Analysis of Public Relation Management Javadharna in Enhancing Parental Involvement

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Abstract—**Many research have proven the significance of parental involvement in children's education. However, it brings a realization that in current condition, no matter how important it is, inviting parents to get involve is not an easy task. Due to this fact, the research conducted in informal educational organization Sukamaju 7 is aimed to analyze public relation management program "Javadharna" in enhancing parental involvement. The research was conducted guided by qualitative approach through the utilization of interview to the main and secondary subject; parents as a customer and the owner of the organization, respectively. The data were collected from 57 parents of 82 students. As parents describes the activities to be beneficial to keep them updated and involve in their children's learning. The result further shows that all of the activities in the very are able to meet specified purposes and functions as well as gaining approval from the public. However, the process of actualizing knowledge and comprehension into implementation is not an easy feat as revealed by result which mostly only reach indicator of cognitive level. Consequently, result found that for the activities to work for both parent and organization, more time and encouragement are needed. In addition, another factor is identified to be owner's own proactive policies and tendency causing the insufficient time for activities to be materialized by parents.**

Keywords—*parents' involvement; school management; school public relation*

I. INTRODUCTION

As a non-formal education institution, survival heavily relies on customers 'satisfaction. In which their satisfaction depends on the given result or outcome, regardless availability of resources and time constraint. Subsequently as education elements comprises of parents, school-teacher, and society, in order to meet the expected outcome, it is necessary to utilize all elements of education that can be enhanced. Involving school or any other educational institution and their teacher is given, as teaching is their responsibility as educators. In regards with society, the coverage is too wide and fragmented and too far from the focus of objectives. However, it is possible to employ and manage societal support but it still needs further identification in its implementation and mechanism. Therefore, involving parents is the most logical course to improve the outcome as parents have direct importance related to students and children achievement. As it is directly related

to their children's being, their matter of interest is greater than society and parental involvement guaranteed a positive results no matter how small it is [1-6]. In addition, parental involvement increases children's positive attitude towards learning which is directly influencing the betterment of achievement [7-9]. Hence, the idea of collaborating and cooperating with parents.

As profit organization the main objective of management is to gain profit by increasing acquisition, improving image and reputation, enhancing service, and support from its public and audiences. To achieve main objectives, educational profit organization required certain type of parental Involvement which catered parental self-efficacy, parental role construction, and parental perception of invitation for involvement from other parties [10]. Thus the emergence of necessity of public relation management programs to accommodate such importance. With the particular parental involvement in mind, organization constructs management program "Javadharna" and materialized through four parents' involvement-based activities. "Javadharna" is derived from three Sanskrit words *Arjava* (sincerity), *Adarsavadah* (ideal), and *Avadhana* (caring). It signifies the values embody in each of activities within the program

The importance of such program serves as a way to further and improve relationship and partnership between parents and organization, as it is open the path in mutual understanding, a way to stay in customer's good grace by facilitating parent/customers-organization communication to gain intangible assets in the form of trust and loyalty [11-18].

The study explores the activities used by educational organization to accommodate parental involvement, and how it works, as well as how it is perceived by its public. Hence, this research also serves as an evaluation tool guided by the following formulation of research question:

How is the mechanism of Public Relation Management "Javadharna" activities in soliciting and influencing parental involvement?

II. THEORETICAL FRAMEWORK

A. *Public Relation Management in Education*

In many private service organizations or institutions such as education, it is believed that one of the most important things to be gained is trust and loyalty of the public or customers. It is necessary, in order to maintain institution's marketplace and organizational live hood [19,20]. The trust and loyalty usually gained through the reputation and image in the society. This is why it is included as one of intangible assets of organization as it might bring about competitive advantage for the organization [14]. The result of success and failure of the organization are heavily influenced by the perception of the public, as perception is reality for the public; hence the perception and reputation is directly proportioned with the experience of the public in the organization [21-23].

The reputation can be built through various internal and external programs or activities, such as the management of public relations (PRs) which is defined as a management function to build and maintain a good relationship that benefit the public and organization [24-27]. In relation to PRs, Newsom, Turk, and Kruckberg stated that there are three main functions of PRs: 1) it serves as public control, related to the persuasion and the process of opinion changing; 2) serves as respond to public (public interest); and 3) to create a beneficial relationship for both parties [28]. Further, assured by Goetsch and Davis that the main purpose of PRs is to create a mutualism symbiosis between the organization and public involve [29]. The importance of public relations in organization in accordance with its function related to the stakeholders who have an influence in organization success in the long run [15]. Related to its importance, Dodd investigate PRs through social capital theory as it is supposed to be an intangible resource which refers to the organizational asset that has certain value but has no material form [11]. Intangibles resources and assets comprises with management credibility, the ability and idea to innovate, brand and identity, reputation, customers' loyalty, talented and capable workers, access to information source, research relationship, leadership, and environmental, social responsibility, etc [12-16]. Regardless, the importance of intangibles, it can only become valuable assets and results in competitive advantage, only if intangibles are aligned with objective and strategies of the organization [30]. A way to secure intangibles is through a good relationship that can be built by a good interaction and communication, in which according to Tench and Yeomans are focusing on persuasion with five components: *Senders, Message, Channel, Receiver, and Effect* [31]. It means, for effectiveness and efficiency of communication, the messages are need to be clearly stated and received to get the intended effect (knowledge, comprehension, or action) [27-29,31,32].

In educational organization, external public relations are especially emphasized through several activities associated with parental involvement, as they are responsible to support the students (children) through material or immaterial means [33,34]. In addition, it is suggested that coordination and cooperation between school and parents are influencing perception, motivation, and behavior in children's learning [35-37].

B. *Parents' Involvement*

The importance of parental involvement had been researched and result in the consensus of many scholars that parental involvement is a significant element in children's achievement not only in education but in any other areas [38,39]. It is also seen that parental involvement encourages the students to have better achievement, and self-regulation as well as positive attitude towards learning [7,9,40]. Further, it is also discovered that no matter how small the involvement and the change due to the involvement, the positive effect can be seen throughout the process [1,4,6]. Another notable finding related to parental involvement is that parental involvement can also be associated with the social-economic-status (SES) of the parents involved, parents who come from higher social class tend to be actively involved [41]. This result indicates that, to actively participate in the process, parents need an encouragement and invitation, hence organization or teacher are obliged to urge parents to involve through communication or any other supporting activities as well as encourage students to extend invitation of involvement to their parents.

Henderson classified parental involvement as a mean to: 1) maintain positive relationship between parents and children; 2) integrate parents and school to make a wholesome education process; 3) build positive relation and interaction among educational institution, family, parents, and community [6]. In regards with parental involvement Hoover-Dempsey & Sandler come up with 2 level-model of factors in which influence parental involvement [10]. The first level consists of parents' motivation, parents' perception on invitation from other, and life context of each parents (i.e. time, energy, ability, capability, talent, and knowledge). Meanwhile level 2 comprises the result of the factors from first level in the form of parents' involvement form home-based behavior and or school-based behavior.

As profit-based educational organization, it is found that desired parental involvement in the organization encompass activities that can catered parental role construction, parental self-efficacy, perceptions of general school invitations, perceptions of specific child invitations, perceptions of specific teacher invitations, self-perceived skills and knowledge and self-perceived time and energy. Thus, this study will focus on examining activity in order to achieve desired parental involvement.

III. METHODOLOGY

In order to answer the formulation of the question, the research was conducted guided by qualitative approach. It was chosen due to its nature that supports deeper and more comprehensive descriptive and explorative elaboration in data interpretation. The data were collected from 57 parents of 82 students in informal educational organization Sukamaju 7. Parents who are involved in this research are either mother or father; this choice is related to the tendency that only one of the parents is actively involved in the decision making of children's education. It has been established that in terms of children's development, mother and father have different role. Mother acts as main care givers who tends to children's needs and wants as well as actively participate in their education,

meanwhile father serves as 'bread winner' and more involve in instrumental function such as correcting and disciplining [42-45].

The study utilized interview as an instrument in gathering data. The interview is based on Indicator of Effectiveness of Public Relation activities by Setiadi [46], as follow:

TABLE I.   INTERVIEW GUIDELINE

Indicator	Question Types
1) Exposure 2) Knowledge	Exposure towards information (information distribution), Knowledge and awareness if program, function, and its purpose
3) Comprehension	Follow-up action or reaction
4) Choice and 5) Opinion	Agreement-Disagreement Opinion on benefit Opinion on program (audiences' evaluation)
6) Attitude and 7) Behavior	Inclination to shift and change Actualization of Activity Communication's initiation Communication frequency

The data were collected through the utilization of interview which conducted to main and secondary subject of research.

- Interview to parents as main subject are designed to confirm and justify the answer from the questionnaire with detail and deeper elaboration. It is formulated to examine implementation or psychomotor level of the involvement

- Interview to owner, questions comprise information related to the organization, its public, as well as the policy and the experience of the owner related to the public throughout the implementation of the program and activities.

The collected data will further categorized, codified, and analyzed for further interpretation using three steps of procedures based on Huberman and Miles through data reduction; data presentation; and conclusion [47].

IV. FINDING AND DISCUSSION

The idea of parental involvement has been around for centuries, but it comes to light throughout many conducted researches that identify it as a substantial external factor in effectiveness of education process. Hence cooperation from parents or guardian is a generous and noteworthy aid for educators, this cooperation is called as parental involvement as parent become involve (in different scale) in children's education, which is indispensable to reach excellence result. However, such importance posits several questions especially for educator and administrators such as "how do we initiate parental involvement?"; "how to educate parents to get realization of its importance?"; "how to invite them to join?" and "how to manage it?". The effective involvement from parent not only require prompting but also control, in other words organization and administrator not only need to consider "how to invite" but also "how to manage and control after the involvement takes place". With question in mind and to

accommodate such importance, one of informal education organization Sukamaju 7 materialized invitation of parents' involvement in the form of public relation management program with several planned activities which follow through management function to make sure its effectiveness. In other word, in this research parental involvement activities are a mean and strategies in public relation practice. The activities are identified as follow:

A. Pre-Entry Consultation

Pre-entry consultation is a way to connect with a new costumer, as a mean to share and exchange information between costumer and organization in order to identify costumers' interest and preference. As a private service sector organization, dealing with customers and identifying costumers' interest and preference is an essential aspect to maintain organization existence [29]. This activity utilizes communicative persuasive and educative interaction which conditioned both parties to engage and contribute to the discussion. That way the flow of information goes both way and both parties are able to take in information deemed necessary by them. In other words, it is created to gain mutual understanding in the beginning of partnership [28,29]. In addition, it can diminish negative opinion and create a favorable one, hence creates a better chance to build a long positive relationship. In its actualization, the meeting is usually held when new customers come to make inquiry about the organization, and enroll their children whether it is by appointment or a "walk-in" visit.

The study indicates positives response from the public related to its implementation. Parents are found to be enthusiastic as this activity guaranteed necessary information as deciding factor in enrolling their children. However, a little percentage of public came to disagreement of this activity which derived from sense of overwhelming due to abundant information at once. Regardless, this activity is proven to be well-received, but whether it is received by all or just specific population is still unclear. This is due to having educated respondent, in which 96% of them are at least having undergraduate degree or above. Due to its success, this activity serves as an effective marketing tool, which can convince parents without being pressured into the acquisition is positive. Not only for that particular costumer, but it can become strength with a long lasting effect through gained reputation in public eyes, which is evident by enrollments from the referral.

Management and profit wise, it is shown that it is beneficial as service, public relation, as well as acquisition tool. In addition, parents who took initiative to come and make an inquiry before enrolling indicate their concerns and involvement on their children's future and achievement. Thus, it is a first step of invitation to the parents to get involve in their children learning. Parents who are not inclined to be involved will not bother come in this activity. Thus, this activity provides a stepping stone and stimulation for further involvement.

B. Card System

Card system is a form of invitation parental involvement as well as management function of controlling. It actualized in the

form of report to keep parents updated on their children's progress as well as an invitation to involve further in children's learning. These cards serve as informant on the process of learning each day, which minimized the risk of delay solution to probable problems. There are three different color cards with different purpose and meaning: 1) Red—problem is identified in the process of learning (including behavior), parents are expected to make a follow up e.g. confirming, and encouraging; 2) Green card—no problem identified, the children learned and behave well, parents are expected to give a compliment for their work; 3) Yellow—notice for administrative due i.e. payment; 4) No-Card—worse than red card. Its mechanism is quite simple, three types of cards with different color are given in the end of the lesson each day comprises name, date, and a note on how the children is doing (if necessary). Students are requested to show the card to the parents and parents are expected to response accordingly. If necessary parents can directly contact organization to ensure children's learning process. Further inquiry will then lead to deeper involvement that accommodated through the next activity i.e.: ACCI (Accessibility, Communication, Coordination, and Integration).

It is identified that even though parents are aware and agree (existing knowledge and comprehension) with this activity, but it is not enough to intrigue parents to change their attitude and behavior. As it is suggested that in order to be actively involve and productive, it is essential for individual to understand their roles and function within their place in which they are belong to [10,48-50]. It reflects on the result of study in which regardless parents' concession of activity, they are still unsure on how to react. It indicates the lack of awareness of their role as well as insufficiency of socialization and ineffectiveness of information distribution which result in confusion. Even so, through the reaction organization can further identify what kind of socialization needed. Lack of behavioral implementation on parents' front concludes the necessity of revision in management as well as information distribution and socialization. However, since most of the children directly show card to parents, in management perspective apart from actual behavioral action, its function as delivery report is still intact. Parental involvement wise, the existence of program in the very least awaken parents' instinct to be more involve in the actualization of children learning.

However, in the process of implementation organization also need to take into account the maturity of judgement of the personnel in decision making as well as the effective internal communication to make sure the person in-charge are able to make a quick and efficient decision and at the same time be able to be responsible for every decision made.

C. ACCI (Accesibility, Communication, Coordination, and Integration)

Implementation of ACCI based on necessity of effective management of communication as a core of coordination and cooperation between organization and parents in the course of parental involvement. The accessibility refers to access to information and channel; communication refers to the act of sharing and exchanging information; coordination refers to the form of cooperation build based on mutual agreement derived from communication; and Integration refers to the aggregation of mutual understanding realized in the form of action. The implementation utilizes two types of communication forms which are conventional face to face communication and technology-based communication. The activity is held by appointment or invitation from organization or customers/parents to discuss concern, progress, and occurred cases. Organization can use this chance to further and improve relationship and partnership between parents and organization, as it is open the path in mutual understanding through lengthy and deeper discussion. In line with Barkley and Saylor "reaching out to the customer" is a way to stay in customer's good grace by facilitating parent/customers-organization communication to gain intangible assets in the form of trust and loyalty [11-17].

The lack of actual and behavioral implementation is also identified in this activity, mostly in conventional type of communication. Most of parents prefer to use technology-based interaction to communicate their concern an inquiry, in line with global society lifestyle, that requires everything to be "one call away". However, in its actualization there are things that still need to be discussed face-to-face to avoid misunderstanding. Even if parents acknowledge the existence of it, most parents prefer not to initiate the meeting rather waiting for formal invitation. It suggests management's oversight in socialization and conditioning activity as necessary aspect in learning process. Therefore, it is imperative for management to increase parents' awareness on the importance and benefit of the activity for their private gain as it is easier to condition parents to take concern when they realize how advantageous it will be for them.

In addition, in its actualization management needs more than an expert in communication; person in charge is required to have knowledge on children progress, the system, as well as the parents' treats. It results in the limitation in implementation of activity as it is required some categorically qualified personnel to actually pull this out. On the other hand, communication in this activity aids organization to direct and control how far the management wants parents to be involved whether in the process of learning or in aiding students' weakness. Therefore, organizations are able to maintain the condition of learning regardless place and time.

D. Instagram

It serves as organization's information distribution system which utilizes one-way communication to enhance efficiency in information dispersal without time restriction. It reduces waiting time, ensure direct deliverance, and cost-effective [32,51,52]. Instagram is updated periodically according to the schedule of every competition. Most parents approve its usage effectiveness, due to clear division of functions in which Instagram is specifically use to provide competition-related information. Clear approval infers the success implementation of activity. Additionally, Instagram stimulates and invites parents to involve and make an effort in enhancing children's ability through competition. The simplicity of the execution increases the feasibility of activity's implementation in any organization given the availability of personal who manage the information current.

The involvement come from the function of Instagram itself as a tool to deliver information but it also works an invitation and stimulation for parents to engage, for example parents who are exposed to the information of the competition might compel to enroll their children in the competition. As the competition considered an academic enhancement, parents 'initiation to considered and enrolling children in competition can be seen as an effort of their involvement to make sure an improvement in their children learning.

To summarized, there are four employed activities are interdependent with each other as they provide different level of invitation towards parental involvement. The activities expect parents to be involved in terms of coordinating and supporting the learning process to further the cause. These activities encourage parents to participate without feel burdened and pressured as it will be contra productive to the purpose of the program in the first place.

In order to identify how far the activities achieved and practiced as well as implemented, the evaluation is made, the overall evaluation of activities based on the referred indicators can be seen as follow:

TABLE II.   PARENT INVOLVEMENT-BASED PR ACTIVITIES EVALUATION

Indicators	Activities			
	A	B	C	D
Exposure			53%	91%
Knowledge and Awareness	61%	75%	53%	74%
Comprehension	100%	67%	98%	91%
Choice	98%	91%	96%	
Attitude	93%	85%	96%	
Opinion	89%	73%	77%	
Behavior	89%	58%	54%	

■ Pass 60% benchmark
■ Need improvement

Based on the table, there are several things that need to be noted that despite the affirmation, it cannot be avoided there are some challenges that are hindering the actual implementation of the activities, proven by some red indicators in the table. The challenges itself could be tracked back to management within organization itself.

Pre-Entry Consultation gains majority public approval, however it is because the actualization of the practice relies on owner as the only qualified person to conduct the activity. The reliance organization to one personnel is based on necessity of the activity to be handled by those who have detail information regarding every nook and crannies of the organization, as well as enough knowledge in communication to be able to synthesize the necessary information. Looking at the big picture this type reliance makes the activity impractical and ineffective to be implemented especially for bigger company and organization. On other words the challenge in actualization of this activity is the process of recruitment; human resource is expected to find the "replica" of the owner or manager with the ability to do the task independent and reliable enough to do the task without supervision. It results in the limitation in

implementation of activity as it is required a specific personnel to actually pull this out.

The card system has been implemented for quite sometimes in the organization, however as the time passed the change in students and customers, become the very source of failure in this activity. Parents need enough information to actually respond accordingly. The information gap creates confusion thus ignites lack of respond and involvement from parents. The almost nonexistence respond is led by the lack of communication and continue actual socialization by the organization. The disorderly internal communication reflects itself in the failure of this activity to engage parents in involvement. It indicates that management is required to fix the communication system within the organization so every involved personnel are able to be make a quick and effective decision and being responsible for it.

Similar to previous case, ACCI requires attention as in order to change information into expected behavior, parents need further information; especially on how this will be beneficial for them, and the process of socialization is found nowhere in the activity. Thus again, proven that lack of management socialization and communication put another program in jeopardy. Nobody wants to do anything if they do not how it will benefit them. This is why management is expected to create a better and more effective socialization to inform the importance and benefit of ACCI as well as provide chance to comprehend its function. Without it parents will prefer to wait hence the inclination of owner initiative action (proactive), which in a way restrict and limit the parents to actually comprehend the function of ACCI; However, on different side the lack of initiation from parents can also serves as a form of trust form parents to organization. They have faith that urgent and necessary matter will be informed soon by organization. Regardless, it might hamper the effectiveness of activity; thus it is imperative for organization to wisely choose and manage time and procedure of reactiveness based on the priority.

The last activity is Instagram which fit perfectly with society's way of life nowadays which result in acceptance from public organization. This type of communication work well as it does not require any reply or responses, yet the information still available for them to see in any chance they have. It is a perfect information delivery system especially for parents who are busy working. The simple implementation makes it suitable and feasible for any organization.

In conclusion, there are four activities employed which correlate to one another, each with different level of invitation towards parental involvement. Each of activity is created to improve the whole process of learning in order to gain success and increase students and children's achievement. Parents are not really expected to majorly involve but rather to support and coordinate to further the cause. In other words, parents are encouraged to take part no matter how small, but are not obliged to follow. This type of encouragement gives enough room for parents to show their involvement, yet it is subtle enough as not to make parents feel forced or pressure to involve. The compulsory and forced activities and management

will be contra productive to the purpose of the program in the first place.

V. IMPLICATION AND RECOMMENDATION

It is identified that the success most of activities relies or the availability of the owner, especially in pre-entry consultation, and ACCI (Accessibility, Communication, Coordination, and Integration) as this activity is required personnel who understand system in organization, have ability to communicate and synthesize the on-going communication and apply them, have the ability to be a service provider, with some knowledge in applied psychology as well as well-mannered. Consequently, the barrier in this implementation lies on the duplication ability. It is not an easy feat to find "all-rounder" personnel with necessary required ability, thus the apparent urgency to decrese the responsibility through division of labor and make a job description into smaller "chunk" to make the task easier to digest. On the other hands, in relation to instagram utilization, society lifestyle results in affirmation on isntagram as a mean to deliver information to intended audiences. It means this activity have highest feasibility among other activities to be implemented in any kind of organization given the availability of mantainance personnel.

Further it is found that most of failure in the activities derived from lack of socialization and ineffectiveness of information distribution. Some of activities such Card system and ACCI requires maturity of judgment and well-manage internal communication to attain success. Thus, for organizations who are interested in implementing these types of activities are required to take into account the continuous socialization by persuasive communication technique. This activity also requires pre-requisites such as the judgment maturity of personnel and effective internal communication. Well-manage internal communication is a non-negotiable element to achieve the success of program and public relation activity. Further maturity judgment is needed, so the personnel in-charge can make a quick decision and as well as responsible for it. As the success without is seems abysmal.

Due to the limitation in many of the activities, most of activities will be more suitable to be implemented in small-scale organization, in which personnel have better comprehension on what's going on within organization as a whole. Further investigation on strategic management and internal communication as well as distribution information strategy is open to be explored to support the result of this study.

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