participation

Public participation refers to the involvement, contribution, or interaction of individuals, groups, or communities in various aspects of a society's social, economic, political, or cultural life. The definition of public participation encompasses various forms of participation, from participation in decision-making and program implementation to support for specific initiatives or movements.

According to Isbandi, community participation is the involvement of the community in the process of identifying problems and potentials that exist in the community, selecting and making decisions about alternative solutions to deal with problems, implementing efforts to overcome problems, and community involvement in the process of evaluating changes that occur.<sup>15</sup>

The provision of education requires the participation of all educational stakeholders, including the community and parents. In participating, the community must act in accordance with its responsibilities and interests. This is determined by the extent to which community members or community groups play a role and participate in the provision of education.

In addition to community participation and empowerment, participatory planning is also needed, driven by the numerous failures of social development initiatives implemented by the government. Broadly speaking, participatory planning implies community involvement in the development planning process, from analyzing the problems faced, devising solutions, gaining confidence in addressing them, and ultimately making decisions about alternative solutions.<sup>16</sup>

Thus, it can be concluded that community participation is the involvement of the community, either individually or in groups, directly or indirectly, in decision-making, policy-making, and policy implementation.

According to Schiller and Antlov, the role of community participation is to build plans, namely after formulating a shared vision in order to determine the specific goals to be achieved.<sup>17</sup>

Thus, it can be concluded that the role of community participation is the preparation of plans based on the results of deliberations to achieve previously determined goals.

Community participation is explained in more detail in the Republic of Indonesia Government Regulation Number 17 of 2010 concerning the Management and Implementation of

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<sup>15</sup> Isbandi dalam Rizal Andreeyan, "Studi Tentang Partisipasi Masyarakat Dalam Pelaksanaan Pembangunan Di Kelurahan Sambutan Kecamatan Sambutan Kota Samarinda," *Jurnal Administrasi Negara*, 2014, 1940.

<sup>16</sup> Hendrawati Hamid, *Manajemen Pemberdayaan Masyarakat* (De La Macca, 2018).

<sup>17</sup> Schiller dan Antlov dalam Rizal Andreeyan, "Studi Tentang Partisipasi Masyarakat Dalam Pelaksanaan Pembangunan Di Kelurahan Sambutan Kecamatan Sambutan Kota Samarinda," *Jurnal Administrasi Negara*, 2014, 1941.

Education, Chapter XIV Part Three regarding the form of community participation in Article 188 paragraph (2) is explained as follows:<sup>18</sup>

- a. Provision of educational resources;
- b. Organization of educational units;
- c. Use of educational outcomes;
- d. Supervision of the implementation of education;
- e. Supervision of education management;
- f. Providing consideration in decision-making that impacts education stakeholders in general; and/or,
- g. Provision of assistance or facilities to educational units and/or educational unit organizers in carrying out their functions.

In increasing community participation, a form of community participation is also needed so that the community can understand the context of the community's role in education. The forms of community participation are put forward by Mochtar and Iskandar, as follows:<sup>19</sup>

- a. Financial: Regarding financial matters, in this form, the community, besides having its financial resources come from the government, is more expected from the community's own self-reliance to advance the learning process that is managed, from the community for the community, so that the goals of the learning community can be implemented as desired, both in the field of physical and mental development.
- b. Protection: is protection (trade, industry, etc.), the need for society to learn cannot be separated from the existence of protection, both legal and the implementation process, the product results must also be able to compete and meet the expected needs.
- c. Morals: is a society that is able to differentiate between good and bad which is generally accepted regarding actions, attitudes, obligations, morals, manners, and ethics.
- d. Academic: This form of participation is scientific in nature, which can be contributed by the community to the implementation of the learning process and the desired goals, so that the school that the community hopes for can be of high quality.
- e. Curriculum: A curriculum is a structured plan of lessons, or set of subjects taught in educational institutions. The curriculum is designed and created by the community, for the community, and in accordance with the desires and goals of the community. In other words, the curriculum is designed specifically for the benefit of the community.

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<sup>18</sup>Government Regulation of the Republic of Indonesia No. 17 of 2010 concerning Management and Implementation of Education.

<sup>19</sup> Mukhtar and Iskandar, *Orientasi Baru Supervisi Pendidikan* (Gaung Persada Pres, 2009).

- f. Learning resources: are people who can be used as a place to ask questions about various knowledge, in this case sourced from the local community where the school or education is carried out.
- g. IT (Science and Technology): To meet the demands of the IT era, it must be able to participate in forming a learning community, because with IT, the ability to carry out community school activities can be seen, even though the ability in the IT field cannot be fully implemented, but even on a small scale, IT can help smooth the work programs planned by the learning community.
- h. Managerial Institutions, leadership that is institutional in nature, led by a manager, with the task of forming the desired learning community work program.

Various efforts can be made to increase participation in society:<sup>20</sup>

- a. Exploring values related to the spirit of participation (togetherness and solidarity, responsibility, critical awareness, sensitivity to change, sensitivity to locality, and siding with marginalized groups).
- b. Reviving volunteer institutions as civic media that once existed and functioned, and then contextualizing them with developments in society, especially contemporary dynamics (e.g., village/hamlet discussion forums).
- c. Expanding public communication or a kind of public sphere that citizens can use to make social contacts and collaborate.

## RESEARCH METHODS

This research uses a qualitative research type with a participatory, thematic and integrative approach. The purpose of this study was to generate in-depth descriptive data on the implementation of community relations management and community participation at MI Assalam Ancu. Participant observation, in-depth interviews, and document analysis were used to gain a comprehensive understanding of the dynamics of the relationship between the school and the community and its impact on community participation. This research approach allowed researchers to explore participants' perceptions, attitudes, and experiences in depth, as well as understand the local context and factors influencing community participation.

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<sup>20</sup> Abdul Rahmat, *Hubungan Sekolah Dan Masyarakat* (Zahir Publishing, 2021).

## **RESULTS AND DISCUSSION**

### **Implementation of Public Relations Management in Increasing Community Participation at MI Assalam Ancu**

The implementation of public relations management is a public relations work process based on management functions. Public relations is a crucial element in an organization. Without public relations, an organization or institution will not function properly or will not meet expectations. In its implementation, public relations cannot be carried out simply without careful planning and clear objectives. Management functions are divided into five: planning, organizing, directing, monitoring, and evaluating.

The stages of implementing public relations management are as follows:

#### **1. Planning**

Public relations planning is a form of communication planning for the public, whether with the community or an organization/agency. Planning is carried out to assess how much resources will be used and consider the targets/goals of the program being implemented.

Madrasah Ibtidaiyah Assalam Ancu strives to become a competent Islamic educational institution by utilizing management concepts to remain memorable for education consumers and the community. To achieve this, the principal's role in the field of madrasah-community relations is to organize and manage positive relations between the madrasah and the community.

Program planning stages in terms of aspects of determining and determining the nature and scope, Determination and determination of the nature and scope of tasks is done by the principal consulting first with the madrasah committee, after that holding a meeting with public relations staff with teachers led by the madrasah committee and the principal. In the meeting, discussed the program of activities and what targets will be achieved. In addition, the meeting will also discuss the condition of the community from a social and cultural perspective, because from a social and cultural perspective it also affects the level of participation, if possible, then the activity will be categorized as participatory (involving everyone) and if not possible, then the activity will be categorized as delegative (asking representatives from several people/part of the community to participate).

The program planning stage in terms of determining the target area of public relations activities, determining the target area of public relations activities is by paying attention to the type of activity, if the type of activity is external, then the target area is the community around the madrasah/school, whereas if the type of activity is internal, then the target area is in the organization itself. In addition, in determining the target area of

activities, public relations practitioners should not just carry out activities in certain locations, because sometimes there are some activities that are not suitable/less popular in certain areas. For example, the activity of mabbaca-baca (thanksgiving, in the Indonesian sense) which is not carried out by most Muhammadiyah followers.

The program planning stage, in terms of determining the target of public relations activities, involves selecting activity targets that have a significant impact and play a crucial role in the continuity of the madrasah. Furthermore, activity targets can also be determined based on the activity theme. For example, a school orientation activity for prospective new students is aimed at prospective new students and parents who will enroll their children at the school/madrasah.

## **2. Implementation**

Implementing public relations is a form of organizing the public relations tasks/work to be carried out. Organizing tasks/work is crucial because public relations activities require division of labor and task specialization. If public relations activities are carried out without organization, they will not run smoothly because the division of labor is unclear.

The head of the madrasah is the highest position in the work unit of the educational institution, as the head of the madrasah, of course all activities in the madrasah have received permission from him and even policies are an inseparable part of the head of the madrasah.

Based on the Decree (SK) on the Division of Duties at Madrasah Ibtidaiyah Assalam Ancu, the duties of all teachers are divided into teaching and administrative staff. Educators are teachers who provide lessons, while administrative staff are technical teachers at the madrasah, such as those in administration and library management.

The accuracy of public relations plans will ultimately be determined by the Madrasah Principal. Therefore, the Madrasah Principal currently plays a crucial role in advancing the Madrasah he leads.

The stages of organizing tasks in terms of determining the timing of activities. A good time to implement an activity is to consider a suitable time, when the community can maximize their time. Furthermore, the activity should coincide with a national holiday. For example, a drug education session on the dangers of drugs coincides with National Drug Day.

The stages of carrying out tasks from the aspect of division of tasks, determining the division of tasks is carried out according to each person's expertise, and to clarify the tasks to be carried out, a committee is formed consisting of a chairman, secretary, treasurer

and sections, and all members of the committee are connected through a line of coordination and a line of command.

The task organization stage, from the aspect of selecting activity implementers, determines those who have the ability and significant responsibility to carry out the assigned tasks. Furthermore, activity implementers are not appointed but recruited, due to concerns that the tasks assigned may not match their expertise and abilities.

Organizing is a form of division of labor with the aim of saving the use of time and labor of the organization, so that public relations activities can be carried out effectively and efficiently. From this organization, we can see the expertise of a public relations practitioner in grouping work, delegating authority to his staff to carry out tasks, and supervising the work methods of staff to minimize errors that may occur.

The stages of direction from the aspect of direction through motivation are carried out by providing encouragement to subordinates to instill an optimistic nature, so that subordinates are able to motivate themselves that the activity can be successful/executed well. The stages of direction from the aspect of direction through reprimands, can be carried out using kind and non-harsh words, so that subordinates do not feel offended. A superior should not only reprimand, but must also help subordinates by providing direction regarding good and correct work procedures.

Directing involves providing motivation and guidance to staff regarding the tasks to be performed, ensuring that public relations staff perform their duties in accordance with their respective positions and expertise. Directing with a reprimand, on the other hand, serves as a warning to prevent a repeat of a mistake by a subordinate. Directing is crucial because carrying out tasks without direction and guidance from management will result in suboptimal results.

### **3. Supervision**

Public relations supervision is a process of monitoring all activities carried out in accordance with predetermined plans. The stages of supervision, from the aspect of establishing performance standards, must determine the level of difficulty of the work and the abilities of subordinates, so that performance standards and work results are balanced. Meanwhile, the stages of supervision from the aspect of observing the work methods of subordinates, by paying attention to subordinate behavior, subordinate professionalism, and how to solve problems related to the tasks carried out.

Supervision is a crucial process, as it is essential for leaders to ensure programs are implemented effectively and to identify any irregularities or obstacles that commonly occur

in public relations activities. A supervisor must possess supervisory expertise to easily oversee the work of subordinates.

#### **4. Evaluation**

Evaluation is the final function in management. It's a form of measurement or assessment of something. Evaluation is a follow-up program to determine the success rate of an activity and how effective and efficient its implementation was.

The evaluation stage, from the aspect of finding and determining the cause of deviations, involves examining activity reports to analyze the shortcomings of the activities that have been carried out. Meanwhile, the evaluation stage, from the aspect of how to correct deviations committed by subordinates, involves personally approaching employees and discussing the deviations that have occurred. Furthermore, supervisors must continue to monitor employee work methods and provide feedback.

Evaluation is one way to measure the success of an activity. In evaluating, the steps involved include identifying the causes of deviations and implementing improvements. This is done to prevent similar deviations or errors from recurring in future activities.

#### **5. Community Participation at MI Assalam Ancu**

Public relations management and community participation are closely linked. Without public relations activities, an organization/agency will not achieve high levels of community participation. The level of community participation can be measured based on observations by public relations practitioners of the community. What public relations practitioners observe is the level of community loyalty to the madrasah, willingness to cooperate, willingness to provide support to the madrasah, and willingness to participate in every activity.

Community participation is an attitude or emotion within an individual or community that indicates their interest or disinterest in something. Community participation cannot be measured but can be observed. The level of community participation can be assessed through community participation indicators. Community participation can be observed through attitudes and opinions toward schools/madrasahs and how the community assumes responsibility for education.

Community participation through education committees and councils has a very strategic position in developing community responsibility. The democratic climate in school management is reflected in the role of the community in the following areas: (1) building a sense of school ownership, (2) formulating school policies, (3) building quality awareness,

(4) paying attention to academic life, and (5) building the school's institutional work system.<sup>21</sup>

It is also emphasized in the 2002 Decree of the Minister of National Education that the Education Council and School Committee play a role in providing consideration, providing support, controlling, and mediating between the government and the regional representative council. More specifically, it is emphasized that the school committee aims to accommodate and channel community aspirations and initiatives in creating operational policies and educational programs in educational units, increase the responsibility and role of the community in the implementation of education, and create a transparent, accountable, and democratic atmosphere and conditions in the implementation and service of quality education in educational units.<sup>22</sup>

Community responsibility in education is an obligation undertaken by the community to ensure the successful implementation of education. Some examples of community responsibility in education include: fostering community cooperation, reprimanding children for misbehavior, and encouraging and supporting all educational programs in madrasas/schools.

- a. Community participation, particularly in getting children accustomed to working together in the community, can be achieved by teaching them to interact and communicate with others. Furthermore, it can be achieved by directly informing and directing them on what to do.
- b. Community participation in admonishing children who commit deviance, by admonishing children who commit deviance is a form of education given indirectly to instill good values in children. Admonishing children who commit deviance can be done by advising them, intimidating them, giving them light punishments, or reporting them to their teachers and parents. Admonishing children who commit deviance is very important to do, because admonishing children who commit deviance is an effort to prevent children from violating customary and religious norms that apply in the environment. Admonition is an effective way that can be done by anyone to give a warning to children who commit deviance.
- c. Community participation in supporting educational programs is an effort made to ensure the success of a program or activity. Community support for madrasas is essential to maintaining their existence and creating a positive image within the community.

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<sup>21</sup>Amran, Committee of Assalam Ancu Elementary Madrasah, Kajuara District, Bone Regency, interview by the author in Matalie Hamlet, September 15, 2024

<sup>22</sup>Decree of the Minister of National Education of the Republic of Indonesia Number 044/U/2002 Concerning Education Councils and School Committees

Community support signifies the community's trust in implementing educational programs. Supporting educational programs can be done in various ways, from the lowest level, by providing appreciation for the activity, to the highest level, by providing resources and information support to the madrasa.

### **Obstacles in Implementing Public Relations Management at MI Assalam Ancu**

Implementing an activity does not rule out the possibility of obstacles or disruptions. These obstacles can be internal or external, and they must be addressed promptly to prevent future problems.

Obstacles in implementing public relations management are a shortage of manpower/staff and a lack of funding. A lack of staff causes information processing to take a long time, and due to a lack of funding, activities are ineffective, as carrying out an activity requires a large amount of funding.

The form of cooperation between the madrasah and parents/community in the actualization of the work program for the procurement of socialization for the acceptance of new students did not run optimally because the obstacles faced by the madrasah in implementing the public relations program were that the majority of parents did not have high educational qualifications so they tended to completely entrust their children to the school in developing their children's intellectual abilities and the majority of parents did not follow up on the material that had not been fully understood by the children.<sup>23</sup>

The form of service provided by the madrasah to the community is by holding clean Friday activities, collecting non-organic waste and cleaning the gutters around the madrasah and residential areas while increasing the madrasah's concern for the environmental conditions around the madrasah, for example including: condolences and visits to community leaders.<sup>24</sup>

The reality in the field proves that the relationship between madrasahs and the community experiences significant obstacles, including: 1) unclear communication objectives; 2) communication channels that are not yet transparent and professional; 3) communication skills that are not supportive enough; 4) follow-up that is not supportive enough and is not structured and sustainable enough.

However, in addition to the obstacles that have been mentioned, there are still several conveniences that can be optimally explored by schools, namely 1) the commitment of the teaching staff and school personnel in trying to overcome the obstacles that occur so as to create a

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<sup>23</sup>Fahirah, Head of Assalam Ancu Elementary School, Kajuara District, Bone Regency, interviewed by the author at Assalam Ancu Elementary School, September 13, 2024.

<sup>24</sup>Amran, Committee of Assalam Ancu Elementary Madrasah, Kajuara District, Bone Regency, interview by the author in Matalie Hamlet, September 15, 2024

cooperative and pleasant work climate; 2) the principal of the madrasah who is responsive and capable enough in reading problems so that he can determine strategic steps in utilizing all sources and aspects of the madrasah potentially and optimally.

## **CONCLUSION**

The implementation of public relations management at Madrasah Ibtidaiyah Assalam, Kajua District, Bone Regency has been carried out well, with the application of management functions, namely: planning, organizing, directing, supervising, and evaluating in every public relations activity.

Community participation at the Assalam Elementary Madrasah in Kajua District, Bone Regency, can be said to be good, as the community appreciates the activities held there. Furthermore, the community knows and understands its duties and responsibilities in providing education, and they also provide criticism and suggestions, enabling the madrasah to address its shortcomings.

The obstacles in implementing public relations management at Madrasah Ibtidaiyah Assalam, Kajua District, Bone Regency are the lack of public relations personnel/staff and the lack of funding, besides that it is also caused by different public perceptions about education programs.

## **RESEARCH IMPLICATIONS**

It is hoped that the madrasah principal, madrasah committee, teachers and public relations staff will maximize services to students and the community in terms of education so that support and cooperation from the community will continue to increase.

It is hoped that the community will actively participate in every activity held by the madrasa, so that communication between the madrasa and the community is always harmonious.

It is hoped that the madrasah will be able to fix the existing obstacles, namely by adding staff so that the public relations staff are not overloaded with work, and asking for help and working together with all parties, in order to obtain assistance from these parties, so that public relations activities can be carried out effectively and efficiently. It is hoped that the community will increase communication and interaction with the madrasah to avoid misconceptions about the madrasah's activity programs.

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