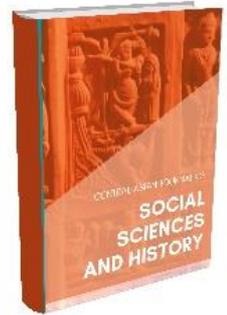




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## Modes of Public Relations Structure in Keeping Reputation at Faculty of Social Science in Yogyakarta State University

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### Abstract:

Mode of organization structure is one of component which consider to determine the functions of organization can do assignments effectively. On one side, a structure of organization was created to translate any kind of tasks, assignments, and responsibilities into any divisions in order organization can be operated effective and efficient. But, one other hand, at the same time, organization structure can make a complicated procedure or a mechanism of decision making being trivial. This research aim at in understanding toward organization structure in implementing organization's policy to grasp and maintain the reputation and cooperation networking. By focusing on Faculty of Social Science at Yogyakarta State University, this examine whether kind of structure of organization especially Public Relations institution can perform well in doing assignments. Data collection was gained through Focus Group Discussion, deep interviews, and observation. The results show us that aspect of flexibility in organization structure and features of leadership play important role to determine key performance organization so that can keep maintaining reputation of organization.

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### 1. Introduction

Each of managers or leaders at any kind of organization including organization owned by state like Yogyakarta State University always endeavor to sustain and ensure organizations operate well. Most organizational theorists believe that manager or leader is a central factor in effectiveness of group as well as organization [1]. Each of divisions or each of persons who responsible toward jobs and assignment must be controlled and coordinating in continuity in grasping the goals.

Yogyakarta State University itself was former namely IKIP (Institut Keguruan Ilmu Pendidikan) Yogyakarta with Faculty of Social Science as leading faculty if it compares with other faculties. This change implies to organization itself especially structure and order of organization. By status as university, each of faculties tries to adjust and achieve their own goals and objectives in line with their own vision and mission.

University as organization concerns to build idealistic system of high education learning and teaching, improve man power and human resources especially lecturers and staff, and include gaining high quality of student as entry for organization. In doing so, each of faculties endeavor and realize it by any program and policy including make transformation from old organization culture to new culture.

One of components which play an important role in shaping an image of organization is a function of public relations. There are two crucial problems which were faced by a function of public relations. First, if a function of public relations was conducted at university level, it was hardly because many of information and cooperation as well as networking from every faculties will be assigned and managed by university. At the same time, at university level, sum of man power and professional person in public relations field were insufficient. Organizing and managing information about all faculties were perceived improper and hard. Therefore, second, there is a flexibility for each of faculty to develop and organize a function of public relations.

University policy allows to each of faculties to design and develop a function of public relations into a function of organization structure namely UUIK (Unit Urusan Internasional dan Kerjasama) which consists of chairman, secretary, and three divisions. These division encompasses innovation and production division; cooperation and agreement division and public relations and promotion division.

Interestingly, Public Relations and Promotion is one of divisions in UUIK Structure. The question is that whether this division was separated from other divisions or this division has inter-twined to each other. Task and jobs descriptions were needed to differentiate the position toward each of divisions.

Theoretically, public relations was defined as a function of management in organization which manage relationship and cooperation either internal or external to create a definitely of image for organization. Public relations is a leadership and management function that helps achieve organizational objectives, define philosophy and facilitate organizational change.

However, UUIK was actually a structure which was functioned to execute two domains of public relations: making relationship and cooperation to stakeholders. At this point, UUIK has strategic position in organization especially for faculty in this university.

But another problem are flexibility of this structure on one hand create disparity among faculties and on other hand, UUIK must synchronize toward university management in related to information and promotions. In fact, each of faculties has not yet created UUIK. There are three faculties which used UUIK and two rest has not yet. Among them, faculty of social science looks more dominant and prominent compared with others. UUIK at Faculty of Social Science can prove as a structure that can accomplish and operate a function of management and leadership at faculty level success.

UUIK Faculty of Social Science can realize several important agreements with external reputation institution either international or national. Management information system was under UUIK also proves any kind of achievements. Some of indicators can be seen by sum of student who enroll at every department. It was also seen from website infrastructure and menus so that it can provide a

fruitful information about all departments were offered to society.

That's reason why this study focuses on UIIK Faculty of Social Science cause of these achievements which were gained. This article was aimed to scrutinize a mode of organization structure which was functioned to execute public relations duties like cooperation and relationship. Communication function which conducted by UIIK Faculty of Social Science was assumed as a key factor in determining how this mode of structure can perform well and satisfied.

UIIK Faculty of Social Science, on one hand, has autonomy to organize this structure, on contrary, it has to coordinate to public relations functions at university level. Thus, coordination among structure as system and among sub-system in organization are a central issue in this writing.

The concept of organizational structure is very important in organization life. As a concept it has also a complicated of ideas because it relates to any dimensions and aspects in organization life. Many scholars has contributed their thoughts about these. For instances [2], [3] all perceived structure organization as a system pathways through which messages flow.

Other concepts derive from scholars who see organization structure as the patterns of interaction among members of organization [4]. This concept raise any proliferation of ideas such as organization networking, hierarchy of organization, and authority and power within relationships in organization.

Shortly, talking about UIIK Faculty of Social Science is not merely occupation and position, but it must also be conceived as complexity of organization layer within itself. For instance, it is impossible understanding UIIK itself without considering position and authority of faculty. It must be remember that faculty is also a structure of organization. For faculty, UIIK is just a part of system in faculty environment. Therefore, UIIK must report, communicate and consult to all faculty leaders especially Vice Dean of Cooperative Program toward what all programs were conducted by UIIK.

Position of public relations is conceptually embedded to top management, but research findings showed us contrary [5]. Public relations positions in organization which they investigated was placed on second line in organization and even separated from management.

Key findings from global study was conducted in several countries also pointed out that position of public relations in organization has not specific formula and criteria. It depends on circumstance of organization itself. Many occupied a function of management or leadership while others were placed at the outsider of organization [6].

Mode of public relations organization structure is to capture the idealistic design at Faculty of Social Science in Yogyakarta State University. In case, UIIK itself is not structure which has autonomy completely, but it is dependent on Faculty which was led by Dean. Of course, public relations in state university is different from private sector or private university. It is very interesting because it can plays strategic role in shaping faculty being known and a good image.

Two steps were conducted to gain fruitful data in understanding the mode of UIIK Faculty of Social Science. First, participant observer was deployed to gain the insight and deep structure as background and common ground of situation. In understanding the pattern of UIIK structure, hierarchy, authority, task and duty are our concerned to grasp activities coordination and membership negotiation among them. As a system, it must be attributes which inherently embedded them.

Secondly, series of focus group discussion also prevail to capture a comprehensive depiction how UIIK Faculty can operate and consolidate each other. On one hand, UIIK Faculty drives its members

to do the task and jobs, and on other hand, UUIK Faculty must coordinate and communicate to faculty elites.

These processes can be conceived as a system in a whole environment [7]. Organization structure in university level can be placed as supra-system, while all faculties are system that were under university authority which have internal relations among them that influence one another. And finally, UUIK can be perceived as sub-system which was under each of faculty. In order to system can operate effective and efficiently, each component and position must be functioned in line to duties and assignments.

Viewed from these perspectives, on one side seen from system approach, this will examine whether supra system, system and sub system can create simultaneous environment [8] [9]. Which drive every elements within it so UUIK faculty can execute its own duties without constraints and resistances. But on other hand, at the same time, this also examines how can structure organization help a function of management and leadership to maintain and increase reputation of organization. Or even contrary that organization structure just distorts a function of duties and assignments because it dictates to members of organization

## 2. Methodology

System analysis was used in this research to examine UUIK faculty as Public Relations structure in Faculty of Social Science. In this analysis, it concerns to scrutinize elements of structure, attributes of elements, configuration of internal relations among elements, patterns of interactions and communications as well as environment which was occupied by system. By these procedures, system analysis focuses on function of organization structures.

Data were collected by some of procedures. It depends on a kind of sources which were collected in relate to what a unit of analysis will be examined. System analysis may use a blended of data sources. For instance, if this research want to understand the patterns of structure organization as whole, data can be gained by interviews, focus group discussion and networking analysis in organization structure. If a unit of analysis just want to focus on duties and assignment in UUIK, data can be collected by interviews only. Thus, as a method, this has a flexibility in data collections which depend on a unit of analysis will be gained.

## 3. Results and Discussion

### 3.1. Results

Social Science is one of seven faculties which were owned by Yogyakarta State University. This faculty is also the oldest. While Yogyakarta State University itself was formerly Institute of Instructions and Education Science. In this change, Faculty of Social Science has played an important roles in making organization more known and it has been a prominent among faculties.

It can be pointed out that this faculty has 7 departments and 12 programs. Students who were enrolled and listed in this faculty are also the most if compared with others. In addition Faculty of Social Sciences has a sort of cooperation and agreements with stakeholders and occupied rank 3 from all faculties in the university.

Whatever a kind of achievements, it can not be separated from UUIK faculty which execute functions of public relations. But these functions and positions, was frequently changing and uncertainty. Formerly, organization and position of public relations was centralized in university. While this

function was centralized in university, in fact, they can not accomplish all system of information of every faculty even tend to be insufficient. Consequently, changing toward public relations position is also affecting to its functions. It triggers to raise new structure for public relations position namely UIIK Faculty.

Although, UIIK was not officially decided by rector decree or decision, each of faculty then try to design and innovate these functions of public relations for their own interests. They argued that any kind of important information of faculty can not be seen in university website which managed by Public relations university. Day per day information about faculty can not be found in university website. Therefore, faculty must have own authority to organize and manage information system managements itself. They believe that by doing this, information about faculty can flow fast and rapidly.

Faculty of Social Science takes a step in managing information system and defines properly toward positions public relations. In UIIK Faculty, public relations position is as a part of UIIK faculty as division. Viewed from public relations exercise, function of public relations has been conducting since 2005, and being dominant among faculties during the last five years especially in doing publications on media either owned media or public media.

Chairwoman of public relations and promotion Faculty of Social Science was perceived success to do publications, public relations training, website management for public relations, co-operations and agreements with stakeholders so that Faculty was more popular and more known than others.

But at that time, it was not clear if seen from structure and occupation. First, Public Relations and Promotion is just one of divisions in UIIK Faculty. Second, chairwoman of UIIK Faculty of Social Science at same time was requested by Rector of university to organize and lead of Public Relations Bureau at university level. Overlapping of duties were avoidable that make blurring toward function between university and faculty.

Because roles and functions of public relations were considered an important thing in organization in turn, it raises an attention from university. But it also showed us that public information at university level has not yet managed professionally. Therefore, when Public Relations and Promotion Division in UIIK Faculty of Social Science are success in doing publications and promotion, chairwoman of division was also requested to organize Public Relations Bureau in university. Rector of university argued that Public Relations Bureau in university must adjust and recover by increasing publication: one day one news for university.

UIIK Faculty of Social Science itself works based on 8 targeted by university as key indicators of performance. It means that UIIK Faculty of Social Science must adjust to university policy. Eight targeted by university as key indicators of organization performance involve: a) Graduate of university gains job position; b) Apprentice and experience for students; c) Lecturer Involvement toward public affairs; d) Practitioners teaching involvement at campus; e) Pragmatical and social beneficial from Lecturer creatures; f) Partnership world program with stakeholders; g) Collaborative and partisipative program; and h) International class program

Seen from key indicators of organization performance, all require communication efforts. As department, to realize a reputation organization, they must consider communication as an instrument to enlarge, increase, escalate and reach all targeted which were directed by university. To optimize organization resources and networking of professional organizations, communication plays an

important role in shaping and creating mutual understanding and intensely interactions between or among organizations. Communications which conducted by public relations officers was intended to capture mutual understanding among stakeholders.

The reasons are clearly that university as organization is not at a vacuum of environment, but it occupies in social, political and economic environment. Those will influence to university and in turn, also determine condition inherently in organizations. Capability of organization to take energy from environment was needed to empower organization being the better.

As a process, teaching and learning were conducted by interaction between students and lecturers and these are usually core business of university. It is also perceived as inputs and outputs mechanism. Therefore, it needs any kind of resources such as human resources, technologies, liquidity of financial and monetary, policy and management. These components form a system which direct organization to gain the objectives.

Faculty of Social Science takes an initiative to design and create a modified of structure toward a formal structure which was stipulated by Rector of university. Based on mandatory of assignment which were accepted by board of UIIK Faculty, this structure is still under namely Public Relation and Co-operation, but in fact, especially for Faculty of Social Science, this structure is under namely UIIK Faculty.

Position of Public Relations is just one of divisions in UIIK Faculty. It means that Public Relations has not yet functioned as a tool management which was embedded to leadership. In this context, position of Public Relations just was functioned to promote and publish information. Thus, it has small scope and a limited assignment if it was seen from definition and scope of public relations itself. As division, position of public relations was led by a chief of division who has not yet accessed directly to Dean, but he must communicate to chief of UIIK faculty.

Many things have conducted by division of public relation and promotion. They spend much time to escalate their program and communication in relate to promote faculty and study. They devotes their energy to increase image of faculty and organizational identity. Division of public relation also involves intensely and plays an important role when other division develop external relation and networking. According to Dean of Faculty, involvement division of publication is necessary if it relates to external relations, media, promotion and publication. Every activities which related to promotion and publication must provide division of public relations to prepare and realize it together with publication and promotion orientations.

Division of public relations also hold and manage social media for promotion and information such as Instagram, Website, and Facebook. Information technology was used to accelerate and synchronize the communication behavior change. It can not be avoided at all. In this year (2022), division of public relations UIIK Faculty of Social Science was awarded as the best social media management. In addition to upgrading website, design and templates which owned by division of public relations become a trend setter for other faculties.

Media relations strategies involve any kind of activities such as media visit, press conference, media gathering, and media coverage. The most important thing in media relations strategies are to ensure that any program and policy which owned by faculty were known by media, in turn, media publish and disseminate to public. Media are partnership for organization so that media agenda was needed to

ensure that selection and salient of issues related to organization were framed in a positive way.

Viewed from division of public relations perspective, it is wasting time and energy for publication if lecturers who are the prominent figure in university especially at the faculty and have an outstanding positions of organization, have not had highly rank and qualified in achieving academic records. For division of public relations, all information which relates to the best achievements are important for publication and promotions.

In this context, position of division of public relations is a supporting system to accomplish the ultimate goals of organization. It means that public relations must be supplied by data and information from organization itself. Division of public relations concerned to facts and valuable data that can be share and spread out vastly. Sometimes, public relations function can be conducted well because there is no valuable data available.

Feedback and response from public and vice versa are key elements in determining process of communication can prevail effectively. This mechanism also show us that organization is seriously how to understand public perceive the organization. In doing digitally, this was facilitated by application so that public can respond and give opinion quickly to organization.

It includes communication system which facilitate other who request to visit organization. By this system, organization, especially division of public relations can arrange and schedule in receiving stakeholders who want visit organization. Division of public relation communicate it and coordinate to Chief of UIIK Faculty and then delivering to Dean of Faculty.

Since UIIK faculty especially division of public relations, media and promotions existed, many progressive steps were caught rapidly. First, sum of social media follower has fulfilled minimum target during a half of first year. It keep continuing to increase. Second, front page and back hand of social media infrastructure were designed more attractive and eye catching for public. Third, there is a continuity for upload video or content which contain leadership activities at any level of organization such as Study Program, Faculty and University.

### 3.2. Discussion

Public relations is one of management functions which should be integrated to a function of leadership in organization. Position of public relations in UIIK Faculty of Social Science was not directly integrated to function of leadership in organization especially in involving to Dean of Faculty except to Chair of UIIK. It is clearly that as division, public relations position is sub-ordinate over UIIK Faculty as whole. It has equal position over two others of divisions. Position of public relations is at the below from faculty organization.

As system, public relations has a limited human resources and a limited scope in doing the task and duties. Ideally, it should encompass strategic planning and strategic communications programs. It should not be placed as conveyor of messages and information. Most of duties which can be seen from public relations activities are technical matters and it still far from strategic and fundamental profession which it relates to the function of management and leadership in organization.

Internal relationships among components in structure are important thing to maximize the capacity and competency which were owned by member of organization. However, relationships among components are insufficient if position of public relations was isolated from other positions. In this case, viewed from internal relationship, public relations just mediated the roles and functions which derived from other components because it occupies as division only.

It can also be seen that there is an overlapping situation and doubling roles as well as functions among positions in organization itself. As division, public relations position must co-operate with other divisions. These coordination were not talking about strategic issues or planning, but it was talking about how any kind of activities in all division can be promoted and released on all media which were managed by public relations division. Besides that, personally, chair of public relations division was also requested to help a function of promotion and information management in university.

By analyzing these phenomena in relate to the functions and roles of public relations, and viewed from system analysis, there are a lot of unpredictable task and assignments available which distort the function system works effective and efficiently. To maintain and secure system work effectively, all tasks and assignments must be ascertained. This is useful to regulate and control the system so that it is working effectively. Therefore, policy maker in organization has to consider it careful and accurately to determine the precision of system in organization especially in relate to public relations positions and structures.

To systematize this, there are three dimensions which have an important thing to create and design the best system. First, features of system itself which will be created. These consist of components of system; nature of internal relationship in system, a kind of attributes which were owned by all members or components in system; and capacity and capability of system adjust and respond the change.

Second, information which were requested to determine regulations and control will be prescribed in the system. Information were required to ascertain any kind of conditions or behavior in the system so that any possibility which will happened can be predicted. Without understanding a degree of uncertainty that cover in the system, it will affect system mechanism itself.

Third, cybernetics principle. The most important thing in cybernetics is a control and a regulation. Each of systems must be regulated and controlled so that this can be maintained and can be projected in the future. A good system can predict any kind of changing and it can adapt or adopt every changing happens.

Thus, mode of public relations structure can be examined by public relations exercises and intertwined among system, information as degree of uncertainty and cybernetic. It will create a system which place public relations position can work effective and efficiently

#### **4. Conclusion**

Problem of public relations position or structure in organization has been interested for many scholars either from organization scientists or communication scholars. As a study, public relations can be said as a part of communication strategic which was used to get solution in relate to organization matters especially in related to public relations matters.

Therefore, mode of public relations structure in keeping reputation at Faculty of Social Science in Yogyakarta State University is actually presenting this problem. On one hand, position of public relations in this university is always changing, and on the other hand, it can prevail these functions to maintain reputation of organization. Two things which inherently can be observed are continuity and changing. One aspect stresses on program continuity and other aspect improve and create new thing based on the changing processes.

Many things have been gained by public relations division in UIIK Faculty in keeping reputation for faculty and university, but at the same time, this position still remains insufficient to determine this structure works maximum. Reconsideration must be given to public relations position in order to execute a function of management and one of functions in organization leadership. As whole, public relations in UIIK Faculty of Social Science is still complementary functions to support the other divisions.

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