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# The Role of Public Relations in Organizational Culture to Build Management Loyalty
## Case Study of the Faculty Student Representative Body, Faculty of Information Technology, Satya Wacana Christian University, Salatiga

Christella Fenetta[1], Lina Sinatra Wijaya[2*]
[1,2] Satya Wacana Christian University, Salatiga, Indonesia

**ABSTRACT**

The success and survival of management in an organization cannot be separated from the totality, productivity, and loyalty of management. So management is one of the most determining aspects in an organization. However, most organizations focus too much on communicating with external parties and achieving success that is visible from the outside but forgets to pay attention to the internal aspects of the organization. For this reason, in an organization the role of Public Relations (PR) is needed to build management loyalty. This research aims to determine the role of Public Relations in organizational culture to build management loyalty. Data collection was carried out using observation, interviews, and documentation. The research results show that four Public Relations roles are applied internally, namely expert prescriber, communication facilitator, problem-solving process facilitator, and communications technician. Evidence of management loyalty which is formed from the role of Public Relations implemented in the internal sphere can be seen from several management attitudes and actions which include obedience and conformity, responsibility, honesty, willingness to understand organizational difficulties, working more than required, creating pleasant atmosphere in the organization, and being open to change.

## INTRODUCTION

The success and survival of the management of an organization cannot be separated from the totality, productivity, and loyalty of its management. Loyalty is a psychological condition that can bind members and an organization; therefore, what is meant by member loyalty is not just physical loyalty, which can be seen from how long a person has been in an organization but can also be seen from how much thought and attention they have, ideas and dedication they have and also completely devoted to the organization. Loyalty can also be interpreted as something emotional, so to achieve someone's loyal attitude, several factors will undoubtedly influence it. Loyalty is an attitude that everyone can apply in various ways. In an organization, member loyalty no longer simply refers to the member's ability to carry out their duties and obligations per the job description.

Instead, it tries as hard as possible to produce the best for the organization (Rahman, 2019). So, management is the most determining aspect of an organization. Therefore, every administrator should be seen as a family member even within the organization and not just as a medium for achieving success, even in the name of mutual success. One of the factors that determines loyalty is harmonious and conducive communication within the organization because this will foster motivation and positive enthusiasm within each administrator.

However, what is very unfortunate is that many organizations have focused too much on achievements and success that can be demonstrated to external parties and communicated with external parties or the public. But they forget to pay attention to the internal organization, starting from the internal communication climate and organizational culture to the comfort of the management, namely the leadership and members of the organization. If there are any, the number of individuals aware of this is minimal. Unsurprisingly, many leaders and members feel uncomfortable and unappreciated and choose not to continue to the next management period and focus on their respective studies by ceasing to be administrators, namely leaders and members. The conditions above differ significantly from student organizations in the Faculty of Information Technology (FTI = Fakultas Teknologi Informasi), especially the Faculty Student Representative Body (BPMF = Badan Perwakilan Mahasiswa Fakultas). Based on the internal data from the Student Representative Body of Information Technology Faculty (BPMF FTI), Satya Wacana Christian University-Salatiga, the data turnover of the members who are involved in the management of BPMF-FTI are as follows:

| Year period | Personnel who continue management from the previous period | Addition in the middle of the current period | Final total per period |
|---|---|---|---|
| 2018-2019 | 15 | 20 | 35 |
| 2019-2020 | 19 | 41 | 60 |
| 2020-2021 | 37 | 22 | 59 |
| 2021-2022 | 28 | 29 | 57 |

Source: Internal Organization Data, 2022.

In the 2021-2022 management period, there was a decrease in the number of administrators, namely the leaders and members, who continued from the previous management period because the 2018 class of students who became administrators, namely leaders, and members, had entered their fourth year of study, they had to start focusing on completing their studies, so they chose not to continue in the 2021-2022 period. Also, several students from the class of 2019 who have entered their third year of study decided not to continue to focus on continuing their respective studies. This situation certainly affects the organization's performance and running because of the

time spent recruiting and training the new management. Another obstacle can be felt when only a few administrators from the previous management period continue to the next management period so that only a few administrators have the basic knowledge and knowledge from the last period to run in the current period. It is a challenge in itself for the administrators. The current period is to not only carry out periodization tasks but also anticipate and find solutions so that there are enough administrators to continue from the current period to the next.

For this reason, an organization also needs the role of a communication practitioner, such as Public Relations (PR), who provides advice and input and reminds fellow administrators, namely leaders and members, to be sensitive to internal desires and needs. PR is an activity that is part of management that can build and maintain internal and external communication (Oktaviani, 2022). Furthermore, according to previous research, the role of PR as a communication facilitator can help become a bridge for resolving internal conflicts (Setiaji, 2019). So, with previous research findings, the role of PR in an organization is significant. Public Relations is also planned reciprocal communication between an organization and its public to create mutual understanding and support for achieving predetermined goals (Nasution, 2019). So, Public Relations plays a role in forming conducive communication within the organization. Good communication created internally flows in two directions. In other words, there is a mutual response between administrators.

There are four leading roles in PR, namely as follows: Expert Prescriber, Communication Facilitator, Problem Solving Process Facilitator, and Communication Technician. So, PR is essential in creating a conducive atmosphere in the organization. PR can also resolve communication barriers that exist within the organization so that an organizational culture and communication climate that is comfortable and enjoyable can be built.

As is the case with BPMF FTI, which has succeeded in building an organizational culture and communication climate that is comfortable and enjoyable to create a harmonious sense of family. Organizational culture is a guideline used by leaders to determine decisions to make decisions more effective in achieving goals. In other words, organizational culture determines boundaries and authority and provides identity to its members. (Faturahman, 2018). Organizational culture also functions to provide boundaries in defining roles so that it shows clear differences between organizations, provides a sense of identity towards something more significant than the interests of individual members of the organization, shows the stability of the social system, and then ultimately the organizational culture can shape thought patterns to the behavior of members of an organization. Warm relationships between administrators, leaders, and members can be solved even if a problem occurs. Even outside the organization, administrators, namely the leaders, and members, can continue to bring others a friendly and pleasant organizational culture.

BPMF FTI is one part of the Student Affairs Institution, which is at the Faculty level of the Legislative side, with four commissions in it, namely the Program Commissions, Organization Commissions, Budget Commissions, and Advocacy Commissions, usually

called Commissions A, B, C and D. With the Faculty Student Senate as a partner of the Executive. As one of the organizations that accommodates students to develop, BPMF FTI. This organization has become a forum for students to develop themselves and also responds to student needs by setting benchmarks for organizing various activities that suit student needs. BPMF FTI is an organization that pays attention to the comfort of its management, namely its leaders and members, creating a sense of belonging. The kinship created at BPMF FTI is the result of the journey and the commitment of fellow leaders and members, where leaders and members are always included in decision-making. It makes fellow internal members feel appreciated and cared for. It is not uncommon for the Chairman of the BPMF FTI to join directly in meetings or meetings of the management and other members to ask what they want and need in the organization as an internal party and also try to get to know and familiarize themselves with all the management, namely the existing leadership, and members. It is not uncommon for the Chairman of BPMF FTI to talk to the management, namely the current leaders and members, not for organizational matters but for personal experiences and to provide motivation for the existing management and members. It is an interesting phenomenon and rarely occurs in an organization.

This uniqueness is what attracted the attention of researchers to examine more deeply the role of PR, which is implemented in the organizational culture at BPMF FTI so that it succeeds in forming a conducive and comfortable communication climate and organizational culture so that it can create loyalty in administrators, namely leaders, and members at BPMF FTI for at least as long as the period that lasted while he was studying and joining BPMF FTI. The benefit of this research is that it is hoped that this research can contribute knowledge regarding the role of PR in organizational culture, and it is also expected that this research can contribute in the form of input to BPMF FTI in developing the implementation of the role of PR and become material for evaluation of the implementation of the role. This homework will be in the future. It is also hoped that this research can provide information for the broader community regarding the role of PR and organizational culture at BPMF FTI.


**METHOD**

The method used in this research is qualitative with a case study research design. Primary data in this research comes from interviews with key informants and predetermined sources, and secondary data in this research comes from observations and documentation. Data analysis in this research consists of collecting data using interviews, observation, documentation, data reduction, data presentation, and conclusion. The validity of the research data was obtained using method triangulation and source triangulation. Researchers carried out triangulation methods using interviews, observation, and documentation. Source triangulation was carried out by obtaining information by interviewing from various different sources but still on the focused organization, namely BPMF FTI. Interviews with various sources were conducted to

obtain in-depth and complete research data related to the role of PR in organizational culture to build the loyalty of management who have joined BPMF FTI.

Researchers observe by coming directly to the Faculty of Information Technology, Satya Wacana Christian University Student Affairs Office, and observing the activities carried out by BPMF. The interviews were conducted directly at the Faculty of Information Technology, Satya Wacana Christian University Student Affairs Office, by adjusting the schedule and time of the key informants and resource persons that had been determined by the researcher, or in other words, the researcher had made an agreement or made an interview schedule with the key informants and resource persons, so that they could free up time. to be interviewed. Meanwhile, BPMF FTI documentation or memorandum data was obtained from archive files owned by BPMF FTI.

## RESULTS AND DISCUSSION

There are two discussions in this research, which include the role of PR in organizational culture at BPMF FTI and how the loyalty of management who have joined and become familiar with the organizational culture at BPMF FTI is built. What is meant by PR in BPMF FTI is the Chairman of BPMF FTI, which operates within the internal scope of BPMF FTI. The monitoring carried out by BPMF FTI to determine the loyalty of its management is through BPMF FTI Evaluation Meetings, which are held in the Middle of the Period and End of the Period. In the Evaluation Meetings, there is a particular agenda to evaluate the personal or performance of each management, both leaders and members of BPMF FTI.

### The Role of Public Relations on Organizational Culture at BPMF FTI
<u>Expert Prescriber</u>
In BPMF FTI, the role of expert staff is carried out by the Chairman of BPMF FTI, especially in providing solutions to problems and advice to parties involved in these problems. This can be seen from one example, namely the Chairman of the BPMF FTI who immediately addressed the problems experienced by the Working Meeting Task Force when one of their Task Forces was offended and almost left the room used for the Task Force Evaluation, there the Chairman of the BPMF FTI asked the two parties to explain how the problem occurred from their respective perspectives after they had finished explaining, the Chairman of BPMF FTI asked each of them to reflect on where their mistakes were personally, whether they understood each other's background, character or personality, and after that, with a background like that, does it make sense or not if this is done, after being able to understand each other they are asked to apologize and forgive each other, and begin to learn not to easily get carried away by what other people say said, and the chairman of BPMF FTI stated: "So what I mean is to understand each other, and do not get carried away with feelings about what other people say, because what other people say about us is not necessarily true and even what we say has no effect on the real us".

Then, the Chairman of BPMF FTI advised that what other people say about ourselves is not necessarily true and does not influence who we are. The ability of the Head of BPMF FTI to resolve problems without judgment, even if they are personal problems that occur within the organization, becomes a solution to existing problems and also prevents problems from arising that have a more significant impact on the organization, resulting in problems or conflicts that occur within a company. The organization is not something to be afraid of but needs to be resolved and regulated so that it does not have a negative impact but instead has a positive effect on the organization in achieving organizational goals (Dalimuthe, 2016).

Communication Facilitator
The role of a communication facilitator within the BPMF FTI is mainly carried out by the Chairman of the BPMF FTI when acting as a mediator. It can be seen from one example, namely when the Chairman of the BPMF FTI became a mediator in the Plenary Meeting when there was a fight over Functionary Candidates in the Raplen Agenda to place Functionary Candidates on the Commission by several Commissions, even to the point of getting angry, as to who was the strongest. to maintain or obtain the desired Functionary Candidates until joining the Commission, where the Chairman of the BPMF FTI calmly continues to lead the implementation of the Plenary Meeting with the principle that as long as the matter can be handled, this usually happens in organizations, especially in organizations that have administrators who are students from other backgrounds and also various backgrounds. Because in the organization the meeting is a place to express opinions in their way, as a way for them to take part, so that they can realize that it is essential when they speak or defend their opinions, and from the Chairman of BPMF FTI also states:

> "It's okay if there are differences of opinion or even anger, but the most important thing is that when it's finished, it's finished".

The ability of the Chairman of BPMF FTI is as a mediator in the struggle for Functionary Candidates through several Commissions in the Plenary Meeting Agenda for placing Functionary Candidates in the Commission. Respecting and supporting the administrators who express their opinions and applying tolerance from within himself reflected in the principles and decisions taken. This gives rise to mutual understanding, trust, respect, support, and good tolerance within BPMF FTI. A person's original character can be the basis for leadership, but this is not enough to carry out leadership. In other words, leadership must be accompanied by solid ethics and politeness so that it can protect its members and also be an example for fellow leaders and members with a good attitude he has. Because without leadership ethics, a leader will not be able to touch or win the hearts of other administrators. But a leader who has ethics will more easily bring his organization to success and can utilize the potential of all the administrators of the organization he leads effectively and optimally, and can also help other administrators get to know themselves and their fellow administrators better (Putri et al., 2020).

Problem-Solving Process Facilitator

In BPMF FTI, the role as Facilitator of the problem solving process is carried out by the Chairman of BPMF FTI when helping one of the Study Program Associations who is facing a problem where their elected Study Program Associations Chairman for this period is experiencing Obsessive Compulsive Disorder, even without the provision from the previous period to overcome issues like this, but the Chairman of BPMF FTI faced this problem by trying to learn what Obsessive Compulsive Disorder was via the internet, and considering all the good conditions of the student and also the progress of the period until finally after passing the Plenary Meeting BPMF FTI decided to give direction to the Organizational Commission as the Commission who is responsible for affairs related to the organization, one of which is the election of the Chairman of the Study Program Associations to carry out the election of the new Study Program Associations Chairman for this Study Program Associations, because being the Chairman of the Study Program Associations is not an easy thing because the Chairman of the Study Program Associations is one of the bridges between the Study Program and Student Affairs Institution, especially SMF is the implementer of the work program during the current period. The Chairman of BPMF FTI stated:

> "That could say there are a lot of new things in my period that are different from previous periods, and I don't want to have to learn on my own again by browsing and reading until I find what I'm looking for, because it turns out there are a lot of new things that need to be studied. I also handled it myself even though I had no provisions from the previous period. I didn't want to throw it at the University Student Affairs Institute for a problem like this because I wanted to try to handle it myself. And luckily, the problem was resolved, and we got a new Study Program Association chairman because we immediately moved quickly."

The ability of the Chairman of BPMF FTI to be a facilitator of the problem-solving process in the case of one of the Study Program Associations above by opening his eyes and being willing to learn about problems that, even though they have only just been encountered in this period, remains responsible and does not take these problems lightly so that he can make decisions for the good the student and also the current period, even though the student had to give up his position to someone else for his health, and also the Study Program Associations had to re-elect the Chairman of the Study Program Associations who would lead them during this period, but this was a decision for the common good. A chairman with self-management skills and a good level of emotional maturity can make the right decisions so that the goals of an organization can still be achieved (Satar & Yusri, 2019).

Communication Technician

The role of a communications technician is carried out by the Chairman of BPMF FTI when guiding Commissions starting from the Program Commission which takes care of everything dealing with the Program starting from Outline the Direction of the Faculty's Student Affairs Program - Faculty of Information Technology, Working Meetings,

Coordination Meetings, Proposal Corrections, Observation Team which observes Faculty Student Senate Faculty of Information Technology, activities being implemented, and Corrections of Accountability Report for Activities that have been carried out, then the Organizational Commission which deals with everything related to the Organization, Namely Structure, Certificates, Functionary Files, Committees or Task Forces taking into account their time arrangements, then the Budget Commission which relating to all budgets at Faculty Student Affairs Institution Faculty of Information Technology by contacting the previous period administrators to help guide the Budget Commission administrators undergoing this period, and the Advocacy Commission relating to student aspirations, problems faced by students, student rights, infrastructure and facilities, with guide and teach them how to work efficiently with all existing problems, not just waiting when a problem is in the process of being resolved which does require time to wait, but looking again for other problems that can be solved, and also teaching them before they know and understand how to handle a problem, they must first understand what the duties of the Advocacy Commission actually are, teach them to create a timeline so that progress can be seen, and for the four Commissions, the Chairman of BPMF FTI asks for the improvement of each Commission every three months. The Chairman of BPMF FTI stated: "From now on, I teach each of their commissions little by little to be structured, starting from making a timeline and giving them their progress. I ask each commission to give me their progress every three months, so they know what they have done."

The communication space built by the Chairman of BPMF FTI is by determining free time together with the management, namely members and other leaders, to gather together and discuss what needs to be discussed and tell stories, and open a communication space when there is something you want to convey, either in the WhatsApp group. each commission and also BPMF FTI. The Chairman of BPMF FTI stated: "This is a concrete statement from me, for example, hanging out together, the two Plenary Meeting or Commission Meeting don't come back straight away, chat first, tell stories, to lighten the mood first, dare to discuss whatever is on your mind the commission group in the BPMF FTI group or whatever it is."

The ability of the Chairman of BPMF FTI to be a communications technician in guiding commissions in carrying out periodization, starting from simple things such as a timeline which helps to know what tasks need to be done, and also progress to find out what tasks have been completed, making it structured so that it is more make things easier, become one of the indicators of the Chairman of the BPMF FTI as a responsible leader with his role as a leader who can protect and guide his members, as well as being a determinant of the direction in which the organization he leads should move, so that he can mobilize and improve the performance of the management to achieve its goals, as well as the organization's vision and mission that have been planned since the beginning of the period (Rahayu et al., 2022).

**Element of Loyalty of Management who have joined BPMF FTI**

Obedience and Conformity

In BPMF FTI, the elements of obedience and conformity can be seen from how the commissions complete their tasks per existing mechanisms and regulations. The Secretary of the Organizational Commission said:

> "Okay, for the way I complete the task, so in the BPMF FTI organizational commission, there really is a special method or rule. For example, in the organizational commission, there is a task to compile functionary files, yes, let's take another example of compiling functionary files, and there are procedures. The way to do it is to merge the PDFs first then we check one" that's it, well after we check, if everything is correct. We put it on the drive in the folder of the organization's commission drive from the functionary's file, like that, so if it's in the organization's commission, there's a way- "The patent method is for checking files, for example, that's the case. There are also ways for us to check other things too and we also have patent methods like that".

The existence of regulations that have been established to regulate the procedures for carrying out a task it makes an organization structured, and it is clear what must be done and how to do it so that administrators can complete their tasks properly and correctly and on time, because every performance in a organization becomes a measure of the organization's effectiveness (Lumentut et al., 2017).

Responsibility

Responsibility in BPMF FTI can be seen from how administrators carry out their duties with their ability to balance tasks in the organization with tasks in lectures by setting priorities and paying attention to the deadlines of each task. The Secretary of the Organizational Commission said:

> "Honestly, I'm actually the type who can't manage time, let alone time management, but what is clear is that I have priorities. Here I have the first priority, namely studying at the Faculty of Information Technology Satya Wacana Christian University, yes, study first then Student Affairs Institute, so if for example there is My job is to finish my assignment first and then I'll take care of the Student Affairs Institute".

The Secretary of the Advocacy Commission also said:

> "Actually, from me, we have to have priorities first, and we also have to pay attention to the deadlines. For example, for class assignments, the deadline is still a week or even two weeks; if there is an assignment from the worksheet, that is a deadline. "It has to be done tomorrow, or it has to be done tomorrow. For me, the tight deadline is done first, then the long deadline can be done after the task with the short deadline has been completed".

The ability of administrators to balance carrying out lecture and organizational tasks well and on time and having the courage to bear risks regarding the impact of decision-making and actions taken is clear evidence that the BPMF FTI management has a fully responsible attitude towards the duties and responsibilities they have, as a student and administrator at BPMF FTI (Caesari et al., 2013).

Honesty

In BPMF FTI, the element of honesty can be seen in how the Chairman of BPMF FTI handles every problem that exists, where every time there is a problem, the Chairman of BPMF FTI never keeps the problem to himself, which means it is immediately discussed together, and is willing to be open to the opinions of other administrators, both fellow leaders. and members to find the best solution to solve the problem. The Chairman of BPMF FTI said:

> "Okay, my method is that if there is a problem, I don't keep it to myself, as much as possible I talk about it straight away, I learned to be open with other functionaries too, because after I experienced it, it turns out that being a chairman is not as easy as I imagined because what happened "The center is our function as chairman, whether there is a problem with the commissions or even with my secretary, whether we like it or not, we still have to deal with it, find a way out so it can be resolved".

The ability of the Chairman of the BPMF FTI to be willing to discuss problems that occur and to be open to the opinions of fellow administrators to find the best solution is an action that the Chairman of the BPMF FTI is at the center of all changes which are the determining factors for the success of the organization (Deden, 2019).

Want to Understand Organizational Difficulties

In BPMF FTI, the attitude of wanting to understand organizational difficulties can be seen from the decision to help each other when a problem occurs so that they can work together to solve every problem that arises. The Secretary of the Advocacy Commission said:

> "As for the help itself, of course, there is. You could also say that we all help each other when dealing with every problem so we can't do it ourselves. We help each other. The leadership itself will also suggest solutions like that. There are options: "We can take it outside of the main plan that we have planned, then there is also assistance from, for example, Coorbidkem or assistance from the faculty leaders themselves because Coorbidkem itself will try to resolve every problem".

The ability of the BPMF FTI management to help and support each other when the leadership and other members are experiencing difficulties and choose to help restore conditions and not leave the organization, resulting in teamwork that can achieve goals in ways that are decided and carried out jointly by the management. Namely leaders and members (Letsoin & Ratnasari, 2020).

Working More Than Asked

In BPMF FTI, the attitude of working more than required is seen when the administrators help each other with their work to ensure that there are no mistakes in the work that has been done. The Secretary of the Organizational Commission said:

"In the commission the organization works together and checks together too, so sometimes we also, for example, if person A is checking something, that b c d e f the people are also checking who owns it, what's wrong with this? Whether it's wrong or not, that's how it is so that there's nothing wrong either."

Management, namely leaders and members who have loyalty to the organization, will carry out all their work duties and responsibilities sincerely and truly use the abilities they have when carrying out their duties, and are even willing to help when leaders or other members are in trouble (Ukkas & Latif, 2017).

Creating a pleasant atmosphere in the organization
In BPMF FTI, the role of creating a pleasant atmosphere in the organization can be seen from how the Chairman of BPMF FTI uses the methods to build good relationships within BPMF FTI by hanging out together, chatting to find the atmosphere, and being an example to dare to discuss anything. what you want to discuss about the organization. The Chairman of BPMF FTI said:

"Because that's what I want from myself because we are rich people who work, the point is, we're not relatives or anything, so if you work, you can take some and give something like that, so I want those who join BPMF FTI to have given the results of their work, their responsibilities, so I also want them to be able to take advantage of relationships, privileges, and also be able to provide the latest information about the faculty, to their contacts and also to their friends."

The ability of the Chairman of BPMF FTI to create a pleasant atmosphere at BPMF FTI makes the management, namely the leaders and members, make the organizational environment an environment that has a positive influence on the motivation and performance of management (Hasibuan & Bahri, 2018).

Be Open to Change
In BPMF FTI, the attitude is open to change, which can be seen when there is a change in the organization, such as a policy change. The management, namely the leadership and members, still accept it and choose to continue following it so that everything in the organization can run well. The Secretary of the Advocacy Commission said:

"Okay, from myself it can be said that we have to learn to accept things like that, yes, even though sometimes there are things that don't match our thinking, and because the results of the meeting itself are the result of a joint decision, yes, from myself that's okay, so on respecting every joint decision that we have agreed on, even though there are some decisions that are not under our thoughts."

The ability of the BPMF FTI management to be open to changes that occur as the period progresses with the decisions taken, as well as solutions to any problems that arise, is proof that the management and members are involved in the decision-making

process so that the decisions taken are the result of ideas. which builds the achievement of organizational goals (Faturahman, 2018).

**CONCLUSION**

From the research results, it can be concluded that the PR role implemented by the Chairman of BPMF FTI has positively impacted management loyalty. Even though the management comes from different backgrounds and cultures, the Chairman of BPMF FTI can still set an example, be a role model, and unite to achieve common goals in BPMF FTI by being able to find and provide the best solutions when problems arise because problems can happen. Occurs, but the results and impact of the problem depend on the choices made and the response given to the problem.

The PR role implemented in the BPMF FTI by the Chairman of the BPMF FTI is as an expert in providing solutions and advice, a Communication Facilitator when acting as a mediator, a problem solving process Facilitator, and a Communication Technician when problems occur, especially the more dominant role is the role of Communication Facilitator in acting as a mediator, especially in handling the issue of competition for Functionary Candidates by the commission, received a good response from the management, because the management was appreciated by the ideas and opinions that were listened to so that the management felt that their role in the BPMF FTI was essential for achieving the goals of the BPMF FTI, by obedience and compliance which can be seen from the way the management completes tasks, the responsibilities that the management gives for each existing task, the honesty that exists in BPMF FTI, the management is willing to understand the difficulties of the organization and is ready to help and assist each other when problems occur, willing to work harder than requested, create a mutually pleasant atmosphere at BPMF FTI, and be open to any changes that might occur during the period.

For further research, it would be better if it was carried out in a broader scope, and analysis could be carried out using a quantitative approach to test how much influence the role of Public Relations implemented in the organization has on management loyalty.

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