



### THE ROLE OF SCHOOL COMMITTEES IN EDUCATION MARKETING: A QUALITATIVE STUDY OF TEACHER PERSPECTIVE ANALYSTS

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#### ABSTRACT

This study aims to explore the role of school committees in educational marketing based on teacher perceptions regarding four aspects of teacher understanding related to the role of education committees, the role of committees in educational marketing, opportunities and challenges of committees in educational marketing. The method used in this study is qualitative. Data collection used open interview techniques with private school teachers in Bogor Regency. Data analysis used the Miles and Huberman model with stages of data collection, data reduction, data presentation, and drawing conclusions and assisted by the NVivo application. Data validity used a credibility approach with source triangulation techniques. The results of the study showed that there were findings of four main aspects, namely teachers' understanding of the role of the committee, the role of the committee in educational marketing, opportunities, and challenges faced. These findings include various strategic functions, such as communication, quality improvement, school promotion, community networks and obstacles in collaboration and HR competency. This study recommends improving the committee recruitment system, improving the competence of the education committee, and active collaboration between schools/institutions and the education committee.

**Keywords:** Role of Committee, Educational Marketing, Teacher Perception

#### INTRODUCTION

Education is an indicator of the good and advanced of a country. The level and quality of education of a country can affect the progress of that country (Fajar, C. M., & Mulyanti, D. 2019). This makes education one of the most important aspects that must be paid attention to by a country. Education has brought many positive changes both from morality, behavior, science and technology (Wantu, H. M. 2020; Ainun, et al., 2024). In the process, education is managed by institutions that provide education. In the context of education in Indonesia, educational institutions can be in the form of institutions managed by the state, in this case the government and also institutions managed by the people or often called private. Educational institutions managed by the private sector in carrying out educational operations apart from government assistance certainly rely on learning financing contributions from students (Murtadlo, M. 2016; Nursobah, A. 2022). So that the quantity of students will have an impact on the amount of school income to finance educational operations. In addition, in carrying out education, educational institutions do not only focus on self-management, but must pay attention to other aspects such as the community environment or social community, government regulations, and of course the family, all of which are partners in education (Munirah, M. 2015; Mutholib, A. 2016). Among these partners, it can also be designated as a school committee. As a partner, of course, the school committee has a role in education. Collaboration between schools and committees can be



carried out with various kinds of things, especially for education management and education marketing is no exception (Mustadi, A., Zubaidah, E., & Sumardi, S. 2016;).

There have been many studies that discuss the role of school committees. Some of the previous studies for this research include the research of Napisah, S. S., & Aliyyah, R. R. (2024) stating that the committee has an important role in developing the quality of education and also overseeing the learning process to ensure that it runs well. This research also encourages the role of parents and the community to actively participate in educational development through the role of an education committee. Another research is on Afmansyah, T. H., & Santoso, Y. (2023) that some aspects of the committee's role have a fairly good score, but there needs to be further improvement so that the role of the committee in education can be better. This means that this research conveys several aspects of the role of the committee in making a good contribution to education. In another study, namely Sumayanti, Arafat, & Wahidy (2021) stated that there is a significant influence of school committees on teacher performance. This shows that the role of the school committee is very meaningful, one of which is for the aspect of teacher performance. In Mulya, & Nurmadiyah (2022) research, in marketing, educators, committees, have roles including a board of considerations in educational marketing planning, supervising marketing continuity, and coordinating communication with the government. In Alwi's (2023) research, schools provide the widest possible access for committees to participate in education marketing. This step is a breakthrough in the school's strategy in increasing the quantity of students. Based on the description above, the researcher is interested in researching the topic of the role of committees in education marketing. In this regard, teachers as one of the elements of education in schools have a significant contribution to the implementation of education. Good teachers will have a positive impact on the quality of education. Therefore, the researcher wants to explore more deeply about teachers' perceptions related to the research topic as well as the novelty of this research. This research is important to be carried out, because it is expected to contribute to the community as the results of the research are expected to be related to the perception of teachers in understanding the role of education committees, especially in education marketing, and also to see how the opportunities and challenges are. So the researcher formulated the title "The Role of School Committees in Education Marketing: A Qualitative Study of Teacher Perception Analysis".

## RESEARCH METHODS

This research method uses descriptive qualitative, which is a method that focuses on processing descriptive data without any manipulation of the variables being studied (Hanyfah, S., Fernandes, G. R., & Budiarmo, I. 2022). The research focuses on teachers' perceptions of the role of education committees in education marketing. This research begins with 1) problem identification and, 2) the formulation of the problem that has been prepared in the background containing the purpose and urgency of the research. Then the implementation of research with 3) the preparation of research instruments, 4) data collection, 5) data processing and analysis, up to 6) drawing conclusions. Participants in this study are teachers at the primary and secondary education levels, namely elementary, junior high, and high school or equivalent in private schools in Bogor Regency as many as 22 teachers. The criteria for private schools were chosen because they relate to the research



topic, namely education marketing which is identical to private schools. The description of the participants can be seen in the following table:

Table 1. Participant Profile

		Quantity
Gender	Men	9
	Women	13
Age	20 - 30 Years	16
	31 - 40 Years	3
	41 - 50 Years	2
	51 - 60 Years	1
Long Teaching Time	< 5 Years	15
	6 - 10 Years	4
	11 - 15 Years	1
	16 - 20 Years	1
	> 20 Years	1
Final Education	High School/Equivalent	1
	Bachelor (S1)	20
	Magister (S2)	1
	Doctor (S3)	-

This data collection uses an open interview technique, which is a type of interview that is arranged so that informants or respondents can answer freely (Arum, G. P. F., Retnoningsih, A., & Irsadi, A. 2012), in this study using an interview form through *a google form*. Data collection was carried out for one week from January 19 to January 25, 2025. The main respondents involved were teachers who worked in private schools in Bogor Regency. The school level includes primary and secondary education, namely elementary, junior high and high school or equivalent. The instrument of this research is an interview guideline. The instrument consists of interview questions totaling four questions arranged in *a google form*. Questions are in the form of teachers' understanding of the role of committees, the role of committees in marketing, opportunities and challenges of committees in education marketing. The following research questions; (1) What do you understand about the role of committees in education? (2) What is the role of committees in improving education marketing? (3) What are the opportunities of the committee in education marketing? (4) What are the challenges of the committee in educational marketing? The data analysis of this study uses qualitative data analysis from Mile and Huberman. This data analysis includes data collection, data reduction, data presentation, and data verification (Rohimah, et al., 2024; Aliyyah, Et.al. 2021). More details in the following image:

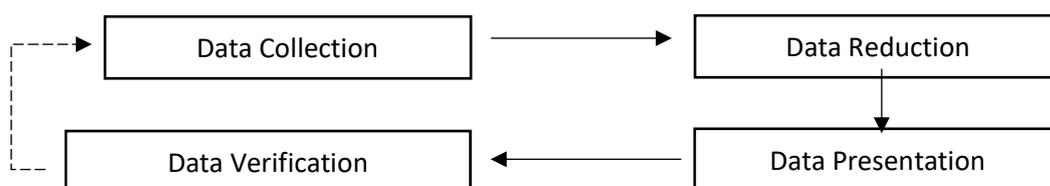


Figure 1. Data Analyst



In addition, this data analysis is also assisted using Nvivo software version 18. As for the data credibility test, source triangulation is used, which is comparing data from various sources (Sugiono, 2019).

## RESULTS AND DISCUSSION

The results of the study on the role of education committees based on teachers' perceptions show four main findings. The findings illustrate various aspects of the committee's involvement in supporting education. Further analysis of the results of this study provides in-depth insights regarding the role of committees. The full results can be seen in the following analysis image:

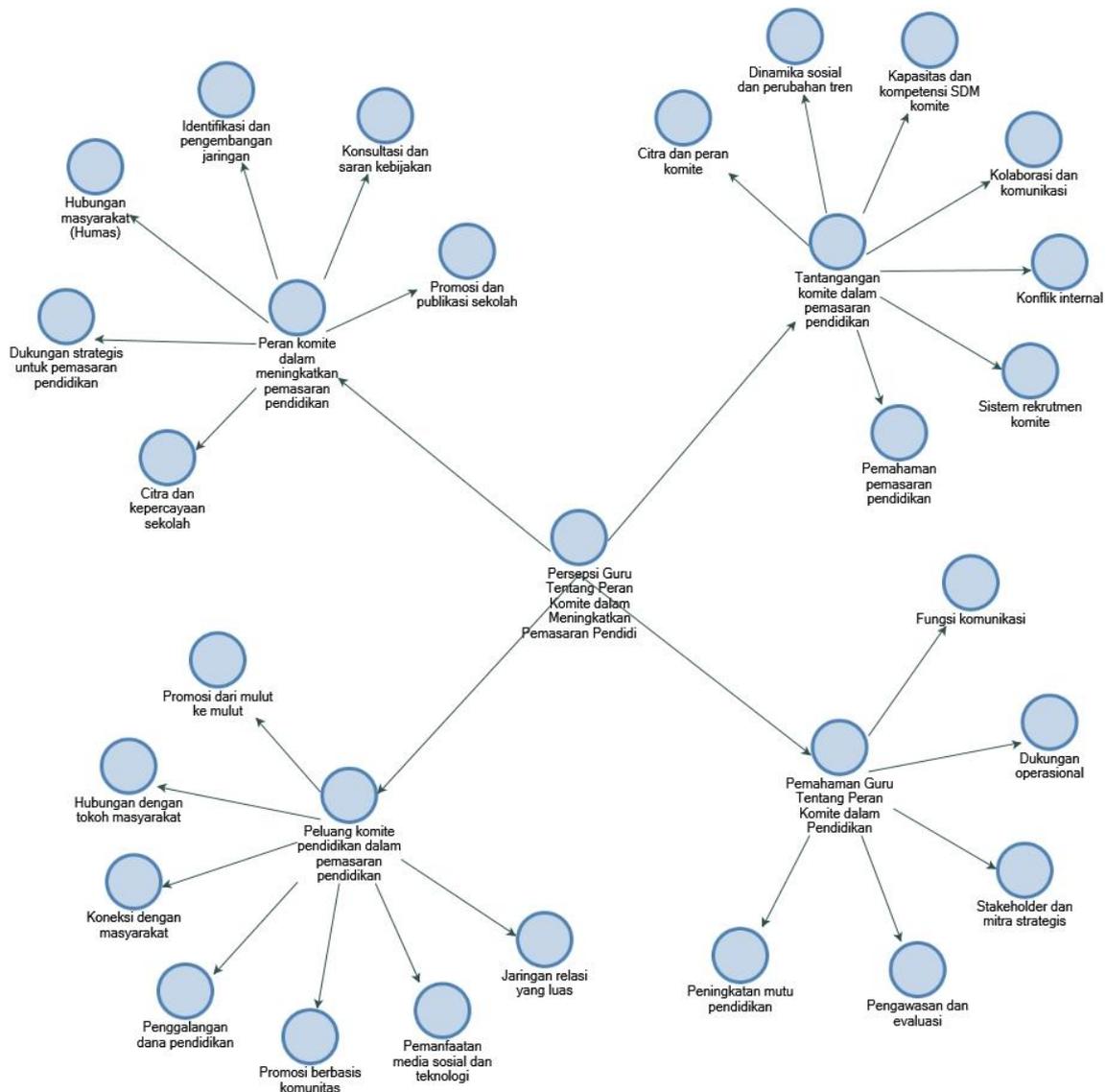


Figure 2. Research Results



**The first** is about teachers' understanding related to the role of committees in education. This result found that there were five findings, namely (1) stakeholders and strategic partners, (2) communication functions, (3) improving the quality of education, (4) operational support, (5) supervision and evaluation. The next findings are that **the two** roles of the education committee in education marketing include (1) policy consultation and suggestions, (2) school promotion and publication, (3) public relations (PR), (4) school image and trust, (5) identification and network development, (6) strategic support for education marketing. The **three** findings of the education committee's opportunities in education marketing include (1) connection with the community, (2) strong relationship network, (3) community-based promotion, (4) use of social media and technology, (5) word-of-mouth promotion, (6) education fundraising, (7) relationship with community leaders. The **fourth finding** is the committee's challenges in education marketing, including (1) understanding of education marketing, (2) the image and role of the committee, (3) collaboration and communication, (4) the capacity and competence of the committee's human resources, (5) internal conflicts, (6) the committee's recruitment system, (7) social dynamics and changing trends.

Based on the results of the above research that the researcher has mentioned. Researchers will discuss the findings one by one. Starting from the first finding, namely the teacher's understanding of the role of the committee in education. It is more detailed in the following description:

### Teachers' understanding of the role of committees in Education



Figure 3. Teachers' understanding of the role of committees in education



The results of this finding are five findings and ten imitations from each of the findings as seen in the image above. Teachers understand the role of the committee in education first, namely as stakeholders and strategic partners. The committee has a role as a school partner in supporting activities that are related to education. As a stakeholder, of course, the committee must jointly support schools for every educational process. Furthermore, as a strategic partner, of course, the committee participates in school programs and ensures the success of the program.

Furthermore, the committee acts as a communication function. This communication function is first as a communication bridge between schools and other education stakeholders. Second, they can accommodate and follow up on the aspirations of students' parents. This role is an important role because it is a communication liaison between schools and stakeholders so that it is expected to foster a humanist and harmonious culture between schools and other education stakeholders.

Another finding is the improvement of the quality of education. In this role, the committee can help, monitor and improve the quality of education. In addition, the committee can supervise the implementation of education and can also provide input. This role is one of the central roles in the sustainability of educational institutions. The committee in this case certainly contributes to the good and bad quality of education, especially in school quality supervision.

The next finding is operational support. The committee plays a role in supporting various aspects of the implementation of education and school activities (KBM). In addition, it supports the management of the school and represents the interests of the students' parents. The operational support of this education committee is a form of operational technical coordination with schools in managing education.

The next finding is the role of supervision and evaluation. The above is a little offended about this role even though it is not as specific. This supervisory role committee can supervise education providers and the quality of education delivery. Another role is that the committee can provide input to schools for improvement or evaluation.

Based on the results of the above research, teachers' perceptions of their understanding are related to the role of this committee, which amounted to five themes in the findings in line with the function of the committee based on the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 75 of 2016 concerning School Committees, in the explanation of the functions and duties of the school committee. In another study, it was also stated that teachers' perceptions of the role of education committees include ensuring that the learning process runs effectively and encouraging the development of educational quality (Napisah, S. S., & Aliyyah, R. R. 2024). Thus, teachers' understanding of the role of committees in education can be said to be well understood according to applicable rules and is also in line with previous research.

### **The Role of the Committee in Education Marketing**

Based on the results of the research that has been carried out, the role of the committee in education marketing has six major terms and fourteen derivatives. For more clarity, you can see from the image below:





Figure 4. The role of committees in education

The results of the study on the role of committees in education marketing revealed seven key findings. First, **consultation and policy suggestions**, where the committee has two important roles, namely providing consideration in education marketing policies and providing input in the process of Accepting New Students (PPDB), so that the policies taken are more in accordance with the needs and conditions of the school. Second, **promotion and publication**, which reflects the committee's role in introducing the school to the wider community. In this case, the committee can utilize the profession and network it has to help promote the school. In addition, they can also expand public reach through the publication of various school content, both through social media and other platforms, and play a role as a medium in promoting schools more widely and effectively. Third, **public relations (PR)**, which emphasizes the function of the committee as a bridge of communication between schools and the community, especially in the context of education marketing. The committee plays a role in conveying positive information about schools to the community, building a good school image, and collaborating with various parties to increase the attractiveness of schools for prospective students and parents. Fourth, **the image and trust of the school**, where the committee has a strategic role in strengthening the positive image of the school in the eyes of the public. In addition, the committee is also expected to build and increase public trust in the quality of education provided by schools. With strong trust from the community, it will indirectly have a positive impact on education marketing, so that schools are increasingly in demand by prospective students and parents. Fifth, **identification and network development**, which emphasizes the role of the committee in assisting the process of identifying opportunities, especially in determining the target market for education in accordance with the characteristics and advantages of the school. In addition, the committee also plays a role in building and developing a wider network, both with the community, the business world, and other parties who can contribute to improving education marketing. With a strong network, opportunities to attract new



students are increasingly open. Sixth, **strategic support**, which can be realized through various forms of support, both morally and materially, to ensure that education marketing programs run in accordance with school goals. The committee can provide motivation, mentoring, and resource assistance needed so that the education marketing strategy implemented is more effective and has an optimal impact. Based on the results of the study, it revealed the strategic role of school committees in education marketing, which includes aspects of policy, promotion, public relations, school image, networking, and strategic support. This role shows that the committee not only functions as a forum for community participation in education, but also as a main actor in increasing the competitiveness and attractiveness of schools (Suharti, 2021). These findings can be an interesting space for discussion to be studied and further examined in the field of education management studies, especially related to the effectiveness of committee involvement in school management and its influence on public trust and interest in educational institutions.

### Opportunities for the role of committees in education marketing

Regarding the context of this research that leads to education marketing. It is therefore necessary to look for opportunities that the committee can do. The findings of this focus can be seen in the image below:

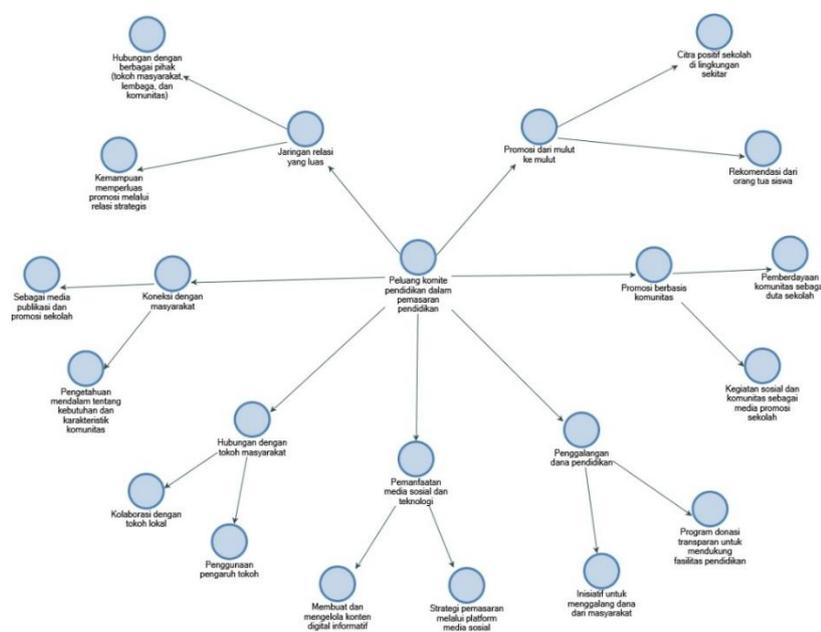


Figure 5. The role of committees in education

The results of the committee's opportunities in education marketing include first, the connection with the community, the committee has the opportunity to connect with the community, there are at least two things as the results of the research include an active local community network and in-depth knowledge of the needs and characteristics of the community. This is in line with research from Septiana, D. N., Bafadal, I., & Kusumaningrum, D. E. (2018) school committees can be tasked with establishing public relations because they have connections.



Second, the committee has the opportunity to have a wide network of relationships, including relationships with various parties such as community leaders, institutions and communities. In addition, the ability to expand promotions beyond strategic relationships. The third opportunity is community-based promotion, the committee has opportunities for community-based promotion that can be carried out with social and community activities as a school promotion media, then community empowerment as a school ambassador. The fourth opportunity is the use of social media and technology. This opportunity can be leveraged through the creation and management of informative digital media content, and marketing strategies through social media platforms. The fifth opportunity is word-of-mouth promotion, as a committee, of course, access to information about schools has convenience so that word-of-mouth promotion opportunities can be easily obtained such as by way of recommendations from students' parents, and a positive image of schools in the surrounding environment. These results are in line with the research of Labaso, S. (2018) education marketing through marketing mix. Other research strengthens that educational marketing through digital marketing has a positive impact (Wiyasa & Supriyadi, 2024; Hidayati, N., 2021). The sixth opportunity is education fundraising, the committee has the opportunity to take the initiative to raise funds from the community and create a transparent donation program to support educational facilities, this is in line with researchers Nursanti, R., Dwikurnaningsih, Y., & Mawardi (2020). The seventh opportunity is relationships with community leaders, collaboration with local leaders to increase public trust and also the use of influence figures to expand the attractiveness of schools in line with the research of Mar'ati (2022) and the research of Nur et al (2023) which conveyed that collaboration with community leaders can support the development of the quality of education and the effectiveness of school programs. This strengthens the opportunities of education committees in their role related to education marketing.

### Challenges of committees in education marketing

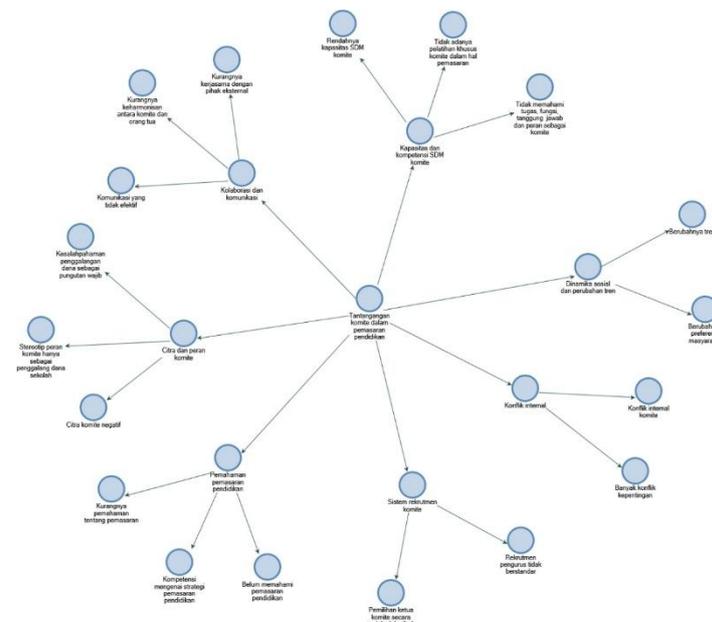


Figure 6. Committee Challenges in Education Marketing



It is undeniable that behind the role and opportunities of committees in education marketing, there are also challenges of committees in education marketing. Although the committee is not a special element in charge of marketing education, as has been explained from the results of the above research, the committee has a role and contribution to education marketing, as well as challenges in this case that will be discussed. As for the results of the research on the challenges of the committee in education marketing, the first is about understanding education marketing, in this case there are three findings, namely there are still many who do not understand education marketing, educational marketing strategies, and lack of understanding of marketing. The second is related to the image and role of the committee, namely the negative image of the committee in the public view, the stereotype that the committee's duties and roles are only as a fundraiser, and a misunderstanding about the collection of education funds as a mandatory transfer. Third, collaboration and communication, some of the derivative findings related to collaboration and communication, namely lack of cooperation with external parties, lack of harmony between the committee and parents, and ineffective communication. Fourth, namely the capacity and competence of the committee's human resources, there is still a low capacity of the committee's human resources, not understanding the committee's duties, functions, responsibilities and roles, and there is no special training for the committee in terms of marketing. Fifth, among the findings related to this conflict, namely the many conflicts of interest among the committees, and also the existence of internal conflicts within the committee. Sixth, the committee recruitment system, the election of the committee chairman only by the direct appointment system by the principal, and also the recruitment of committee administrators does not have special standards. Seventh, social dynamics and changing trends, dynamic social circumstances that encourage changes in trends and public preferences are another challenge in education marketing, especially the role of committees in this context.

Based on the results of the above research, the challenges faced by the committee in education marketing show that there are structural and cultural barriers that can affect the effectiveness of the committee's role. Starting from a limited understanding of education marketing, a negative image of the committee, to obstacles in collaboration and communication, all of these factors can hinder the optimization of the committee's role in supporting schools. In addition, low human resource capacity, internal conflicts, a less transparent recruitment system, and changing social dynamics are additional challenges that need to be overcome. Thus, these findings can be a contribution to future studies on strategies to strengthen committee capacity (committee training programs), increase synergy with external parties, and policy reforms in committee recruitment and management to be more professional and adaptive to changing times. Thus, it is expected to be able to maximize education marketing through the role of education committees (Maisarah, 2020; Junaris & Haryanti, 2022).

## CONCLUSION

Based on the results of the research, it was found that there are four main aspects that are of concern in the role of the education committee, namely the teacher's understanding of the role of the committee, the role of the committee in education marketing, opportunities that can be utilized, and the challenges faced in its implementation. These findings show



that the education committee has a strategic function that covers various aspects, including as a medium of communication between schools and the community, improving the quality of education, promoting schools, and strengthening networks with various parties. In addition, this study also identifies obstacles that arise in the implementation of the committee's role, especially in terms of collaboration and the competence of the human resources involved.

As an implication of these findings, this study recommends an improvement in the education committee recruitment system to be more selective and in accordance with the needs of schools. In addition, efforts are needed to improve the competence of the committee through continuous training or mentoring, so that they can carry out their roles more optimally. More active collaboration between schools or institutions and education committees is also crucial to create better synergy in supporting the progress of education. With these steps, it is hoped that the education committee can contribute more significantly to the management and development of schools effectively and sustainably

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