

Cyber Public Relations Strategy of SMAN 9 Tangerang Regency in Building Shared Value

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ABSTRACT

KEYWORDS

Cyber Public Relations;
Shared Value; Social
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The Cyber Public Relations (PR) strategy implemented at SMAN 9 Tangerang Regency aims to strengthen relationships between the school and the community through the effective use of social media and digital communication platforms. In the digital era, schools are required not only to function as educational institutions but also as transparent and communicative public organizations. This study analyzes SMAN 9's efforts to create shared value by utilizing digital technology as a strategic communication tool to enhance both internal and external relations. The research focuses on the use of digital platforms such as Instagram, Facebook, YouTube, and WhatsApp in disseminating educational information, promoting school programs, and facilitating two-way communication with stakeholders. Through these platforms, SMAN 9 delivers academic content, announcements, achievements, and public service information in a timely and accessible manner, which encourages active engagement from students, parents, alumni, and the wider community. This digital approach has contributed to improved trust, transparency, and institutional image. The findings indicate that the Cyber PR strategy has been effective in strengthening stakeholder relationships and generating shared value, where both the school and the community benefit from open communication and increased participation. Nevertheless, the study also identifies challenges, particularly related to limited human resources and budget constraints, which hinder the optimal management of digital content and platform sustainability. Addressing these challenges is essential to maximize the effectiveness and long-term impact of Cyber PR strategies in educational institutions.

INTRODUCTION

An effective cyber PR strategy assists educational institutions in building strong relationships with their communities, attracting new students, and retaining alumni and parents in their educational ecosystem. Various presentations that discuss digital public relations activities in institutions, especially educational institutions, sparked the author's interest in conducting the research as an important consideration relevant to the local context and needs at the application level (Alhabash & McAlister, 2015; Eger et al., 2019).

It further describes several other reasons that motivated the author to conduct this research. The first relates to the relevant local context, where SMAN 9 Tangerang Regency is one of the educational institutions in the district that faces various unique challenges and opportunities in managing public communication to build relationships with its community (Kelleher, 2021; Macnamara, 2016). This research allows the author to explore how cyber PR strategies can be applied in the context of local education to create shared value that benefits students, parents, and the community (Porter et al., 2019; Pfitzer et al., 2013). Second, it examines the extent of digital communication and social media development in educational institutions, especially SMAN 9 Tangerang Regency. Third, in the sequence of state high school establishments, SMAN 9 was established early among the 34 state high schools in Tangerang Regency. Fourth, geographically, SMAN 9 Tangerang Regency is adjacent to

Serang Regency, precisely in the northern coastal cluster of Java Island, where coastal culture is prominent despite the community's relatively homogeneous composition and limited influx of immigrants.

The rapid pace of technological development certainly impacts conditions around SMAN 9 Tangerang Regency in terms of social media and digital communication. Educational institutions like SMAN 9 Tangerang Regency may not have fully utilized the potential of cyber PR to build their reputation and engagement. This research also aims to evaluate how cyber PR can be used strategically to improve communication processes, institutional transparency, and relationships with educators in the school environment (Theunissen & Wan Noordin, 2012).

Several previous studies on the concept of shared value, such as that by Mohammed Abubakkari Sadick et al. (2021), who explain that creating shared value requires generating economic value that simultaneously produces social value. Further studies reveal a strong link between social and economic value in creating shared value, aligning with findings from scholars. This supports the thesis of Reyes and Smith (2016), who argue that shared value creation is based on the win-win principle, which can be applied in the education sector. The social aspects of education—comprising students and other community members—can "win," while economic actors such as companies and corporations also win; in this case, educational institutions can "win."

The application of this concept aims to meet the needs of underserved constituents (prospective students) along the education pathway (Girginova, 2020; Kimmons et al., 2016). It requires educational institutions to redesign products (programs) in various forms to facilitate distribution and foster innovation, thereby addressing challenges in the education sector (Peruta & Shields, 2017; Rutter et al., 2016).

Researcher Dewi R. (2020), in her study shows that digital PR strategies can improve communication with students and parents while enhancing schools' reputations in their communities.

Cyber public relations activities emphasize PR actors designing experiences that evoke positive feelings, share emotions, and foster connection, in line with ongoing developments. Electronic communication is the key to cyber PR activities, creating unique conditions in educational institutions. Research on private universities (PTS) demonstrates that effective cyber PR can build a positive image for these institutions.

Public relations or humkomun in Indonesia is widely popular in communities, departments, government agencies, companies, business entities, institutions, and labor organizations. The phenomenon of public relations should not be underestimated for its role in institutions and organizations.

As an internal and external communication agent, public relations manages an institution's communication through media, executing planned activities targeted at audiences to achieve organizational goals. Public relations serves as a bridge between the organization and the public. Renald Kasali explains that public relations in Indonesia plays a crucial role in shaping public perception and addressing issues affecting organizational reputation. Public relations in Indonesia must tackle new challenges, such as social media management and online communication crises (Hidayat, Adi, 2020); in other words, PR strategies must adapt to local cultures to design effective communication (Assegaf, M. Iqbal, 2019).

With its evolution, communication now extends beyond direct interactions to electronic media, including internet networks and interconnected systems. This approach is more advantageous, as it reduces costs, labor, and time while eliminating distance barriers.

Communicating via electronic media, particularly the internet, requires distinct procedures compared to conventional methods, necessitating tailored message strategies (Valerio-Ureña et al., 2020).

Public relations activities in cyberspace have become popular among businesses and organizations to engage the public. The term cyber public relations not only overcomes barriers like distance and time but also offers advantages over conventional PR. Digital relationships between organizations and their publics must be built systematically to enable fast, strong interactions. This is compelling because it facilitates two-way, more personal communication.

This research focuses on how digital media can enhance social relationships and build closer ties with the surrounding environment, assessing effective communication through mutual perceptions. The expected outcome is the formation of shared value through PR strategies as a key approach. Shared value initially combines business goals with social benefits.

Shared value, according to pioneers Michael Porter and Mark Kramer (2017), is a concept that creates value for both organizations and society by aligning institutional purposes with community interests. Its application requires participation from all elements to solve social problems without neglecting organizational goals. Harmony between organizational interests and environmental needs must be evident in implementation to achieve mutual value.

Shared value is often integrated with Corporate Social Responsibility (CSR) programs but is value-driven, effectively addressing social issues and strengthening stakeholder ties (Hidayat, Adi, 2020). Meanwhile, Assegaf notes that clear communication helps communities understand how organizations create shared value and contribute to collective success. PR strategies succeed when they reflect local values and involve communities in organizational social initiatives (Munthe, 2018).

In greater depth, the author draws from the journal "Strategic Use of Cyber Public Relations for Creating Shared Value in Corporate Social Responsibility Initiatives" by Julia M. Meyer & Thomas A. Harris (2019), which discusses cyber PR in CSR to generate shared value, including practices and challenges. Additionally, a study by Robert D. Green & Alicia T. Martinez provides further reference.

These studies offer insights into effective digital PR for shared value. Cyber PR implementation extends beyond corporations to educational institutions, adapting digital media in online channels to build shared value and maintain positive images. The study covers techniques and strategies to boost visibility, reputation, and relationships for educational institutions.

METHOD

The constructivist paradigm guided this qualitative research by emphasizing how individuals and groups created, interpreted, and understood messages within their social and cultural contexts.

This approach highlighted the role of context and subjectivity in communication, with interpretations shaped by personal and social environments. The study employed in-depth

interviews to explore participants' perspectives and meanings, observations to document behaviors in natural settings, literature reviews, and documentation analysis to identify theoretical gaps.

To strengthen the findings, the study used data triangulation, combining multiple sources, methods, and perspectives to enhance validity and reliability. This integration provided a comprehensive understanding of how public relations strategies at SMAN 9 Tangerang Regency shaped shared meaning among stakeholders, contributing to educational quality through alignment of common values and institutional social responsibility.

RESULT AND DISCUSSION

SMAN 9 Tangerang's Efforts in Building Shared-Value

Building shared value, SMAN 9 Tangerang Regency is a business that is integrated into a series of activities offered through public relations channels. Examining the information obtained before using technology in communicating, SMAN 9 Tangerang Regency conveys messages or values to its environment through conventional activities such as correspondence printed through a printing machine and then distributed to related parties. Joint activities are carried out with the surrounding environment, sometimes by visiting directly to the place or residence of related parties who will cooperate. Internally, information is conveyed through whiteboard media or bulletin boards. There are many weaknesses if the information written is not conveyed or the employee ignores the message conveyed through the bulletin board.

The various weaknesses that have been discussed above how the message conveyed through traditional media clearly has many weaknesses, including requiring a lot of money, energy and time. Moreover, the message that you want to convey to the student's parents is one example where the distance between the school and the student's parents' residence is not always close.

The information that was built seemed slow because the message did not arrive to each supporter was also one of the obstacles faced at that time. This makes all the information that should be conveyed quickly slow or sometimes not delivered. Such a condition is certainly an obstacle that cannot be considered ordinary. Along with the development of technology that is increasingly making it easier to communicate media, the public relations of SMAN 9 Tangerang Regency must certainly adjust to the existing conditions.

The need for fast information and communication is addressed with the use of more effective and efficient tools or media. Schools' efforts in creating shared value must also consider the media that developed in their time (Information and Communication Technology). ICT is especially present in the curriculum that must be taught by students, so it is in line with the needs of schools in communicating using the latest technology or applications (updates). This adjustment makes communication built both internally with school personnel and external school can be formed properly. As a result, efforts to form shared values as one of the goals of educational institutions can be realized.

Based on the results of an interview with Erin Supriyani, S.Ag., M.Pd., Principal of SMAN 9 Tangerang Regency, the following is a description of the school's efforts in building *shared value* through Cyber PR strategies by presenting a communicative and humanistic approach. SMAN 9 Tangerang Regency applies a communicative and humanist communication approach. This strategy aims to create better relationships between the school

and all stakeholders, including students, parents, alumni, and the community. This approach includes the following:

Management of Social Media and Digital Platforms

SMAN 9 Tangerang Regency utilizes various communication technology media for public relations, including social media management such as Instagram, Facebook, and Youtube and WhatsApp channels. In addition, there is a main portal and several websites specifically for educational needs, such as an LMS (*Learning Management System*) platform, a web library, and counseling guidance services. All educational content is managed collaboratively by all elements of the school to provide benefits for students and the wider community. Various social media in the digital platform are used as a symmetrical two-way communication tool between the internal school and the external community around or outside the school.

Strategic Objectives of Cyber PR

The main goal of the Cyber PR strategy at SMAN 9 Tangerang Regency is to build transparent and effective communication, as well as strengthen relationships with the entire SMAN 9 Tangerang Regency extended family. With this approach, the school strives to provide services and prompt responses to issues related to school activities, while building a positive reputation through school public relations activities.

Success Measurement

The success of the Cyber PR strategy so far has only been measured through positive responses from the public. Community response and involvement are used as the main indicators which are an illustration of the effectiveness of this strategy in building good relationships between schools and school stakeholders. In terms of this involvement, it can be seen from the activeness of the information audience in responding to all content presented or disseminated through the digital platform.

Contribution to Shared Value Creation

Cyber PR strategies contribute to the creation of shared value by building good relationships between alumni, parents, and the general public. Through planned and systematic publications, the school strives to demonstrate policy transparency to the public and educate the public, which hopefully benefits all parties and strengthens the bond between the school and the community. Such as school cooperation by involving local traders for the provision of student meals, as well as cooperation related to school parking. With the above approach, SMAN 9 Tangerang Regency strives to not only improve the quality of education but also create mutual value that is mutually beneficial between the school and the community.

The Use of Social Media in the Implementation of Cyber Public Relations of SMAN 9 Tangerang

The use of social media in the implementation of Cyber Public Relations (Cyber PR) at SMAN 9 Tangerang Regency is one of the important strategies in building effective and transparent communication between schools and various stakeholders. The following is a description of the use of several social media based on data obtained by the author during observation of social media platforms used at SMAN 9 Tangerang Regency. By leveraging multiple social media platforms to reach a wider audience and increase community engagement. Here are the platforms used:

YouTube (Nekr Diary)

The YouTube channel with the name sman9kabupatentangerang701 and nekrdiary is a channel and a forum for creativity from school residents. A channel that serves as a medium for sharing educational content and information on various school activities, providing audio-visual information that is interesting to students and parents. Through its YouTube channel, sman9kabupatangerang701 and nekrdiary expand the reach of information to the community and create a space where students and parents can interact and provide input on existing activities. This further strengthens the involvement of parents in their children's learning development.

The impact of the wide reach with the audience means that the content of activities both intra and extra-school presented in this media can be monitored properly. Various types of activities, both hobby and creative content, are presented so that they become their own color in their appearance. As one of the forums, this school youtube is a form of interaction between teachers, children and parents. The interaction patterns that are formed are not rigid or traditional. Below is an image from the Youtube channel of SMAN 9 Tangerang Regency.

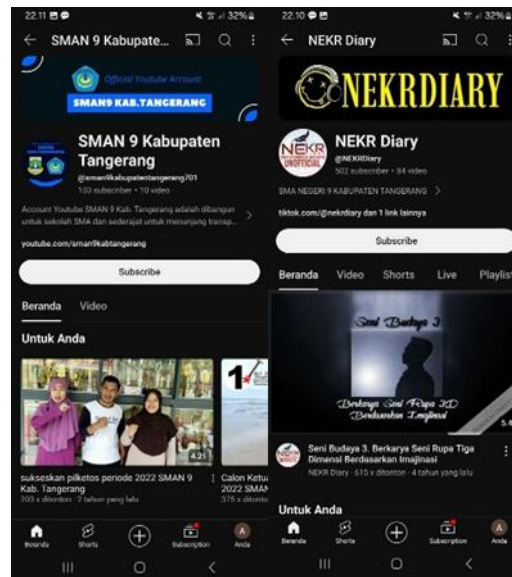


Figure 1. Image of SMAN 9 Tangerang Regency Youtube Channel (sman9kabupatentangerang701 and NokrDiary)

Source: research observation results

Facebook (SMAN 9 Kab. Tangerang)

The Facebook account of SMAN 9 Tangerang Regency is used to share news, events, and other important information related to school activities. The platform also allows for direct interaction with parents and the community. Schools are also concerned to monitor the inbox if there are complaints of constructive input for the school, this account is specially managed by the school operator. At that time, this platform was the only media that was the most effective in conveying news or information, both activities and school agendas. Over time, this platform is no longer a focus for disseminating information or reporting news in the form of activities because the interest or enthusiasm of the audience has shifted to other digital communication platforms. The following is a facebook account managed by the IT Team of

SMAN 9 Tangerang Regency.



Figure 2. SMAN 9 Tangerang Regency Facebook Social Media Channel (SMAN 9 Tangerang Regency)

Source: Research observation results

Instagram

As the name suggests, nekrdiary or communication media through other digital platforms. This social media is one of the other media that is the focus of the audience of SMAN 9 Tangerang Regency. The school and student organization's Instagram account is a daily record of activities about various school activities. This account serves to share both visual and audio-visual content, especially photos and videos of school activities, as well as important moments that can attract the attention of students and the public. In addition, the school has another Instagram account with the name sman9_kabtng this account provides the latest information and school activities on a regular basis, as well as educating *followers* about the programs that are run.

The accounts of several extracurricular organizations have their own unique content with the character or type of the extracurricular organization. Independently this account is intended to publish various activities from their respective extracurriculars, such as the Student Council of SMAN 9 Tangerang Regency.

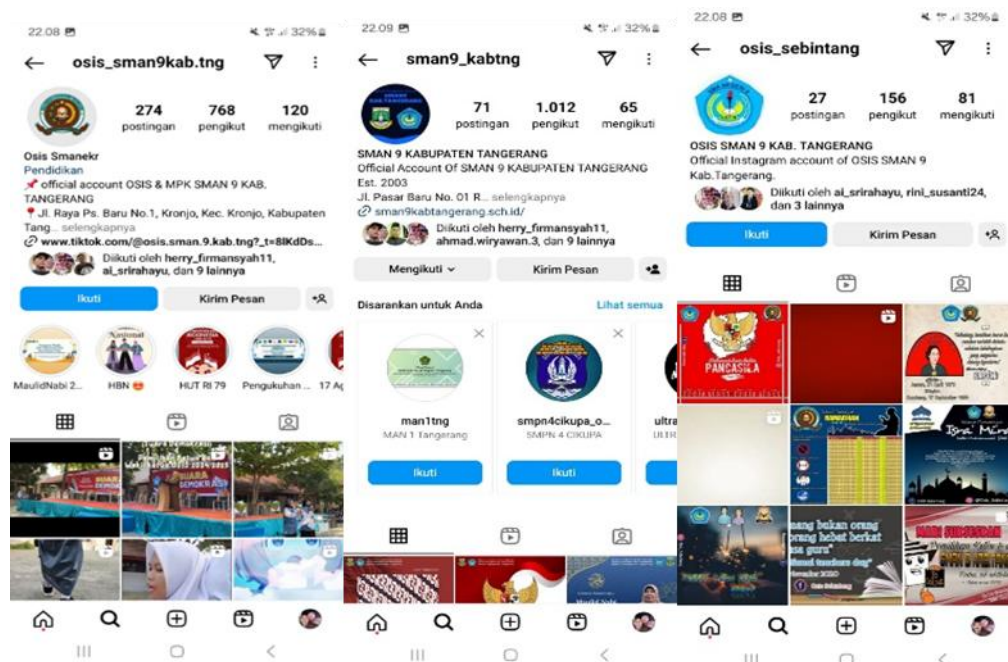


Figure 3. SMAN 9 Instagram Social Media Channel
Source: sman9_kabtng, osis_sman9kab.tng, osis_sebintang

WhatsApp

The use of WhatsApp groups allows for direct and fast communication between the school, students, and parents. This is especially helpful for the delivery of important information and quick responses to questions or concerns. School Groups and Class Community Groups, Activity Groups are made to be used as a communication medium for school coordination. With the use of these various social media platforms, SMAN 9 Tangerang Regency can be expected to reach a wider audience and strengthen relationships with alumni, parents, and the community. It can also create higher engagement among students and the community through engaging and informative content that is expected to contribute to the creation of shared value.

Whether you realize it or not, social media is a media that is often or widely used in communicating at SMAN 9 Tangerang Regency. The various interests of each destination are accommodated from different types of groups according to the purpose and purpose of each group is made. As a familiar social media, WhatsApp is the only social media at SMAN 9 Tangerang Regency where every member of the group or community is active. Seen below are a small part of the groups at SMAN 9 Tangerang Regency.

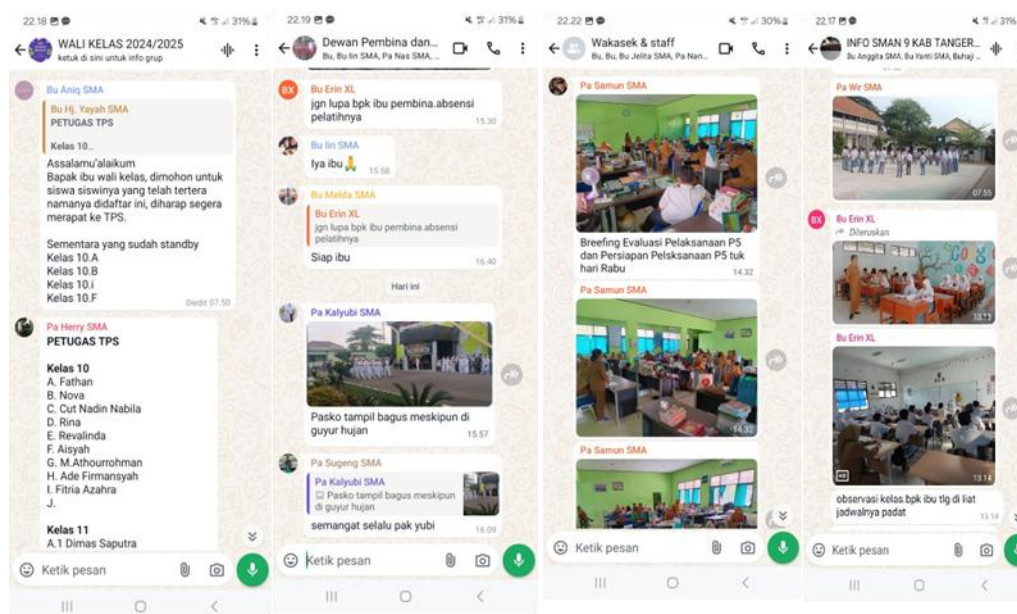


Figure 4. SMAN 9 WhatsApp Social Media Channels

Source : (Walikelas Group, Neker Board of Trustees and Trainers Group, Wakasek & Staff Group, SMAN 9 Tangerang Regency Info Group)

SMAN 9 Tangerang's Cyber Public Relations Strategy in Building Shared-Value

As a result of the interviews and observations conducted, the author got an overview of the Cyber Public Relations (Cyber PR) strategy implemented by SMAN 9 Tangerang Regency in building shared value from the following aspects, namely:

Open Communication Approach

An open and transparent communication approach with all elements of society, especially school residents (Beschoner & Hajduk, 2017; Crane et al., 2014; Dembek et al., 2016). This is done by the Public Relations Team or all educators and education staff, especially school management officials through various communication channels, both online and offline, to ensure that the aspirations are accommodated by all parties as well so that all school residents can feel involved and have access to relevant information about the school.

Social Media Use

The Cyber PR strategy at SMAN 9 Tangerang Regency also utilizes social media platforms such as Instagram, Facebook, and YouTube to reach more audiences. By sharing educational content, schools can hopefully build closer relationships between the school community and can also provide up-to-date information about educational activities and programs.

Educational and Informational Content

SMAN 9 actively produces and distributes educational content that focuses on school activities, student achievements, and important announcements. This content is managed collaboratively by all elements of the school to have a positive impact on students and society. This creates a sense of belonging and pride among students and parents.

Collaboration with Stakeholders

The school builds partnerships with various parties, including alumni, the community, and the business world. Through this collaboration, SMAN 9 can organize various programs that support student education and skill development, such as internships, training, and

scholarships. It creates shared value between the school and the community.

Responsive to Community Aspirations

SMAN 9 is committed to listening and responding to aspirations and inputs from the community. By conducting surveys and discussion forums, schools can understand the needs and expectations of stakeholders, which will be integrated into the planning and implementation of the program.

Crisis and Reputation Management

In the face of challenges and issues that may arise, SMAN 9 implements a proactive communication strategy to manage crises and build a positive reputation. Through transparency in communication, the school strives to maintain public trust and address issues quickly and effectively.

Evaluation and Feedback

The school conducts periodic evaluations of the effectiveness of the Cyber PR strategy implemented. Positive response from the community and stakeholder involvement are the main indicators to assess the success of this strategy. The feedback obtained is used to improve and develop further public relations activities. With an integrated Cyber Public Relations strategy that focuses on transparent communication, collaboration with stakeholders, and effective use of social media, SMAN 9 Tangerang Regency strives to create shared value. This not only improves the quality of education, but also strengthens the relationship between the school and the community, creating a sustained positive impact for all parties involved (East & Africa, 2015).

Analysis of SMAN 9 Tangerang's Cyber Public Relations Strategy in Building Shared-Value Using Excellence Theory

The Cyber Public Relations (Cyber PR) Strategy at SMAN 9 Tangerang is the school's effort to utilize digital technology in building effective relationships with the internal and external public. In this case, the main goal of Cyber PR is to create shared-value between schools and communities, which can include students, teachers, parents, alumni, and the wider community. To analyze this strategy, the Excellence Theory developed by James E. Grunig is used as the main framework.

Two-Way Communication

1) Principal Resource Person

This interview focuses on the Cyber PR strategy implemented at SMAN 9 Tangerang Regency, led by HJ. Erin Supriyani, S.Ag., M.Pd. In this discussion, she explained various aspects of public relations and digital communication that are the foundation of the school's communication strategy.

a) Cyber PR Strategy at SMAN 9 Tangerang Regency.

Hj. Erin explained that public relations at SMAN 9 is carried out with a communicative and humanistic approach, closely related to digital public relations. He emphasized that,

“Public relations at SMAN 9 Tangerang Regency is carried out by taking a communicative approach and humanism and its relationship with digital public relations. SMAN 9 Tangerang Regency utilizes communication technology in general, namely by managing social media, be it Instagram Nekrdiary, Facebook, and Youtube Channel.”

Furthermore, he explained the importance of the school's main portal, which can be accessed on <https://smanegeri9kabtangerang.sch.id/>, as well as a special website that is managed for various educational purposes.

"In addition to the Main Portal, there is also a websheet that is managed specifically for several educational purposes at SMAN 9 Tangerang Regency, namely <https://sebintang.com> and also has a sub-domain to manage LMS (Learning Management System), Web Library, Counseling Guidance Services, School Cooperatives, Recording Student Discipline Violations, Student Attendance Management, Graduation Announcements, and CBT or School Exams."

b) Key Objectives of Cyber PR Strategy

When asked about the main purpose of this strategy, Hj. Erin explained that this strategic planning aims to build transparent and effective communication. He emphasized,

"Strategic planning is carried out in order to build transparent and effective communication as well as strengthen relationships with the entire SMAN 9 Tangerang Regency family."

In this way, they can provide quick service and response regarding matters related to the school.

c) Measuring Strategy Success

In terms of measuring the success of the Cyber PR strategy implemented, HJ. Erin emphasizes that the measurements are simple. "The measurement is simple, the positive response from the community has become the standard for the success of this strategy."

Challenges in Implementation

However, he also acknowledged that there are challenges in implementing this strategy.

"The main challenge of the strategy we face may be resource management. Although high school employees are bachelor's graduates, they are not bachelor's degrees in communication science. The second is the problem of budget management, where the cost of school activities has limitations."

The allowed budget refers to the BOSNAS guidelines, so the realization of this strategy is hampered by a minimal budget.

d) Contribution to the creation of shared value

Hj. Erin also underlined the contribution of this strategy to the creation of shared value between schools and communities. He said,

"Our strategy is simple, which is to try to build good relationships between alumni, parents, and the community in general, with planned publications as a form of school transparency efforts in the community."

It is hoped that this strategy can educate the public, thereby creating mutually beneficial relationships (Grunig, 2013; Likely & Watson, 2013). Through this interview, Hj. Erin Supriyani provided in-depth insights on how SMAN 9 Tangerang Regency implements a Cyber PR strategy to build effective and transparent communication with all stakeholders

Regarding the aspect of two-way communication in the application of the Theory of Excellence, Adi Subana, as a member of the Cyber Team of SMAN 9 Tangerang Regency, explained how their school utilizes digital platforms to communicate with students, parents, and the community (Avidar et al., 2015; Jiang et al., 2016; Sha, 2020).

"In accordance with the direction of school policy, we communicate on several digital platforms. For the website, we provide information transparently so that we can build the image of the school. In addition, we also manage interactive websites, such as online BK services that can be accessed and managed by BK teachers, homeroom teachers, and parents to monitor their children's condition. In addition, we also use online attendance. Communication is then carried out through the 'Peduli Anak' group on WhatsApp social media which we consider effective, because almost all parents of students have this application. With this group, we can provide direction and direct the use of other digital platforms."

When asked about the strategies used to ensure that *feedback* from stakeholders is heard and acted upon, Adi explained that the delivery of clear and easy-to-understand information is key.

"Our strategy is to present information that can be understood by stakeholders. Providing easy-to-understand directions is also key in getting responses and follow-ups from them."

Adi also explained how they handle conflicts or dissatisfaction that arise on the Cyber PR platform.

"Indeed, we are not perfect, sometimes there are complaints. In this case, we provide the proper explanation so that there is no misunderstanding. We provide information in accordance with school policy and also clarify if there is information that is incorrect or not in accordance with school policy."

Through this approach, SMAN 9 Tangerang strives to maintain effective two-way communication with all stakeholders, in accordance with the principles of The Excellence Theory in Public Relations.

Shared Value-Based PR Strategy

In this interview, Nasep Ino, coordinator of the Computer Laboratory and also a member of the Digital Cyber Team of SMAN 9 Tangerang Regency, explained how the school implements a shared value-based PR strategy. Nasep provides insight into the main values that schools want to convey through the Cyber PR approach.

"Of course, it is in accordance with the school's vision and mission, which is to become a superior and outstanding school. For this reason, our PR strategy leads to information transparency, improving the quality of education, remaining innovative according to the times, and also increasing social awareness. Thus, schools, families, and the environment can monitor the sustainability of education while feeling the positive impact together."

When asked about how schools ensure that these values are aligned with the values that are valued by the school community, Nasep explained that they involve various parties in the decision-making process.

"In order to ensure that the values carried by the school are in harmony with the school community, we do several things. First, the policies made involve parents or community members, or use surveys as the basis for the formation of these values."

As an example of cyber PR initiatives in building mutual value, Nasep explained several programs that involve the participation of the surrounding community and students' parents.

"One example of shared values built by our school is the management of canteen involving local residents, cooperation with the Nine Consumers Cooperative of Tangerang Regency, and parking management that also collaborates with local residents. In addition, we also run a waste-free campaign with canteen traders to not use plastic when selling food products. We also work with parents to encourage students to bring their own lunch trays, so that we can reduce plastic waste in schools. All of these initiatives are delivered through social media, and their activities are published on digital platforms."

With this strategy, SMAN 9 Tangerang consistently builds *shared value* through Cyber PR, integrating the interests of schools, parents, and the wider community.

Participation and Engagement

In this interview, Yayah Khaeriyah, M.A., Vice Principal for Student Affairs of SMAN 9 Tangerang Regency, talked about how the school involves various parties in the development and implementation of *Cyber Public Relations (PR)* strategies.

"Students, parents, and the community are ensured to always be involved and get the latest information about PR activities and policies. We use the web, blog, or social media to provide regular and transparent updates on the progress and results of PR strategies."

He emphasized the importance of active participation in the context of Cyber PR, and shared his views on the most effective forms of participation based on his experience.

"Actively creating and managing social media platforms by engaging the community through publications, comments, and interactions is very effective. This makes it easier for schools to communicate directly and dynamically. We share content or publications about school activities and school policies."

To ensure that all voices are heard in the communication process, Yayah Khaeriyah emphasized the importance of social networks as the main tool for monitoring audience responses.

"Of the various communication channels that are most often used by school residents, social networks are the most effective. From the communication there, we can monitor all the comments and expectations of the audience about the school's policy. In addition, we also use surveys that are specifically designed to get input from the audience."

This approach creates more inclusive two-way interactions, allowing schools to effectively hear and act on voices from a wide range of stakeholders.

Balance of Importance

In this interview, Yayah Khaeriyah, M.A, a Subject Teacher and also serves as the Vice Principal of the Student Affairs School of SMAN 9 Tangerang Regency, explained how the school balances the interests between various stakeholder groups in *Cyber Public Relations (PR)* communication.

*"To be able to balance the various interests of stakeholders, we identify specific interests. One of the ways we use is to hold discussion forums, such as **Focus Group Discussions (FGD)**, which are held every Thursday at 13.00 WIB."*

Yayah also revealed the challenges faced in balancing internal and external interests, as well as how her party overcame them.

"The challenges we have experienced lately are related to school discipline policies, such as parking and eco-friendly programs. There is often a conflict of interest where local residents who are invited to cooperate ignore the rules that have been agreed upon in pursuit of profit. For this reason, we conduct open communication to accommodate the various expectations of all school residents, as well as coordinate with the relevant ranks to find solutions to these conflicts of interest."

This approach shows the school's commitment to maintaining a balance between diverse interests while still listening to the aspirations of all stakeholders.

Transparency and Accountability

In this interview, Sam'un, M.Pd., Deputy Principal of SMAN 9 Tangerang Regency, discussed policies related to transparency and accountability in school digital communication.

"Our policy related to transparency is to provide information disclosure regarding school policies, as well as various regulatory and legislative documents related to the latest policies. We also publish school activities as a form of appreciation and transparency. In addition, the school opens communication channels to receive feedback and responses from students and guardians, and respond to them transparently."

Regarding accountability, Sam'un explained the steps taken by the school.

"We set clear policy and procedural guidelines on how information should be delivered and managed. Information management management is carried out in stages and integrated, so that data and information can be accounted for and allow for verification and tracking. We also conduct audit oversight to ensure that the guidelines are properly implemented."

Finally, Sam'un responded to the issue of errors or inaccurate information on digital platforms.

"We actively monitor the content published by the Cyber team. If there is an error in information, we will immediately clarify or withdraw the content that has been published to maintain the accuracy of the information."

This approach reflects SMAN 9 Tangerang Regency's commitment to maintaining integrity and trust among stakeholders through strong transparency and accountability.

Innovation and Adaptation

In this interview, Ahmad W, Counseling Guidance Teacher of SMAN 9 Tangerang Regency, discusses innovations and adaptations implemented by schools to keep up with technological developments and digital communication trends.

"Our school is committed to keeping up with the latest developments in technology and digital communication trends by assigning cyber teams to participate in trainings such as Workshop In House Training (IHT) and seminars related to the latest technological developments. This includes social media and learning technologies that are constantly evolving."

With regard to innovative strategies, Ahmad explained the concrete steps that the school has taken.

"We have provided various interactive media related to digital services, such as Online Libraries, Online Attendance, and Online Learning Systems that are

integrated in one portal, namely sman9kabupatentangerang.sch.id. This allows students and parents to access information and services easily and efficiently."

Regarding the evaluation and modification of cyber PR strategies, Ahmad stated the importance of analyzing audience engagement.

"We are actively analyzing the level of audience engagement against the service strategies developed by the school. In addition, we also analyze the impact of the policy. This way, we can identify needs that need to be met or improved to remain relevant to public expectations."

This innovative and adaptive approach shows the commitment of SMAN 9 Tangerang Regency to remain relevant and responsive to technological developments and community needs.

Measurement and Evaluation

In this interview, Lina Rahma Widiati discussed the measurement and evaluation of the success of the cyber public relations strategy (Cyber PR) implemented at SMAN 9 Tangerang Regency.

"Our school uses a method that focuses on measuring feedback from the audience, as well as analyzing the level of involvement and participation of school residents on the policies implemented. This way, we can find out how well our digital communication strategy is succeeding and being accepted by the community."

The results of the evaluation are an important foothold in further strategy development.

"From the results of the evaluation, schools can use initial data to improve or improve the strategies used. We believe that an ongoing evaluation process is key to achieving better goals in digital communication and building strong relationships with stakeholders."

Concrete examples from the evaluation results show the positive impact of the cyber PR strategy that has been implemented.

"There is an increase in the participation of school residents in environmentally friendly activities after we conducted a campaign related to this issue. In addition, we also saw an increase in the number of student participation and awareness in participating in the habituation activities carried out, as well as solid support from students' parents for the policy."

This systematic approach in measurement and evaluation reflects SMAN 9 Tangerang Regency's commitment to continue to adapt and innovate for the success of education and good relations with all stakeholders.

Comparison of Research Results with Previous Research

This study highlights that public relations practices at SMAN 9 Tangerang Regency reflect the application of Cyber PR theories, emphasizing effective communication, audience engagement, and social responsibility. By optimizing communication technology, the school successfully builds a positive image while improving the quality of education and services for the community. The Cyber PR strategy demonstrates an understanding of mutually beneficial relationships, responding to the community's needs, and creating sustainable shared value. However, challenges related to human resource management and budget must be addressed with an integrated approach to achieve effective communication goals. Support from stakeholders, good communication, and acceptance of digital technology are essential for

ensuring school policies are understood and accepted by the community.

Previous research, such as Cutlip et al. (2006), emphasizes that effective communication and stakeholder engagement are crucial for building a good reputation and creating mutually beneficial relationships. SMAN 9 Tangerang Regency's approach aligns with this by utilizing two-way communication through digital platforms, strengthening relationships with students, parents, and the community. Grunig and Hunt's (1984) Theory of Excellence also highlights the importance of both symmetrical and asymmetrical communication, which SMAN 9 successfully applies. This approach, using interactive digital platforms and transparent conflict management, fosters mutually beneficial relationships, as supported by Grunig's findings. However, challenges in human resource management and budget constraints reflect Broom et al.'s (2013) research, which points out that limited resources hinder effective PR strategies, necessitating an integrated solution for success in PR communication.

CONCLUSION

SMAN 9 Tangerang Regency effectively applied Cyber PR theories through digital communication technologies to build a positive image, enhance educational quality and services, and foster mutually beneficial shared value with students, parents, alumni, and the community. Interactive platforms and transparent conflict resolution strengthened long-term relationships despite challenges in human resources and budgets, enabling integrated communication for a positive reputation. For future research, a comparative study of Cyber PR strategies across multiple Indonesian high schools could identify best practices and scalable models for resource-constrained educational institutions.

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