Research Paper

Public Relations as an Agent of Social Change: Reflections on Onschool Indonesia's Internal and External Activities

Yusuf Wicaksono[1], Muhammad Zaki Fauzan[2], Maharani Imran[3]

[1,2,3] Faculty of Communication Science, Persada Indonesia YAI University, Jakarta, Indonesia
E-mail: [1]yusuf.2464290003@upi-yai.ac.id, [2]muhammad.2464290004@upi-yai.ac.id,
[3]maharani.imran@upi-yai.ac.id
Corresponding Author: Maharani Imran

ABSTRACT

The role of public relations in the digital era and the age of information disclosure is increasingly important and strategic, especially in forming a positive image, strengthening relationships with various parties, and encouraging community empowerment, both within the organization and outside the organization. This research aims to explore how Onschool Indonesia carries out internal and external public relations officer activities in the context of organizational and community empowerment. This research uses a qualitative approach with a case study research design, data collection techniques are carried out through interviews and direct observation methods in the field, and data analysis techniques use three main stages, namely filtering relevant data (reduction), systematic data preparation (display), and drawing conclusions based on the findings that have been analyzed. The results of the study show that Public Relations Onschool Indonesia carries out internal activities to strengthen communication and volunteer engagement, as well as external activities that focus on digital literacy, media training, and strategic partnerships to build a positive image of the organization. The suggestion from this study is that the internal and external public relations barriers of Onschool Indonesia can be overcome through strengthening volunteer management, the use of digital technology, community-based educational approaches, and adaptive and regulatory compliance strategic partnerships.

Keywords: Public Relations; Internal; External; Agent of Social Change; Community Empowerment

INTRODUCTION

The role of public relations in the digital era and information disclosure today is becoming increasingly strategic in building an image, establishing relationships, and empowering communities, both within and outside the organization. Digital transformation has enabled public relations professionals to leverage advanced technologies such as artificial intelligence, big data analytics, and the Internet of Things to increase their effectiveness [1,2] Public relations adapts to the Industrial Revolution 4.0 by implementing content automation and digital storytelling strategies [2] Public relations activities are now targeting both internal and external audiences, with a focus on media relations management, the development of PR materials, and the expansion of networks with journalists [3] These advancements have positioned public relations as an important function in communication and organizational development in the digital age.

Public relations Officer is not only tasked with maintaining reputation, but also plays an active role in the communication process that shapes opinions, builds public awareness, and creates productive collaboration between institutions and the public. Effective communication is essential in public relations, as it helps to create positive relationships with the public and foster a good organizational image. PR professionals must have superior communication skills to achieve this goal. One of the organizations that carries out an active and integrated public relations function is Onschool Indonesia, an organization established in Bengkulu with the mission of empowering the community through inclusive education and technological innovation.

Onschool Indonesia has an interesting public relations approach to study because it is not limited to promotional or publication activities alone, but extends to empowerment, training, and advocacy activities for youth and digital literacy. In general, Onschool Indonesia's PR activities are divided into two main categories: internal activities and external activities. Both have complementary roles in forming an organizational ecosystem that is communicative, inclusive, and oriented towards social transformation.

Onschool Indonesia's internal public relations activities include activities such as youth empowerment, gatherings, and familiarity nights, team building activities through sports, and fostering communication relationships with volunteers. The function of these activities is essential to create internal cohesion, strengthen solidarity among members, and build healthy two-way communication between administrators and community participants. Harmonious internal relationships will create a collaborative, vibrant, and productive work environment. In the context of organizational communication, it shows how internal PR can increase members' engagement and loyalty to the organization's vision and mission.

On the other hand, Onschool Indonesia's external public relations activities emphasize more on interaction and contribution to the wider community. These activities include coverage of events at the Department of Youth and Sports and the Department of Education and Culture's; social media training for literacy groups; training of content creators for the community; anti-hoax news training in collaboration with Tirto.id; as well as palm oil journalism training with Elaeis.co media. In addition, Onschool Indonesia is also involved in publications and media partnerships of various events, and actively covers youth issues. These activities reflect the external function of PR as a bridge between the organization and the public, as well as an agent of social change that encourages information literacy and community empowerment.

The phenomenon of Onschool Indonesia's public relations activities shows a paradigm shift in public relations from just image management to a participatory and communicative approach. In this approach, public relations is not only speaking to the public (speaking to), but also talking with the public (speaking with). Thus, public relations activities are a means to empower, educate, and actively involve the community in strategic issues, especially those related to the younger generation, digital literacy, and social responsibility.

This context is also in line with the theory of development communication and participatory communication, where communication is seen as a tool to strengthen people's capacity to voice their aspirations, take an active role in change, and expand access to information and knowledge. In this case, public relations acts as a facilitator that connects the needs of the community and information resources through an open, collaborative, and strategic approach.

Furthermore, Onschool Indonesia's external PR activities in collaboration with credible

media such as Tirto.id and Elaeis.co emphasized the importance of synergy between community organizations and media institutions in forming healthy information literacy, especially in facing the challenges of disinformation and hoaxes that are rampant in the digital era. Anti-hoax news training and journalism training are not only aimed at increasing individual capacity but also at creating a more critical, rational, and socially active society.

Academic research on community public relations in Indonesia is still very limited. Most public relations studies still focus on formal organizations, large corporations, or government institutions, while PR that grows in a community environment and is based on grassroots social movements has not received much scientific attention. This creates a research gap in the field of organizational communication and public relations studies.

It is in this context that the urgency of this research becomes clear, namely to examine how community PR practices such as Onscholl Indonesia are carried out, what communication strategies are used, and how they impact youth empowerment and improve community literacy. This research is important because it provides a broader understanding of the role of PR outside the formal institutional realm, as well as showing how PR can be implemented on a community scale effectively and sustainably.

From a scientific point of view, this research offers novelty in three main aspects. First, this study highlights community PR practices that have not been widely explored in the Indonesian academic literature. Second, the study combines internal and external approaches to PR in one integrated analysis, which is rarely done in similar studies. Third, this study emphasizes the dimension of social empowerment and digital literacy as an output of PR practices, not just focusing on reputation management or media relations.

More than that, Onscholl Indonesia's collaborative approach with the media,

government agencies, and the community is a tangible example of participatory communication practices based on trust, synergy, and equality of roles. Practices like this are particularly relevant in the context of development communication, where the success of the program is highly dependent on the active involvement of all stakeholders. This research can fill the literature gap on how community PR can play a role as a transformational force in the digital era.

Thus, this research not only makes a theoretical contribution to the development of public relations and organizational communication studies but also has practical value for other communities, educational institutions, youth organizations, and stakeholders who want to adopt a more participatory and transformative approach to PR. This research aims to explore how Onschool Indonesia carries out internal and external public relations activities in the context of organizational and community empowerment. It is hoped that the findings from this study can be a reference for the development of communication strategies that are more relevant, adaptive, and impactful in responding to current social challenges, especially among the younger generation and the digital community.

LITERATURE REVIEW
Public Relations
Public Relations is a discipline that features many aspects, along with various definitions as well as interpretations, showing its developing character in addition to the different situations in which it functions. Public relations can be seen as a process of communication, planned, that builds beneficial relationships that benefit both organizations as well as their audiences. This definition emphasizes communication and relationship management in public relations and also demonstrates the function of PR in fostering understanding and cooperation between organizations and stakeholders [4,5]

Public relations has historically been characterized as "a systematic attempt to influence public opinion" [4]. The proactive nature of PR is consistently demonstrated in this definition, where practitioners regularly help form different perspectives and beliefs about their organization. PR's full focus on influencing public opinion suggests that it requires a lot of planned actions and activities to achieve certain outcomes, rather than just disseminating information. This perspective is very much in line with the all-important view that effective public relations requires an understanding of the audience, the context it includes, and the various communication channels available [6]

In addition, the definition of public relations now includes dialogical communication, emphasizing two-way communication and listening to stakeholders [7,8]. This shift reflects a shared understanding that public relations mean having real conversations with multiple groups, not just sending messages. A dialogical approach can be used by organizations to consider all of their audience's wants and needs. This helps create a more collaborative and responsive communication space for any organization [7,8]

Public relations contain many definitions and interpretations as a discipline that is always detailed and constantly changing. PR encompasses planned communication and relationship management, influencing public opinion, and encouraging deeper mutual understanding between organizations and their stakeholders. Along with changing social expectations, technical improvements, and moral considerations, this field is constantly changing, making it a dynamic field of study and practice. Public relations have evolved, but practitioners still need to keep talking. To address the challenges and opportunities that arise in this changing environment, research and reflection are also important.

The Strategic Purposes of Public Relations

Public Relations has many purposes, including a wide range of objectives that organizations desperately need to communicate effectively with all stakeholders and skillfully manage every aspect of their public image. Public relations is primarily to build constructive relationships between organizations along their audiences, such as customers, employees, investors, as well as the community. This aspect of building relationships is important because it helps organizations build trust as well as credibility, as it is the foundation for long-term success [9].

One of the main functions of public relations is to manage the flow of information between an organization and its public. This involves sharing information and listening to stakeholders' opinions and concerns. PR practitioners effectively act as intermediaries, guaranteeing that the organization's message and all public responses are fully acknowledged and taken care of [9]. This two-way communication model is quite important for the organization and all its stakeholders, as it creates a large dialogue that can result in increased understanding and meaningful cooperation [10].

A public relations officer has a role in reputation management. An organization's public image is often used to assess it, and this image can determine how well it performs. PR efforts are often targeted at carefully shaping and maintaining a fully positive reputation through a multitude of calculated communication initiatives, a thorough crisis management strategy, and fully proactive engagement with the media and the public. Addressing how the public perceives an organization allows it to improve the way stakeholders perceive it as a whole [11]

Another important goal of public relations is to fully and fully support all the goals and objectives of the organization. Public relations activities align with the

organization's planned direction to help promote its mission, vision, and values. With this alignment, public relations efforts help achieve organizational outcomes such as better brand awareness, shared customer loyalty, and total stakeholder engagement. By incorporating PR in their planning strategy, organizations can use communication to help achieve goals and increase their edge over competitors [12].

Internal and External Public Relations Activities

Public Relations (PR) activities consist of internal and external public relations, each serving a specific purpose and is deeply related. Internal public relations emphasize communication within an organization. It encourages complete employee engagement and total agreement on the organization's goals, while external public relations demonstrate the organization's relationship with all outside parties, such as customers, media, and the general public.

In external public relations, organizations must deal with public opinion and media scrutiny. A public relations strategy is a process that is always created to meet communication goals and often includes managing how the organization looks and is known [13]. In today's technological age, this has general relevance as information spreads all over the world, as each organization is responsible for every action in real-time. Digital public relations tools, including social media, have a greater importance now to influence public views broadly and engage external audiences broadly [14]

METHODS

This research uses a qualitative approach, where the researcher is actively involved in collecting and understanding data through direct interaction with the research subject. The case study approach was chosen to examine in depth the dynamics and patterns of behavior within a specific unit. The data collection process was carried out through interviews and direct observation methods in the field. The interview was conducted with a public relations officer who has authority and a comprehensive understanding of the internal and external public relations activities of the Onschool Indonesia organization. To analyze the data, three main stages are used: filtering relevant data (reduction), systematically compiling data (display), and drawing conclusions based on the findings that have been analyzed.

RESULT AND DISCUSSION

Internal public relations work to improve overall employee engagement, ensure team members communicate effectively, and foster a positive organizational culture for everyone. However, external public relations work to form connections with users in addition to community members, potential partners, as well as other external stakeholders, which helps in promoting the organization's mission and values.

Onschool Indonesia Internal Public Relations Activities

Internal strategies and activities carried out by *Onschool* Indonesia's public relations are:

1. **Empowering Young Volunteers through Onschool Indonesia**
   Onschool volunteer youth who will be empowered for training or other activities held by *Onschool* Indonesia. Based on the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:
   "Our internal public relations strategy focuses on strengthening communication and member involvement, especially among youth who are members of the volunteers. We want to make sure that they get experience and opportunities to grow through the various activities we organize. We empower volunteers through various trainings and activities relevant to their field. For example, they are allowed to be involved in educational programs, workshops, and

social projects initiated by Onschool Indonesia. Our main goal is to equip youth with skills and experience that can help them in the future. We want them to not only be part of the community but also have an active role in creating positive change. This strategy not only strengthens our internal team but also builds a more solid and impactful community. By involving youth in various activities, we create a dynamic and collaborative environment, which ultimately also increases the effectiveness of Onschool Indonesia's programs."

2. **Strengthening Internal Relations through Gathering and Familiarity Events**

   Gathering activities and familiarity nights are assembled and packaged in the form of activities, such as games, that can also be refreshing activities for Onschool Indonesia members. Based on the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:

   "This activity is designed to strengthen the relationship between company members through a more relaxed and fun atmosphere. Usually, these activities are packaged in the form of games or activities that can be a refreshing event for employees. Generally, Onschool Indonesia holds this activity once or twice a year, depending on the policy implemented. Public relations always take advantage of important moments to hold this event so that employees stay motivated and feel appreciated. This activity aims to meet the needs and internal public interests of the company. With an event like this, it is hoped that a more harmonious work environment will be created, where each individual can respect each other and feel comfortable in the team. When employees feel valued and have a good relationship with colleagues, they will be more motivated to work optimally. These gatherings and Nights, Familiarity, also encourage

teams to support each other, which ultimately has a positive impact on the company's overall productivity."

Research consistently shows the importance of positive communication between employees and management for organizational success. Two-way symmetrical communication and strong employee relationships are essential for building organizational resilience [15] Effective internal communication improves workplace dynamics and helps organizations cope with external changes [16] Studies show that face-to-face communication, consistent messaging, and a top-down feedback process are essential for improving communication between leaders and employees [17] Activities to improve internal relationships, such as creating an environment where effective communication flourishes and implementing systematic communication processes, contribute to the sustainability of the organization [16,17]. Overall, these findings underscore the important role of fostering positive communication in improving workplace dynamics and driving organizational success.

3. **Developing a Healthy and Harmonious Volunteer Culture through Sports**

   Public Relations Officers at Onschool Indonesia organize sports activities with volunteers. Based on the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:

   "We routinely hold sports activities with volunteers. This is one of our initiatives to build togetherness among Onschool Indonesia volunteers. This activity is not only about sports, but also about creating a more intimate atmosphere within the community. This activity involved all Indonesian Onschool volunteers. They can exercise together, both in the form of team games and individual activities. With this activity,

they not only maintain physical health but can also interact more closely with each other. We see that through this activity, the members become more enthusiastic in carrying out their activities at Onschool Indonesia. In addition to improving health, joint sports also strengthen team bonds, creating a more harmonious and supportive work environment. We hope that this activity can continue to take place consistently and even develop with a more interesting variety of activities. Thus, the volunteers not only benefit from a physical aspect, but also feel more motivated and connected to the Indonesian Onschool community more closely."

Participation in team sports in the workplace has been shown to have many benefits for volunteers and organizations. Previous research has shown that a 12-week team sports intervention significantly improved aerobic fitness, physical activity levels, and interpersonal communication among participants [18,19]

4. **Digital Communication Strategies for Volunteer Coordination**

Public relations collects personal contacts and uses social media WhatsApp groups to communicate with Onschool Indonesia volunteers, for example, to inform activities held on Fridays, such as sports together, or on certain days it is mandatory to wear batik or kebaya clothes. Based on the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:

"We foster communication relationships with volunteers in various ways, one of which is by collecting their contact information. In addition, we also use social media, especially WhatsApp groups, to ensure that information can be conveyed quickly and effectively. Through this group, we provide a variety of important information, such as a schedule of upcoming activities.

For example, we inform about joint sports held on Fridays or special announcements such as the obligation to wear batik or kebaya on certain days. WhatsApp groups allow for more direct and responsive communication. This way, volunteers can immediately find out the latest information, provide feedback, or ask if there are things that are not clear. This helps maintain coordination and togetherness in the community. We hope that the communication that is established will be more effective and interactive. With openness in communication, volunteers can feel more involved and motivated in every Onschool Indonesia activity. We also continue to evaluate communication methods to better suit their needs."

Social media platforms play an important role in connecting organizations with volunteers and potential donors [20]. Effective communication strategies, including supervisory relationships, internal communication, and external social media posts, significantly increase volunteers' identification with the organization and their intention to continue volunteering [21]

The internal obstacles faced by Public Relations Onschool Indonesia include several aspects that affect the operational effectiveness of the organization. Here is a more detailed explanation of these challenges:

1. **Human and Financial Resource Limitations**

As a volunteer-based organization, Onschool Indonesia faces limited human and financial resources. Labor limitations often lead to uneven workloads among team members, affecting the efficiency of program implementation. In addition, limited funding limits the organization's ability to develop new programs or improve the quality of existing activities. In the long run, these limitations can be a barrier to the growth and sustainability of the organization. Based on the results

of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"As a volunteer-based organization, we face several challenges, especially in terms of human and financial resources. These limitations often affect the operational effectiveness of the organization and the smooth running of the programs we run. Since most of our members are volunteers, the workload is sometimes uneven. There are situations where multiple members have to handle multiple tasks at once, which can affect the efficiency and productivity of the team. We continue to work to address this by building a more structured work system and providing support for volunteers. Limited funding is also a big obstacle for us. With limited funds, we had to be really selective in running the program to keep it impactful, even with minimal resources. This is also a challenge in developing new programs or improving the quality of existing activities. We continue to seek solutions by establishing strategic partnerships and seeking support from various parties. In addition, we are also optimizing our digital potential to improve operational efficiency. We believe that with good innovation and cooperation, this challenge can be overcome for the sustainability of Onschool Indonesia."

2. **Challenges in Coordinating Multi-Location Volunteer**

   With the number of volunteers spread across multiple locations, ensuring effective coordination is a significant challenge. Time zone differences, uneven communication access, and limited infrastructure often lead to delays in the delivery of information. This has an impact on the difficulty in harmonizing activities between volunteers, so that some programs cannot run optimally. Efforts to create a more structured coordination system are essential to address this issue. Based on

the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:

"One of the biggest challenges is complex coordination, given that the number of our volunteers is spread across multiple locations. Time zone differences, uneven access to communication, and limited infrastructure often cause delays in the delivery of information. Imoptimal coordination can cause difficulties in harmonizing activities between volunteers. As a result, some programs experience delays or cannot run optimally. We have to make sure that every volunteer gets the same information promptly so that the activity can run smoothly. We are constantly working to create a more structured coordination system. One way is to optimize the use of digital media for communication and task management. In addition, we also hold regular meetings to ensure all members stay connected and understand their respective roles in the organization."

3. **Challenges in Managing Volunteer Motivation and Commitment**

   Varying levels of motivation among volunteers are one of the main obstacles to maintaining consistency in their involvement. Some volunteers have limited time due to personal or professional responsibilities, so their participation in the organization's activities is not optimal. This challenge requires a personal approach to understand the needs and limitations of each volunteer. Through awards, training, and ongoing support, organizations can increase volunteers' sense of belonging and enthusiasm to contribute more actively. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"The challenge we face is the varying levels of motivation among the volunteers. Not all volunteers have the

same level of involvement, as each has personal preoccupations or professional responsibilities that limit their participation in the organization's activities. This difference in motivation levels can lead to inconsistencies in volunteer engagement. There are times when some activities experience obstacles due to a lack of participation, so that the task becomes more difficult for other volunteers who are more active. This is certainly a challenge in maintaining the continuity of the program. We try a personal approach by understanding the needs and limitations of each volunteer. In addition, we provide awards, training, and ongoing support so that they feel more valued and have a sense of ownership of the organization. We hope that with this strategy, the volunteers will be more excited and feel motivated to continue contributing. With more active involvement, we believe that Onschool Indonesia can run its programs better and have a greater impact on society."

By understanding and overcoming these obstacles, Onschool Indonesia can improve its internal effectiveness and ensure the sustainability of the programs it runs.

Onschool Indonesia External Public Relations Activities

A public relations officer must ensure that all external activities of the organization are oriented towards achieving public support and trust. This involves delivering honest, accurate, and relevant information to the public. The support provided by the public can be a determining factor for the success of an organization. Therefore, external public relations must be able to establish effective communication, both through conventional media and digital platforms, to ensure that the company's message is widely conveyed and well received.

Based on the results of interviews with public relations at *Onschool* Indonesia, the external activities carried out by the public

relations *of Onschool* Indonesia are as follows:

1. **Visibility and Support for Government Youth and Education Programs**
   This activity includes coverage of various programs initiated by the Department of Youth and Sports and the Department of Education and Culture. This coverage aims to document and disseminate information about government programs focused on youth development and education. This not only increases the visibility of government programs but also strengthens collaboration between the public sector and Onschool Indonesia. Based on the results of the researcher's interview with Public Relations *Onschool* Indonesia, the following are as follows:
   "We are active in covering various programs initiated by the Department of Youth and Sports and the Department of Education and Culture. Our main goal is to document and disseminate information about government programs focused on youth development and education. We want to make sure that the public is aware of the positive initiatives that the government has taken in this area. This coverage certainly increases the visibility of government programs. With wider publications, the public can better understand the benefits of each program that is run. In addition, we are also working to make this information reach more stakeholders, including the youth community and educators, so that they can be more active in participating. In addition to helping disseminate information, this collaboration also strengthens the relationship between the public sector and Onschool Indonesia."

2. **Training Literacy Groups in Effective Social Media Management**
   This training is designed to equip literacy groups with the ability to manage social media effectively.

Participants were taught how to create educational content, utilize social media platforms for literacy campaigns, and build an active online community. This program aims to strengthen the literacy movement in the digital era by utilizing technology as the main tool. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"This training is designed to equip literacy groups with skills in managing social media effectively. We want participants to understand how to use social media as a means to disseminate information and strengthen literacy movements in their communities. We teach participants how to create engaging and informative educational content, as well as how to use various social media platforms for literacy campaigns. In addition, they are also guided in building an active online community so that literacy messages can reach more people. We hope that this program can strengthen the literacy movement in the digital era. By utilizing technology as the main tool, literacy groups can reach more people, increase interest in reading, and create a more dynamic literacy ecosystem in the community."

3. **Training in Digital Content Creation for Social Impact**

   In this training, participants are provided with insights and skills related to digital content production, including photography, videography, and creative writing. This training not only focuses on the technical aspect but also on the importance of digital ethics, so that the content produced is not only interesting but also has positive value for the wider community. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

   "In this training, participants are equipped with insights and skills related to digital content production. We teach the basics of photography, videography, and creative writing so they can produce engaging and quality content. This training does not only focus on technical skills. We also provide an understanding of digital communication strategies so that participants can communicate their messages effectively. They are taught how to package information to make it more interesting and easier for their audience to understand. We also emphasize the importance of digital ethics. In the digital era like now, the content produced must not only be engaging, but also have positive and responsible value. We want participants to understand how to create content that is not misleading and still respects the applicable norms and rules. We hope that after participating in this training, participants can be more confident in producing quality digital content. In addition, they can also become agents of change who can utilize digital media to disseminate useful information and build a community that is more aware of digital literacy."

4. **Anti-Hoax Education through Collaboration with Tirto.id**

   Hoaxes are one of the main challenges in the digital era. Through collaboration with Tirto.id, Onschool Indonesia organizes training that aims to improve participants' digital literacy, especially in recognizing and verifying information. Participants were taught how to utilize credible sources of information and apply the principles of responsible journalism. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

   "Hoaxes are one of the main challenges in the digital era. False information can easily spread and influence public opinion. Therefore, we collaborated with Tirto.id to organize this training to improve participants' digital literacy, especially in recognizing and verifying information. Participants are given an

understanding of how to distinguish between true and misleading information. They are taught how to use credible sources of information and recognize the characteristics of fake news. In addition, we also teach fact-checking techniques so that they can be more critical in receiving information. We use a case study and hands-on practice-based approach. Participants were invited to analyze news circulating on social media, then apply the principles of responsible journalism in evaluating the information. With this method, they can understand firsthand how the verification process is carried out. We hope that participants can become digital literacy agents in their communities. With increased awareness of the importance of information verification, they can help prevent the spread of hoaxes and build a healthier and more responsible digital ecosystem."

5. **Journalism Training on Palm Oil's Social and Environmental Impact with Elaeis.co**

This activity is designed to provide an in-depth understanding of issues related to the palm oil industry, including its social and environmental impacts. Participants, consisting of novice journalists and the general public, were taught how to cover news with a critical and data-driven perspective. This training encourages the creation of more inclusive and solution-oriented journalism. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"This activity is designed to provide an in-depth understanding of issues related to the palm oil industry, including its social and environmental impacts. We want participants to have a broader insight so that they can convey information objective and balanced way. Participants consisted of novice journalists and the general public who

were interested in palm oil industry issues. They are taught how to cover news with a critical perspective and data-based, so that the information conveyed is more accurate and trustworthy. We encourage participants to apply solution-oriented journalism. Through discussions, case studies, and hands-on practice, they are trained to not only raise issues but also look for viewpoints that offer solutions to the issues facing society. We hope that this training can produce journalists and individuals who are more critical and responsible in conveying information. With a deeper understanding, they can contribute to creating fairer and more constructive reporting on the palm oil industry."

6. **Supporting Community Initiatives through Media Partnerships**

As part of efforts to support the activities of other communities and organizations, Onschool Indonesia acts as a media partner in various events. Publications include event promotion, documentation, and online dissemination of information. This role not only expands the reach of these activities but also strengthens the positive image of Onschool Indonesia in the eyes of the public. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"As part of efforts to support community activities and other organizations, Onschool Indonesia acts as a media partner in various events. We help publicize their activities to be better known by the wider community. Our support includes event promotion before the event, documentation during the event, as well as online dissemination of information through various social media platforms. In this way, we ensure that the events we host can reach a wider audience. This collaboration certainly provides great benefits, especially in increasing event

promotion. With wider publications, the activities they organize can get more participants and support from various parties. This role not only expands the reach of the community activities and organizations we support, but also strengthens the positive image of Onschool Indonesia in the eyes of the public. We want to be known as a platform that is active in supporting positive and beneficial initiatives for many people."

7. **Providing a Platform for Youth Expression and Inspiration**

Onschool Indonesia actively covers various activities related to youth issues, such as seminars, workshops, and social activities. The main objective of this coverage is to provide a platform for youth to share their aspirations, promote their active participation in development, as well as raise public awareness of the importance of the role of youth in creating social change. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"Onschool Indonesia actively covers various activities related to youth, such as seminars, workshops, and social activities. We want to provide a space for young people to voice their aspirations and show their contributions in various fields. Our main goal is to provide a platform that allows youth to share ideas as well as inspire each other. We also want to encourage their active participation in development, both at the local and national levels. Through this coverage, we hope to raise public awareness of the importance of the role of youth in creating social change. By showcasing their positive initiatives, we want to change the public's perception of the potential of the younger generation. We hope that the youth will be more motivated to engage in various useful activities. With the coverage from Onschool Indonesia,

we want to encourage more young people to take an active role in building a better society."

Public Relations Onschool Indonesia faces various challenges that affect the effectiveness of the community empowerment and public communication programs implemented. These challenges include aspects of digital awareness, dependence on external partners, and regulatory constraints that often limit organizational room to maneuver.

1. **Limited Technological Access and Its Impact on Digital Understanding**

Most people, especially in areas with limited access to technology, still lack understanding of the importance of digital literacy. This lack of understanding has an impact on low public participation in programs such as social media and anti-hoax training designed to increase their digital capacity. Low digital literacy also hinders the effective dissemination of information, thereby reducing the expected positive impact of the program. To overcome these barriers, Onschool Indonesia seeks to improve inclusive educational approaches, such as using delivery methods that are simple and relevant to local needs. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

"We see that most people, especially in areas with limited access to technology, still do not understand the importance of digital literacy. This is a big challenge because this low understanding has an impact on the lack of participation in the educational programs that we organize, such as social media and anti-hoax training. When digital literacy is still low, the dissemination of information is also hampered. The program we designed aims to increase people's digital capacity, but if their awareness is still minimal, then the positive impact we expect cannot be achieved to the

maximum. As a result, a lot of important information that should be accessible to the public does not arrive properly. We are constantly working to improve a more comprehensive educational approach. One way is to use a simpler delivery method that is relevant to the needs of the community. We are also trying to bring digital literacy closer to their daily lives, so that the benefits can be felt directly, and their participation in the program increases. We hope that more people will be aware of the importance of digital literacy and be willing to be involved in the educational programs that we run. With a better understanding, they can not only make positive use of technology but also help prevent the spread of misinformation in their environment."

2. **Depending on limited external partnership support**

   Most external PR programs, such as journalistic training and news coverage, rely heavily on the support of external partners. This dependency can be an obstacle when partners experience limited resources or have different priorities. As a result, program implementation is often delayed or does not run as planned. Onschool Indonesia addresses these challenges by expanding its network of partnerships and building more strategic and flexible relationships with various parties to ensure the sustainability of the program. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

   "One of the challenges we face is the dependence on external partners. Many of our programs, such as journalistic training and news coverage, rely on support from partners. If partners experience limited resources or have other priorities, it can have an impact on the smooth running of the programs we run. When partners are unable to contribute as planned, our programs

often experience delays or cannot go as planned. This is certainly an obstacle because we have to adjust schedules, find alternative solutions, or, in some cases, have to postpone pre-designed programs. We are working to address this by expanding our network of partnerships and building more strategic and flexible relationships with various parties. By having more partners, we can be more flexible in finding alternatives if there are problems. In addition, we also continue to actively communicate with partners to ensure alignment of vision and goals to keep the program sustainable. We look forward to continuing to strengthen relationships with existing partners and forge new, more solid partnerships. With more flexible and strategic cooperation, we believe that Indonesia's Onschool programs can run more smoothly and provide wider benefits to the community."

3. **Balancing Educational Initiatives with Regulatory Boundaries**

   Regulatory constraints are a significant obstacle in the implementation of programs involving sensitive issues, such as hoaxes and critical journalism. Some regulations limit the organization's room to move in organizing open discussions or trainings that have the potential to invite controversy. In addition, changing regulations often create uncertainty in program planning. To deal with these obstacles, Onschool Indonesia continues to adapt to existing regulations and strives to establish constructive communication with the authorities so that the programs carried out remain within the law and bring real benefits to the community. Based on the results of the researcher's interview with public relations at *Onschool* Indonesia, the following are as follows:

   "Regulatory constraints are one of the main challenges, especially in programs that discuss sensitive issues such as

hoaxes and critical journalism. Some regulations limit our room for holding open discussions or training that have the potential to invite controversy. This certainly affects how we design and execute the program. Regulatory changes that occur from time to time often create uncertainty. We must always adjust our plans to stay in line with applicable regulations. This can lead to delays or even changes in the format of pre-designed activities, requiring a high degree of flexibility in planning. We continue to adapt to existing regulations and strive to establish constructive communication with the authorities. By building a good dialogue, we hope to be able to run programs that remain under the law and at the same time provide real benefits to society. We also always ensure that every activity we carry out has a strong foundation and does not conflict with applicable rules. We hope that existing regulations can further support digital education initiatives, especially in terms of improving media literacy and critical journalism. If regulations are more flexible and conducive, more organizations can contribute to building a smarter and more critical society in responding to information."

CONCLUSION

Public Relations Onschool Indonesia carries out internal and external public relations activities. Onschool Indonesia's internal Public Relations activities focus on strengthening communication and member involvement, especially among youth who are members of the volunteers. This strategy is realized through youth empowerment through training, workshops, and social projects to equip them with skills and experience. In addition, Onschool Indonesia also organizes gathering activities and familiarity nights as a place to strengthen relationships between members in a relaxed and fun atmosphere, as well as regular sports activities to build team cohesiveness

while maintaining physical health. Communication with volunteers is also maintained through the collection of personal contacts and the use of WhatsApp groups to convey information and maintain active interactions. All of these activities reflect the importance of effective internal communication, strong interpersonal relationships, and a harmonious work environment to drive the organization's continued success. Onschool Indonesia's external Public Relations activities focus on building effective communication and forming a positive image through various strategic activities. These activities include coverage of government programs in the fields of youth and education, social media training for literacy groups, content creator and journalistic training, and anti-hoax news education in collaboration with Tirto.id. In addition, Onschool is also active as a media partner in various community events and organizations, and consistently covers youth activities to encourage the active participation of the younger generation in social development. All of these activities aim to strengthen digital literacy, support community literacy movements, and form a responsible information ecosystem, while strengthening collaboration with various stakeholders.

Obstacles to Onschool Indonesia's internal Public Relations activities can be overcome through several strategies. To overcome the limitations of human and financial resources, organizations need to strengthen their volunteer recruitment and retention systems through training, rewards, and strengthening their sense of belonging, as well as diversifying funding through strategic partnerships, CSR programs, and digital-based crowdfunding campaigns. In the face of coordination challenges due to volunteers spread across various locations, Onschool Indonesia can implement an integrated communication system with digital platforms such as WhatsApp, accompanied by clear SOPs and the appointment of regional coordinators to speed up the workflow. Meanwhile, to

overcome the diverse motivations of volunteers, a personalized approach needs to be carried out through regular surveys, individual check-ins, and the provision of relevant self-development training, accompanied by a flexible task-based contribution model according to the capacity of each volunteer. With structured management, the use of technology, and a humanist approach, the effectiveness of internal PR activities can be increased while strengthening the sustainability and social impact of Onschool Indonesia. To overcome obstacles to Onschool Indonesia's external Public Relations activities, a comprehensive and easy-to-implement strategy is needed. In the face of low digital awareness among the community, organizations can strengthen community-based educational approaches in a simple, easy-to-understand, and appropriate way to meet the needs of the community, as well as collaborate with local figures to increase trust and participation. To reduce dependence on external partners, Onschool Indonesia needs to build capabilities from within, such as training volunteers to be more independent and create their own training materials, as well as expanding cooperation with various parties who have the same goals. Meanwhile, regulatory barriers can be overcome by establishing good and open communication with the authorities from the beginning of program planning, as well as ensuring that all activities continue to follow applicable regulations. With a community-friendly approach, increased volunteer skills, and planned cooperation, Onschool Indonesia's external homework activities will be more effective and provide greater benefits to the wider community.

REFERENCES

1. Pribadi A, Nasution N. Digital transformation to the sustainability of public relations profession in the era of disruption. Commicast 2021; 2:52. https://doi.org/10.12928/commicast.v2i1.3149.
2. Dunan A, Mudjiyanto B. The Republic of Indonesia Government Public Relations Communication Strategy in the Era of the Industrial Revolution 4.0. J Southeast Asian Stud 2020; 25:58–78. https://doi.org/10.22452/jati.vol25no1.4.
3. Feridha Y. Strategi Public Relations Advokasi Perpustakaan PerpuSeru. Communications 2020; 2:40–60. https://doi.org/10.21009/communications.2.2.3.
4. Hollenczer JJ, Grunig JE, Lee H, Yeo SH, Martino V. From Pre-Science to Paradigm Shift: A Kuhnian Analysis of 100 Years of Public Relations Scholarship. Journal Mass Commun Q 2023; 100:933–57. https://doi.org/10.1177/10776990231181417.
5. Leheza Y, Herasymchuk S, Banchuk-Petrosova O, Tylchyk V, Rohalskyi V. Features of understanding public relations in Ukraine and European countries. Ius Humani Law J 2023; 12:50–66. https://doi.org/10.31207/ih.v12i1.319.
6. Valentini C. Trust research in public relations: an assessment of its conceptual, theoretical and methodological foundations. Corp Commun 2021; 26:84–106. https://doi.org/10.1108/CCIJ-01-2020-0030.
7. Topic M. Editorial 29.4: Relationship (and behavioural) leadership in public relations and corporate communications. Corp Commun 2024; 29:473–80. https://doi.org/10.1108/CCIJ-07-2024-183.
8. Tong SC, Chan FFY. Revisiting trust in the digital era: the interplay of online trust and online dialogic communication from the practitioners' perspective. J Commun Manag 2022; 26:271–93. https://doi.org/10.1108/JCOM-08-2021-0094.
9. Zhiyuan L, Dongming X, Shuna H, Heng WH. Crisis management and communication in public relations. Int J Multidiscip Res 2023; 5:1–13. https://doi.org/https://doi.org/10.36948/ijfmr.2023.v05i06.8371.

10. Nugraha R, Wulandari MP, Kriyantono R. Complaint Management Performed at X Public Hospital in Indonesia. J Kedokt Brawijaya 2022:97–104. https://doi.org/10.21776/ub.jkb.2022.032.01.18s.

11. Dumbuya IA, Fang L, Narcisse FD, Conteh A, Conteh M, Dumbuya JS. The Role of Public Relations on Reputation Management: A Case Study of Orange Mobile Company Sierra Leone Limited. Int J Bus Adm 2023; 14:1. https://doi.org/10.5430/ijba.v14n4p1.

12. Penning T. PR capacity on corporate boards: claiming the CSR and ESG responsibility? J Commun Manag 2024; 28:482–97. https://doi.org/10.1108/JCOM-11-2023-0120.

13. Shihab M, Perdana ASD, Daniela L. Digital Public Relations and Social Sustainability: A Case of Le Minerale's Disposable Gallons. Acad Soc Appropr Technol 2023; 9:143–51. https://doi.org/10.37675/jat.2023.00311.

14. Saeed MU, Nawaz HMS, Mahmood A. Organizational Image Management in Digital Age: Exploring the Tools and Strategies of Public Relations in Sultanate of Oman. J Media Entrep Stud 2024; 4:1–10. https://doi.org/10.56536/jmes.v4i.46.

15. Kim Y. Building organizational resilience through strategic internal communication and organization–employee relationships. J Appl Commun Res 2021; 49:589–608. https://doi.org/10.1080/00909882.2021.1910856.

16. Urbancová H, Vrabcová P, Pacáková Z. Communication from below: Feedback from employees as a tool for their stabilisation. Heliyon 2024;10. https://doi.org/10.1016/j.heliyon.2024.e28287.

17. Pillay KD, Hoque M. Enhancing communication between management and employees at a storage organization in the freight industry. Probl Perspect Manag 2015; 13:193–201.

18. Brinkley A, McDermott H, Grenfell-Essam R, Munir F. It's Time to Start Changing the Game: A 12-Week Workplace Team Sport Intervention Study. Sport Med - Open 2017;3. https://doi.org/10.1186/s40798-017-0099-7.

19. Munir F. The effectiveness of workplace team sports intervention on employee work, health and well-being. Occup Environ Med 2018;75: A256.4-A257. https://doi.org/10.1136/oemed-2018-icohabstracts.734.

20. Boulianne S. Standby Ties that Mobilize: Social Media Platforms and Civic Engagement. Soc Sci Comput Rev 2023; 41:1001–16. https://doi.org/10.1177/08944393211067687.

21. Bauer S, Lim D. Effect of communication practices on volunteer organization identification and retention. Sustain 2019;11. https://doi.org/10.3390/su11092467.

******