

Organizational Capacity Development of Public Relations (Humas) Campus in Realizing the Vision of Muhammadiyah University of Gorontalo

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Abstract

This research aims to (1) ascertain and analyze the capacity of public relations resources in realizing the vision of Muhammadiyah University of Gorontalo (UMGO), and (2) assess the capacity of public relations management in achieving that vision. A qualitative descriptive method was employed, utilizing three data collection techniques: closed interviews, observation, and documentation. Informants were selected directly. Data analysis followed the Huberman and Miles model: data reduction, data display, and conclusion drawing. The findings reveal that the capacity of UMGO's public relations organization (HUMAS), based on Horton et al.'s (2003) dimensions, remains suboptimal. Organizational resource limitations include a small workforce, lack of needs-based internal training, insufficient supporting tools, limited use of advanced technology, and inadequate special budget allocation. In terms of management, deficiencies include the absence of innovation in programs and processes, as well as the lack of a formal forum to address feedback from the academic community. Despite a strong commitment from strategic leadership, HUMAS requires structural enhancement, specifically an upgrade to a Technical Implementation Unit (UPT). Although external partnerships have been developed, internal coordination and cooperation remain weak. To improve HUMAS's effectiveness, several measures are recommended: implement needs-based training programs, strengthen technological and infrastructural support, allocate dedicated budgets, enhance institutional structure, and foster innovative and independent public relations initiatives. These steps are essential for aligning HUMAS's capacity with UMGO's strategic vision and ensuring effective communication and engagement with internal and external stakeholders.

Keywords: Capacity Building, HUMAS, Campus Vision

Introduction

Organizational capacity is an important variable in achieving goals. This is because the success of organizational goals is determined by the extent to which all resources owned by the organization can be optimized (Ghozali et al., 2020). This is what makes capacity building in organizations very important, including in government and private agencies. Various other experts refer to capacity building with various terms such as organizational capacity development, capacity strengthening, capacity building, etc. However, all of these terms show the same common thread.

Before discussing capacity building, it is necessary to understand the concept of capacity itself. Capacity directs an organization to change, therefore the term capacity refers to the capability to do certain things (Pratiwi & Salomo, 2020). Organizational capacity is very important to continue to be developed. This is because of the complexity of the problems faced and the limited resources available. According to Grindle (Haryono, 2012), capacity building is also an effort intended to develop various strategies to increase government efficiency, effectiveness, and responsiveness. These efforts are carried out deliberately and planned and are felt as a need to prevent uncertainty and increase capacity (Sukriyatun et al., 2023).

From these definitions, it shows that capacity building is a process for organizations to achieve organizational goals and objectives. Horton, et.al sees that capacity development in organizations in this very dynamic era requires a paradigm shift. In the past, the capacity development approach focused more on individuals than organizations. Therefore, according to (Horton & Mackay, 2003).

“Growing concern for relevance means that the research and development organization needs to develop new capacities for management later on capacity development efforts shifted to focus on software”.

Capacity development according to Horton aims to increase the potential performance of an organization as a reflection of the resources it has and its management. Therefore, Horton & Mackay (2003), classifies organizational capacity into 2 components, namely the resource dimension and the management dimension. Overall organizational capacity depends on resources (human resources, physical resources, finance, and technology) as well as on management (leadership, program and process management, and cooperation networks and relationships with other parties. The complexity of institutional problems occurs in the field of education.

This is because education is an important medium in improving and developing the quality of human resources for development purposes. Advances in science and technology result in changes and developments in society towards a more complex direction that requires society to be able to keep up with these advances (Akhyar et al., 2024). One effort to improve the quality of human resources is through the education sector which refers to individual needs and development. Regarding the function and objectives of national education, the role of an educational institution is needed to realize the goals of national education.

A university is a higher education institution that organizes academic education and can also organize vocational education in various fields of science and/or technology. Muhammadiyah University of Gorontalo is one of the private universities in Gorontalo under the auspices of the Muhammadiyah charity. The official establishment of Muhammadiyah University of Gorontalo was confirmed based on the decree of the Minister of the Department of National Education (DEP DIKNAS RI) with SK No. 98/D/O/2008 dated June 11, 2008. Muhammadiyah University of Gorontalo has 31 study programs, 225 lecturers, 104 education staff and has produced 3480 graduates.

In 2022, UniRank as a University ranking institution based in Sydney Australia placed the University of Muhammadiyah Gorontalo as the Best Private University in Gorontalo Province

(suaramuhammadiyah.id). The vision of the University of Muhammadiyah Gorontalo is, "Building CITRA Towards Excellence and Progress". Image can be interpreted as a picture of the personality or appearance of a person or a unique organization/agency. Image in this article is a picture of UMGO which is an acronym meaning as an intermediate variable that is intended and processed towards Excellence and Progress. GR. Terry stated that in essence, management must be able to provide direction/majority to the institutions being managed.

He must be able to think thoroughly about the vision and mission of the institution, set targets and organize the institution. From this opinion, it is clear that management has an important role in the development of educational institutions. Not only that, cooperation and responsibility from the parties concerned also play a role in the university, there is management or a field that regulates all matters concerning activities carried out to support the teaching and learning process and realize the vision, mission, and educational institutions (Huda, 2017).

In realizing the vision and mission of educational institutions. One of the fields that has a fairly large role here is the Public Relations field or what is also commonly called Public Relations. The Public Relations field with the community is a network of interactions that are attempted by universities so that they can be accepted in the midst of society to get aspirations and sympathy from the community, and strive for good cooperation between universities and the community for the common good, or specifically for universities establishing these relationships is to make the programs of the university concerned a success so that the university can continue to exist.

Thus, the community is one of the main components in the implementation of the educational institution process (Tamam, 2018). Community participation and contributions in educational institutions need to be increased as an effort to realize the vision and mission of the university. In general, the purpose of public relations itself is to create, maintain and protect the reputation of the organization/company, expand the territory, display supportive images (Tsamara & Nugraha, 2021). The purpose of public relations itself is to evaluate public attitudes and opinions and coordinate communication programs, develop positive relationships between organizations and the public.

In carrying out a task, of course, public relations must interpret, analyze and evaluate public behavior tendencies, then recommend to management to formulate organizational or institutional policies. Public relations can also bring together the interests of the organization/institution with the interests of the public (Umam & Cristin, 2020). The interests of the organization/institution can be very different from the interests and vice versa, but these interests can also be very different or even the same. Of course, public relations must be able to evaluate the programs of the organization/institution, especially those related to the public.

The task of evaluating this management program requires the position and authority to provide advice on whether a program should be continued or postponed/stopped. In terms of achieving a goal, planning and real action are needed to realize it, in general it can be said that vision and mission are a planning concept accompanied by actions in accordance with what is planned to achieve a goal (Dewi, 2018). Vision and mission are the foundation for implementing an agency's program that must be implemented. Vision and mission are certainly not to be used as symbols of framed sentences that have no meaning.

Many visions and missions are sterile because they cannot be translated into operational work programs. Many officers are found who, when asked about the vision and mission in their work units, state that they do not know, do not understand, do not understand, have never been in their minds, and of course do not make it a source of inspiration in carrying out their work. This condition is worrying because it shows that the vision and mission are only symbols (Primayana & Dewi, 021).

Align with research from Hamdan (2001), in socializing the vision and mission, universities must be able to carry out and foster good communication. A firmly established vision and mission will be useful as a guide in terms of preparing long-term and short-term plans. Good communication will have an impact on the progress of a university, therefore the importance of communication that must be built by public relations in socializing the university's vision and mission because with communication everything will run well and easily (Lianjani, 2018). Of course, in socializing the vision and mission, the existence of a public relations unit is a functional necessity in disseminating all activities of the university, both internally and externally. Internally, public relations communicates within the university, then externally, public relations provides information and communicates to the public regarding activities that will be carried out by the university.

Thus, it is necessary for the Public Relations of the University of Muhammadiyah Gorontalo to realize that the vision and mission of the campus are very important because the vision and mission are the foundation for implementing an agency's program that must be implemented. In this case, the Public Relations of the University of Muhammadiyah Gorontalo is obliged to socialize the vision and mission to employees, considering the importance of a vision and mission not only as a symbol without meaning but to be implemented by employees and to raise their work enthusiasm. What's more, UMGO is currently the best private campus in Gorontalo according to Weboetrics 2024.

Methods

This research will be conducted at the Muhammadiyah University of Gorontalo Campus located at Jl. Prof. Dr. H. Mansoer Pateda, Pentadio Timur Village, Telaga Biru District, Gorontalo Regency, and is planned to take place from October to December 2024. The research design used is qualitative research, namely research conducted by collecting words or sentences from individuals, books, or other sources to describe various conditions, situations, or phenomena related to the activities of the Muhammadiyah University of Gorontalo Public Relations in socializing the campus' vision and mission. The subjects in this study include parties who are considered capable of providing relevant and accurate information regarding the background and conditions of the research object, namely the Chancellor of UMGO, Vice Chancellor 2 of UMGO, Dean of the Faculty of Social Sciences of UMGO, Dean of the Faculty of Health Sciences of UMGO, Head of the Bureau of Finance, Human Resources, Academic, Student Affairs and Cooperation of UMGO, UMGO Public Relations Staff, UMGO FKIP Students, and the Chief Editor of Matakita.co. Data collection techniques in this study include observation, interviews, and documentation. Observations were conducted by systematically observing the activities of the Muhammadiyah University of Gorontalo's Public Relations in socializing the campus' vision and mission. Interviews were conducted through direct questions and answers with relevant

informants to obtain information verbally. Meanwhile, documentation was used to trace and collect supporting data that could strengthen the results of observations and interviews.

Data Analysis Techniques

The data analysis technique used in this study is the Miles and Huberman interactive analysis technique, which consists of three stages, namely data reduction, data presentation, and drawing conclusions or verification. Data reduction is done by simplifying, selecting, and focusing on important things and removing irrelevant data to facilitate the analysis process. Furthermore, the reduced data is presented in narrative form to facilitate understanding and selection of relevant information in answering research problems. The final stage is drawing conclusions or verification, namely by connecting and comparing one data with another to obtain answers to the formulation of the problem being studied.

Results and Discussion

Public relations organizations (PR) in every institution generally aim to create, maintain and protect the reputation of the organization/company, expand the territory, display supportive images. The important role and task of PR needs to be supported by strong organizational capacity. Although in its implementation, several PR positions still do not have strong capacity, one of which is the Muhammadiyah University of Gorontalo (UMGO). The main objective of PR is to ensure the achievement of the Vision of the Muhammadiyah University of Gorontalo, namely, "Building IMAGE Towards Excellence and Progress". Image can be interpreted as a picture of the personality or appearance of a person or a unique organization/agency. Image in this article is a picture of UMGO in an acronym meaning as an intermediate variable that is intended and processed towards Excellence and Progress.

Public Relations Resource Capacity in Realizing the Vision of Muhammadiyah University of Gorontalo

Resource capacity plays an important role in the implementation of public relations tasks. This is because the ability of public relations determines the extent to which the goal itself is achieved. Horton & Mackay (2003), stated that resource capacity consists of two parts, namely human resources and Infrastructure, Technology, and Financial Resources. These two aspects of resources are important to have. Basically, almost all modern organizations have both of these resources, but the level of availability and quality is limited. So it is necessary to describe and analyze the level of capacity owned by the organization, including UMGO Public Relations. The respective capacities owned are then described as follows:

Human Resource Capacity

Human resource capacity is the main driving factor of organizational activities to achieve organizational goals. Human resources include quality, qualifications, quantity in handling various obstacles/problems. As for human resources in HUMAS OMGO as explained by the Head of the Bureau of Finance, Human Resources, Academics, Student Affairs and Cooperation UMGO:

"In HUMAS, usually recruiting employees are people who are competent in that field. Especially good IT, good communication, able to network with fellow Muhammadiyah

Universities like Mr. Jay because as we know and we deliberately appointed him because the Muhammadiyah and cross-Muhammadiyah networks are easy for us to access. "
(11/19/2024)

This explanation shows that in the recruitment of HUMAS employees are recruited based on various considerations. Starting from competence, mastery of IT and Muhammadiyah networks. The explanation regarding this recruitment is also in line with the explanation of the Vice Chancellor 2 of UMGO:

"The recruitment system for HUMAS employees is the same as the recruitment of existing employees. First, looking at the experience aspect, diploma portfolio. Second, because this is a campus under the auspices of the Muhammadiyah organization, of course the Al Islam Kemuhammadiyah test is carried out. This is for the commitment of Muhammadiyah."
(11/28/2024)

This shows that in the recruitment of human resources at HUMAS UMGO there are clear procedures and are based on the required capacity. As for technical recruitment as explained by the UMGO HUMAS staff:

"As for the recruitment of HUMAS HR, First, looking at the skills, in accordance with the SOPs on campus. For example, the skills are in the photographer section, news making, etc." (11/18/2024)

This explanation shows that recruitment at HUMAS UMGO is based on needs and in accordance with the standard operating procedures set by the campus. This recruitment is still considered important to be improved to meet the needs of HUMAS HR. This is as explained by the Vice Chancellor 2 of UMGO:

"The Chancellor has asked the HR Team to recruit several alumni who have capacities in IT, and they support the work of PR such as Website processing, graphic design, and several things related to the media center. Therefore, in the following period or the following leadership, I (WR2) propose that PR should be added as a media center and digital management." (11/28/2024).

This explanation shows that the leadership is aware of the importance of adding human resources in the field of PUBLIC RELATIONS. Especially in several special specifications such as website managers to IT teams. The number of human resources in PUBLIC RELATIONS currently as explained by the UMGO PUBLIC RELATIONS staff:

"The number of PUBLIC RELATIONS currently is four (4) consisting of the Head of PUBLIC RELATIONS, two staff and some from the study program who help." (11/18/2024)

This explanation shows that currently the number of PUBLIC RELATIONS personnel is 4 people with an additional 2 people from representatives of study programs. This is certainly a challenge with the relatively limited number of human resources. This challenge is as explained by the UMGO Public Relations staff:

"Not yet adequate, because when talking about Public Relations, they should have their own teams. For example, the documentation section should be separate. News reporting

is also separate, video editing should also be separate, for Public Relations at the University of Muhammadiyah Gorontalo it is still lacking" (11/18/2024)

This explanation shows that the number of human resources is still limited and has not met all the required sections. This makes the performance of publications and public relations work not yet optimal. Where one person has to do several activities. Faculty-level stakeholders also consider that there are limited employees. This is as explained by the Dean of the Faculty of Health Sciences UMGO:

"Because Public Relations has few personnel, while we (UMGO) consist of several faculties and several study programs. For that, in order to be more efficient and effective in covering the entire academic series, it is necessary to add personnel with the help of Public Relations at the Faculty." (11/29/2024)

The number of team members owned by Public Relations is not comparable to the number of faculties and study programs that are also part of its work area. This makes the workload high and all activities are difficult to document. Therefore, it is recommended to add personnel. This is also in line with the explanation of the Dean of FIS UMGO:

"Public relations activities have been carried out but are overwhelmed because of minimal resources while activities on campus are almost every day and quite a lot. So looking at the composition of human resources, it still needs to be added" (11/29/2024)

This explanation shows the importance of adding human resources to the UMGO PUBLIC RELATIONS section. This is important to consider in adding the number of human resources based on the analysis of the workload and the main tasks and functions of each. In terms of improving the quality of UMGO public relations human resources, it has been done even though it is limited. This is as explained by the Vice Chancellor 2 of UMGO:

"Internal training, not yet. But if there is external training held by the union at the central leadership or advanced Muhammadiyah universities, we still include them." (11/28/2024)

The explanation shows that internal training has not been carried out. However, in every request for training participants held by Muhammadiyah, participants from UMGO PUBLIC RELATIONS are always included. This is in line with the explanation of the Head of the Bureau of Finance, Human Resources, Academic, Student Affairs and Cooperation of UMGO:

"For external training, we always participate, whether it is carried out by PP Muhammadiyah, LLDikti or the Ministry." (11/19/2024)

This indicates that increasing the capacity of UMGO PUBLIC RELATIONS employees is only done by sending them when there is an invitation from an external party, either in Muhammadiyah or LLDikti. Meanwhile, internal needs-based training has never been carried out by UMGO. However, the leadership emphasizes the importance of responsibility for their work. This is as explained by the Head of the Bureau of Finance, Human Resources, Academic, Student Affairs and Cooperation of UMGO:

"First, be responsible for the work assigned. Report whatever is done to the leader and be loyal to the leader and most importantly be able to work together. " (11/19/2024)

This explanation shows that the reinforcement given to each UMGO PUBLIC RELATIONS employee is responsibility and loyalty to the leader as well as the ability to cooperate and work in a team. HR recruitment at UMGO HUMAS is carried out based on various criteria that are relevant to the needs of the institution. The Head of the Bureau of Finance, Human Resources, Academic, Student Affairs, and Cooperation of UMGO stated that HUMAS recruits competent employees, especially in mastery of information technology (IT), communication skills, and Muhammadiyah networks.

This is in line with the explanation of the Vice Chancellor 2 of UMGO who stated that Recruitment considers work experience, portfolios, and diplomas and the Implementation of Al Islam and Muhammadiyah ability tests as part of the commitment to Muhammadiyah values. Technical recruitment is also based on specific needs, such as skills in photography, news production, and documentation. The standard operating procedures (SOP) applied show that the recruitment process at UMGO HUMAS has been structured and in accordance with the vision of the institution. However, challenges related to the number of HR and specializations still need further attention. Currently, UMGO HUMAS has four core employees supported by two representatives from study programs.

This number is considered inadequate to meet operational needs that include documentation, news reporting, video editing, and digital media management. This was emphasized by several parties such as the UMGO Public Relations Staff who stated that the high workload made one person have to do various tasks that should be done by a separate team and the Dean of the Faculty of Health Sciences and the Dean of FIS UMGO highlighted the need for additional personnel to handle public relations activities covering various faculties and study programs. The limited number of human resources has an impact on the performance of publications and documentation, so that several campus activities cannot be optimally accommodated.

UMGO leaders have realized the importance of additional human resources, especially in the fields of website management, graphic design, and digital media. The proposal for additional personnel is based on an analysis of increasing work needs, along with the development of information and communication technology. In terms of improving the quality of human resources, UMGO Public Relations has participated in external training held by the Muhammadiyah Central Leadership, LLDikti, and the Ministry. However, internal needs-based training has never been implemented.

The absence of this internal training indicates that there is room for further development in improving employee skills specifically according to the needs of the organization. In addition to technical capacity, the work culture at UMGO Public Relations also emphasizes responsibility, loyalty, and the ability to work in a team. This is expected to support performance strengthening even with limited resources. The constraints on the availability of resources faced by UMGO Public Relations are also a problem in various public organizations such as the findings of Aneta et al.'s research (2018) that problems surrounding institutions cannot be avoided such as the system and organization of its implementation, limited quality human resources, lack of facilities and infrastructure, and service strategies.

Therefore, recommendations can be submitted to strengthen the capacity of human resources

at UMGO Public Relations, namely increasing the number of personnel according to the workload analysis, especially in specific fields such as IT, graphic design, and digital media. Conducting internal needs-based training to systematically improve employee competency, forming teams with more focused tasks, such as documentation, reporting, and digital media management and utilizing Muhammadiyah networks to support training, recruitment, and exchange of experiences in public relations management.

Capacity of Infrastructure, Technology and Financial Resources

The capacity of resources that are no less important in public organizations is infrastructure and other supporting resources. The most important resources are technology and budget. Regarding the readiness of PUBLIC RELATIONS equipment as explained by the Head of the Bureau of Finance, Human Resources, Academics, Student Affairs and Cooperation of UMGO:

"The equipment used now is still minimal. So in the future we ask the Head of the Section to do anything that can support the PUBLIC RELATIONS process so that we also feel that PUBLIC RELATIONS plays a very active role in the progress of our campus." (11/19/2024)

This explanation shows that the availability of equipment owned by PUBLIC RELATIONS is still limited. Although limited, it is hoped that it can still be optimal for publishing campus activities and achievements. The lack of equipment was also explained by the PUBLIC RELATIONS Staff of UMGO:

"Because here there are already seven faculties, and additional Postgraduate, therefore it must be supported by two more camera equipment and equipment for live (1) and mic". (11/18/2024)

This shows that limited equipment also includes cameras which are the main thing. Not to mention the number of faculties and postgraduates who are part of the work assignments have not been able to optimize their services with limited equipment. This is in line with the explanation of Vice Chancellor 2 UMGO:

"It still needs to be improved because the equipment owned by public relations is still of low quality. This certainly affects its performance. Therefore, it must be improved. Moreover, there are several rewards from the ministry, and obtaining some sufficient equipment. We have also conveyed the Head of the Bureau to support Public Relations to design and program content that can be used to publicize the campus. " (11/28/2024)

This explanation shows that the university leadership acknowledges the low quality of equipment owned by Public Relations. However, this is being improved so that the quality of content and publications is also more optimal in building the campus image. The limitations of this tool are also a concern for the faculty leadership. One of them as explained by the Dean of FIS UMGO:

"There needs to be an addition of tools that support news reporting. If currently what is owned by Public Relations is still standard, so there needs to be an improvement." (11/29/2024)

This explanation shows that the equipment owned by the PR team is still very standard. So it will affect the quality of the content. Therefore, it is important to improve the quality. Increasing the

capacity of this equipment is not only in quantity, but also in quality, especially in terms of technological sophistication. This is as explained by the UMGO PUBLIC RELATIONS Staff:

"Equipment with sophisticated technology is still lacking." (11/18/2024)

This explanation indicates that UMGO PUBLIC RELATIONS needs equipment with more sophisticated technology so that work can be faster and more optimal. The sophistication of this technology is also important to pay attention to, especially in the application of AI. This is as suggested by the Dean of FIS UMGO:

"Because now the use of AI, so PUBLIC RELATIONS must also be adaptive to the use of Artificial Intelligence products. Currently, the trend of online media, a contemporary appearance, and equipment that supports publications need to be held. " (11/29/2024)

This explanation shows that it is important to use sophisticated equipment and technology in public relations work. Especially in the advancement of online media trends and social media. So that equipment is needed that supports the use and application of the latest technology. Regarding budget management, UMGO's Public Relations has not managed its budget because it does not yet have the status of a special unit. Regarding not managing the budget, as explained by the UMGO Public Relations Staff:

"We don't have a budget yet. However, for example, every time there is training, someone is sent according to the leader's orders, if it's okay, yes, join. If not, no. " (11/18/2024)

This indicates that budget management is not yet the authority of Public Relations. However, for every need, it can be submitted to the university leadership. Although the submission is not always accommodated due to limited budget allocation. This is in line with the explanation of the Head of the Bureau of Finance, Human Resources, Academics, Student Affairs and Cooperation of UMGO:

"Regarding the Budget, it does not mean that we underestimate Public Relations. We know, Public Relations is the spearhead starting from publication. Only yesterday by opening one study program, so that the budget was absorbed there, so we are not putting Public Relations second, there will be further stages. " (11/19/2024)

This explanation shows that the budget availability for PUBLIC RELATIONS operations is limited. However, it is recognized that it is important. Although the budget is limited, university leaders have special attention in the readiness of equipment procurement. This is as explained by Vice Chancellor 2 UMGO:

"Of course, the availability of the budget and related to the quality of goods and equipment should not be unsupportive. so we often ask the IT sector to verify what kind of equipment is suitable." (11/28/2024)

This indicates that the leadership has attention by conducting an inventory of needs in the PUBLIC RELATIONS sector. Although in practice there are still some equipment that is needed that has not been procured. In addition, it needs to increase its capacity. This is as explained again by Vice Chancellor 2 UMGO:

"Adequate for a local context. However, if it enters the regional and national or even

global, then the capacity must be increased. " (11/28/2024)

This explanation shows that it is still important to increase the capacity of technology, equipment and budget to be able to improve the quality of public relations in order to compete in a regional and national context. So in the future, there needs to be an increase in the capacity of these resources. Based on the analysis of capacity building according to Horton & Mackay (2003), the capacity of resources including infrastructure, technology, and budget is an important factor in supporting the performance of public organizations. In the context of UMGO's Public Relations, the availability of equipment is currently still very limited, as acknowledged by various parties, including university leaders.

The Head of the Bureau of Finance, Human Resources, Academics, Student Affairs, and Cooperation of UMGO revealed that the equipment used is still minimal and needs further procurement to support public relations activities optimally. This is reinforced by the statement of the Public Relations Staff who emphasized the need for additional cameras, live streaming equipment, and microphones, considering that the duties of Public Relations cover seven faculties and postgraduate. The limitations of this equipment were also acknowledged by the Vice Chancellor 2 of UMGO, who highlighted that the low quality of equipment has a direct impact on the performance of HUMAS, so improvements are needed in terms of both quantity and technological sophistication. In addition, the Dean of FIS UMGO emphasized the importance of adapting to the latest technological developments, including the use of Artificial Intelligence (AI), to meet the needs of publications that are relevant to online and social media trends.

Thus, the procurement of sophisticated equipment is an urgent need to improve the quality of publication content while building a more competitive campus image. The importance of adapting to this technology is in line with the findings of Kamuli & Amin's research (2018), which emphasizes the importance of organizations being able to adapt to various changes, including in terms of technological advances. As women's organizations, they must be able to adapt in optimizing the empowerment of coastal communities. All organizations, including public relations, need to have the ability to adapt, especially in terms of technological advances. Not only in terms of sophistication, but also in terms of suitability with the culture of the objects that are the target of the organization's services. In terms of budget management, UMGO HUMAS currently does not have special authority to manage its budget.

Although operational needs can be submitted to the university leadership, procurement realization is often constrained by limited budget allocation. However, the university leadership has shown commitment in inventorying the needs of Public Relations, including ensuring the quality of equipment procured in accordance with standards that support Public Relations performance. Vice Chancellor 2 added that the current capacity of Public Relations is adequate for the local scale, but to compete at the regional and national levels, significant improvements are needed in terms of technology, equipment, and budget allocation. Overall, these findings confirm that increasing resource capacity, both technology and budget, is very necessary to support the optimization of the role of Public Relations in publicizing campus activities and achievements, building the image of the institution, and expanding competitiveness in a broader context.

Conclusion

The organizational resource capacity of the Muhammadiyah University of Gorontalo (UMGO) PR is not yet optimal, because each capacity dimension as stated by Horton & Mackay (2003), is still inadequate. In particular, human resource capacity is still limited both in terms of the number of employees and their competency development, where capacity improvement still depends on external training and internal training based on needs has never been carried out. In addition, the capacity of infrastructure, technology, and financial resources is also still limited, as seen from the lack of equipment, minimal use of sophisticated technology, and the absence of special authority and budget allocation for the PR department.

Suggestion

Efforts that can be made to overcome problems in the UMGO Public Relations organization include developing institutional capacity from sections to Technical Implementation Units (UPT), so that Public Relations can manage budgets independently, formulate programs, and have the capacity to collaborate with external parties. In addition, it is necessary to add human resources starting with a study of the analysis of workload and employee needs based on the main tasks and functions of Public Relations. Improving the quality of content also needs to be done, not only limited to the publication of ceremonial activities and the elaboration of the vision and mission, but also must be directed at strengthening content that can attract public interest in studying at UMGO. In addition, it is also important to increase the capacity of Public Relations employees in utilizing the latest technology such as artificial intelligence (AI), so that the content produced becomes more creative and interesting.

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