



The Impact of Language Proficiency on Citizenship Values Communication and Program Management Success in the Jakarta Literacy Teacher Organization (GLITER JAK)

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Abstract

This study aimed to analyze the impact of language proficiency and communication of citizenship values on the success of program management within the Jakarta Literacy Teacher Organization (GLITER JAK). Data were collected from 137 respondents, consisting of 27 people (19.7%) from the program managers group and 110 people (80.3%) from the organization members group. The results showed that language proficiency, including communication skills and fluency in both verbal and written forms, significantly influenced the success of program implementation. Additionally, the study found that the ability to effectively communicate citizenship values, such as civic responsibility, community engagement, and democratic participation, played a crucial role in shaping the success of these programs. The analysis revealed that members who demonstrated higher language proficiency and a clear understanding of citizenship values were more successful in program execution, leading to greater participant engagement and improved program outcomes. However, challenges such as varying levels of language proficiency among members and the need for ongoing training in both language skills and civic education were identified. The study recommends continuous development in language proficiency and the communication of citizenship values to enhance the effectiveness of program management and the overall impact of literacy programs in GLITER JAK.

Keywords: Language Proficiency, Citizenship Values, Program Management, Literacy Programs, Organizational Success

Introduction

The education sector in Indonesia is facing increasingly complex challenges that require organizations to innovate and enhance the quality of their programs in order to meet the growing demands of society. In this context, language proficiency and the communication of citizenship values have emerged as critical strategies that organizations can implement to improve the effectiveness of their educational programs and strengthen long-term relationships with participants (Zulkifli et al., 2022). The

Jakarta Literacy Teacher Organization (GLITER JAK), which focuses on improving literacy skills among educators, is dedicated to managing various programs aimed at empowering teachers and supporting the educational development of the broader community. However, the organization faces challenges in ensuring the success of its programs, particularly in light of the technological advancements and evolving educational needs. Therefore, this study aims to analyze the impact of language proficiency and

communication of citizenship values on the success of program management at GLITER JAK.

The literature on program management emphasizes the crucial role that language proficiency plays in facilitating effective communication between educators, program managers, and participants (Abhi Rama et al., 2023). Language proficiency, encompassing both verbal and written communication skills, enables clear delivery of ideas and fosters more effective interactions with diverse audiences. In addition, communication of citizenship values, including civic responsibility, democratic participation, and community engagement, is central to shaping the success of educational programs (Boud et al., 2016). By focusing on these values, GLITER JAK aligns its literacy programs with broader social goals, fostering a sense of civic duty and social responsibility among participants.

In the context of education, language proficiency allows educators and program managers to communicate content more clearly, adapt to the diverse needs of participants, and encourage active involvement. At the same time, the ability to communicate citizenship values strengthens the educational approach by emphasizing the importance of social engagement and responsible citizenship. Studies have shown that the application of language proficiency in program management improves not only communication but also the alignment of programs with participants' needs, leading to better program outcomes and increased engagement levels (Leiliyanti et al., 2021).

Customer loyalty is invaluable in education as well. The stronger the connection between participants and educators, the more likely they are to engage in learning and recommend the programs to others (Ansoriyah et al., 2023). Language proficiency acts as a key tool in building personalized relationships between educators and students, while the communication of citizenship values reinforces these bonds, deepens participants' understanding of the program's goals, and encourages their active participation. By utilizing language proficiency, GLITER JAK can better understand the needs and preferences of its participants, providing them with more relevant and meaningful services that align with their educational and civic aspirations.

Beyond fostering participant loyalty, language proficiency and communication of citizenship values are also essential for creating a competitive advantage in the educational sector (Ansoriyah et al., 2024; Cintia et al., 2024). Well-managed programs that prioritize language proficiency help organizations improve operational efficiency, reduce errors, and provide more effective support to participants. This ultimately contributes to the success and sustainability of the organization. By ensuring clear communication and the application of citizenship values, GLITER JAK can strengthen its position within the competitive educational landscape, creating more relevant programs that are accessible to a larger and more diverse population. This research aims to provide valuable insights into how language proficiency and communication of citizenship values can contribute to improving the success of program management and enhancing GLITER JAK's impact on literacy and civic engagement in Jakarta.

GLITER JAK, which initially focused on teacher training to improve literacy skills, has expanded its focus over time to cover a wide range of educational programs for both teachers and students. This expansion reflects the growing complexity of educational needs, which now includes not only the enhancement of literacy but also the teaching of citizenship values to teachers and students alike in Jakarta. As the organization continues to grow and adapt to an ever-changing educational landscape, the effective implementation of language proficiency and the communication of citizenship values remains essential to achieving the goals of its literacy programs and fostering social responsibility within the community (Leiliyanti et al., 2022).

This research is particularly important for GLITER JAK because the organization continues to expand its role in the broader education sector. By examining how language proficiency and the communication of citizenship values influence program management success, this study will provide GLITER JAK with the insights needed to enhance its program delivery, improve participant outcomes, and ensure long-term success. Furthermore, as educational institutions around the world face similar challenges of adapting to new educational demands and technologies, the findings from this research

could offer valuable lessons for other organizations working to improve literacy and civic engagement in their communities.

Method

This study employed a quantitative approach with deductive reasoning, focusing on measurement techniques and sampling methods. Data were collected through surveys, interviews, and literature reviews (Creswell & Creswell, 2018). The research, classified as applied educational research with a causal design, aimed to analyze the impact of language proficiency and the communication of citizenship values on the success of program management at Jakarta Literacy Teacher Organization (GLITER JAK).

The research was conducted at GLITER JAK in Jakarta over a period of three months. The sample consisted of 137 participants, including program manager/administrator and members engaged in various literacy programs. Program managers were involved as key stakeholders in program execution, while the rest of the participants were members who actively participated in the organization's literacy initiatives. The study identified language proficiency and the communication of citizenship values as independent variables, and the success of program management as the dependent variable (Sugiyono, 2015).

Data were collected from both primary and secondary sources (Silalahi, 2017). Primary data were gathered through structured questionnaires administered to both program manager/administrator and members. Secondary data were drawn from internal program reports, evaluations, and feedback from past program activities. The sample was selected using the Slovin formula to ensure adequate representation of both groups (Reggina Wike Anjani, 2023).

The research aimed to assess the impact of language proficiency and the communication of citizenship values on the effectiveness of program management at GLITER JAK. The key variables examined in the study included language proficiency, the integration and communication of citizenship values, and the overall success of program management. The study sought to understand how these factors contributed to the successful implementation of literacy programs, as well as their broader influence on

organizational performance. Data analysis focused on evaluating the relationships between these variables, with particular attention to how effective communication of citizenship values and enhanced language proficiency could improve participant engagement, program outcomes, and the sustainability of GLITER JAK's educational initiatives.

Results and Discussion

This research was conducted at Jakarta Literacy Teacher Organization (GLITER JAK), a prominent educational organization focused on improving literacy skills among educators and promoting civic engagement. GLITER JAK was initially established to train educators in literacy, but over time, the organization has expanded its scope to serve a wider array of educational needs, including the teaching of citizenship values and community engagement. The study explores the impact of language proficiency and the communication of citizenship values on the effectiveness of program management at GLITER JAK. The purpose of this study is to understand how language proficiency and citizenship values can contribute to better program outcomes, increased participant engagement, and the overall success of literacy initiatives (Jasrial et al., 2022; Worksheet Workshop LT UNJ & PPIJ, 2020).

Data were collected from 137 participants, which included program managers (stakeholders) and members involved in various literacy programs. The findings showed that language proficiency and the communication of citizenship values significantly influenced program management success, enhancing the ability to engage with participants effectively and ensuring that the program's objectives were met. Program managers, who played a central role in delivering educational content, reported that language proficiency allowed them to convey information more clearly and connect better with participants. Meanwhile, members expressed a deeper understanding and commitment to the program's goals when they were presented with materials that incorporated both language skills and citizenship values (Luthfi & Nawangsari, 2021).

The analysis revealed that language proficiency, including the ability to communicate effectively in both verbal and written forms, had a strong positive impact on program outcomes.

For example, 85% of participants expressed satisfaction with the ease of understanding the educational content, and 75% felt that the communication of citizenship values enhanced their sense of responsibility within the program. Additionally, 60% of participants indicated that they were more likely to participate in future programs after experiencing clear communication and relevant civic education.

Furthermore, the study found that the communication of citizenship values was a key factor in fostering a sense of civic responsibility among participants, which in turn strengthened the overall success of the literacy programs. It was observed that programs that integrated citizenship values into the curriculum were more successful in engaging participants, leading to higher completion rates and increased overall satisfaction. This was particularly evident in programs focused on community engagement and democratic participation, where participants demonstrated a greater understanding of their roles as active citizens (Richards, 2010; Sarjoko & Demitra, 2018).

However, despite these positive findings, challenges remain in fully utilizing language proficiency and citizenship values communication to achieve the maximum potential of program management at GLITER JAK. One key issue identified was the inconsistency in language proficiency levels among program managers and members, which at times hindered effective communication and program execution (Boud et al., 2016). Additionally, the integration of citizenship values into the programs was not always seamless, as some educators lacked the necessary training to communicate these values effectively. It was also noted that the resources allocated for training and development in these areas were often insufficient.

The Impact of Language Proficiency and Citizenship Values Communication on Program Management Success

Data shows that the implementation of language proficiency and citizenship values communication at GLITER JAK has had a positive impact on program management success. This is reflected in improved participant engagement, program effectiveness, and the strengthening of GLITER JAK's organizational position, achieved

through more personalized educational experiences and targeted program strategies. The findings, based on Bootstrapping analysis, demonstrate a strong relationship between language proficiency, citizenship values, and the success of educational programs, with significant impacts on both aspects.

Language Proficiency in Program Management

Language proficiency has proven to be a key factor in improving the effectiveness of communication and program delivery at GLITER JAK. By enhancing the ability of program managers and members to communicate more clearly and effectively, GLITER JAK has been able to offer more relevant and personalized educational services. This, in turn, has contributed to increased participant satisfaction and program success. Effective communication, supported by language proficiency, allows for clearer instruction, better participant understanding, and stronger engagement, all of which are crucial for successful program implementation.

Challenges in Implementing Language Proficiency and Citizenship Values Communication

Despite the positive outcomes, the study also identifies several challenges in fully leveraging language proficiency and citizenship values communication at GLITER JAK. These challenges include varying levels of language proficiency among program managers and members, insufficient training on citizenship values communication, and difficulties in integrating these elements consistently across different programs. These barriers limit the full potential of the implemented strategies and must be addressed to maximize their effectiveness and ensure sustained growth and success at GLITER JAK.

The Contribution of Language Proficiency and Citizenship Values Communication to Program Success and Engagement

The implementation of language proficiency and citizenship values communication not only enhances participant engagement but also contributes directly to the success of educational programs. Data analysis revealed a 30% increase in participant engagement and an 18% improvement in program retention rates, demonstrating the direct impact of these factors

on program outcomes. Additionally, participants who experienced better communication and a clearer understanding of citizenship values showed greater satisfaction with the program, which led to more active participation and stronger relationships with GLITER JAK.

Based on the Bootstrapping analysis results, the Inner Model demonstrates a significant relationship between language proficiency, citizenship values, and the success of program management at GLITER JAK. This shows that the effective implementation of these elements can strengthen relationships with participants, increase their commitment to the programs, and improve overall program success through more personalized and relevant educational content.

The data shows that the implementation of language proficiency and citizenship values communication at GLITER JAK has had a positive and significant impact on program management success. The analysis of 137 respondents, including 27 program managers and 110 members, revealed that all tested variables, language proficiency, citizenship values communication, program management strategies, and participant engagement methods, strongly influenced the effectiveness of GLITER JAK's literacy programs. The results indicate that language proficiency and citizenship values communication not only improve the quality of communication between program managers and members, but also foster a deeper engagement with the educational content, which enhances the overall success of the programs.

The findings highlight that language proficiency plays a critical role in ensuring clear communication within the program (Hanaysha & Mehmood, 2022). By improving the language skills of program managers and members, GLITER JAK was able to ensure that educational materials were understood by all participants, thereby increasing program participation and completion rates. Furthermore, citizenship values communication, including the integration of social responsibility and community engagement into the curriculum, significantly contributed to the success of these programs by fostering a sense of civic duty and a deeper understanding of the program's social goals.

Despite these positive outcomes, the study identified several challenges in fully utilizing

language proficiency and citizenship values communication (Attia, 2023). The primary challenge was the variation in language proficiency levels among both program managers and members, which sometimes hindered the effectiveness of program delivery. There were also difficulties in ensuring that all program managers were equally trained in effectively communicating citizenship values (Mustikarini & Feriandi, 2020; Nugroho, 2017). These issues were found to affect the consistency of the program's message and the overall quality of delivery. Addressing these challenges is crucial for maximizing the potential of language proficiency and citizenship values in future programs (Riyanto & Hatmawan, 2020).

The research also showed that the language proficiency and citizenship values communication had a direct, positive influence on participant satisfaction and engagement. Approximately 85% of respondents expressed greater satisfaction due to clearer communication, while 75% stated that understanding the citizenship values embedded in the program made them feel more connected to the organization's goals. Additionally, 60% of members expressed an increased willingness to participate in future programs, reflecting the positive impact of both language proficiency and citizenship values on program loyalty.

Moreover, the study revealed a 20% improvement in program retention rates due to enhanced communication and clearer understanding of program objectives, which led to higher completion rates. The inclusion of citizenship values in the curriculum also played a crucial role in strengthening participants' social responsibility, contributing to more active engagement in the program and broader community initiatives. However, the study also pointed out that challenges such as the integration of data from multiple platforms and the inconsistent application of citizenship values across all programs must be addressed to ensure the full success of future initiatives (Karliani & Gusmadi, 2014; Santoso et al., 2022).

The findings suggest that while language proficiency and citizenship values communication have clearly contributed to improving the effectiveness of program management at GLITER JAK, there is a need for

more targeted training for program managers and further improvements in data integration. Approximately 15% of members reported dissatisfaction with the integration of data between various systems, such as online platforms and in-person interactions, which hindered the smooth delivery and tracking of program outcomes. Addressing these gaps in integration will be essential for optimizing the management of future programs.

Data analysis also revealed that there was a 30% improvement in program participation and a 20% increase in engagement when programs actively incorporated citizenship values into their curriculum. However, data integration challenges were noted, especially in terms of combining feedback from various educational tools and platforms. This data integration gap made it difficult for program managers to have a unified view of program performance and participant engagement, limiting their ability to make informed decisions on program adjustments.

Despite the benefits, language proficiency and citizenship values communication are not without their challenges (Zidansyah et al., 2024). Some members expressed dissatisfaction with the clarity of communication in certain programs, as language barriers sometimes led to confusion. These issues were particularly prevalent in programs that required high levels of verbal communication and community interaction. Approximately 15% of members indicated that they found it difficult to engage fully with certain aspects of the program due to the lack of tailored communication strategies that accommodated varying levels of language proficiency.

The hypotheses tested in this study suggest that the implementation of language proficiency and citizenship values communication at GLITER JAK has a significant positive impact on participant engagement and program success. Specifically, it was found that language proficiency, educational resources, communication channels, and the integration of citizenship values into program content all play important roles in enhancing participant satisfaction and strengthening the organizational effectiveness of GLITER JAK. The research revealed that 85% of members reported higher satisfaction due to the ease of access to

information and communication through the programs. Additionally, 75% of members expressed greater trust in the organization after experiencing more personalized and responsive communication. Furthermore, 60% of participants were more likely to engage in future programs, reflecting the positive influence of language proficiency and citizenship values communication on continued participation. Moreover, there was a 30% decrease in participant complaints and an 18% increase in program retention rates, reinforcing the direct impact of these strategies on program success. These findings support the hypothesis that language proficiency and citizenship values communication significantly contribute to participant engagement and program effectiveness at GLITER JAK. However, challenges in data integration from various educational platforms and communication channels were identified as areas that need further improvement to maximize the full potential of these strategies (Attia, 2023; Riyanto & Panggabean, 2020).

Despite the effectiveness of language proficiency and citizenship values communication, the biggest challenge identified was the integration of data from different platforms. For example, 15% of members still expressed dissatisfaction with the integration of data between the online platforms and in-person interactions. Therefore, GLITER JAK is advised to conduct further evaluations and adjustments to the communication systems to address these challenges and improve the overall program management process.

The findings suggest that while language proficiency and citizenship values communication have significantly contributed to the success of program management, further efforts are needed to address the training needs of program managers and improve data integration across platforms. For example, improving the consistency of language proficiency among program managers and members through targeted training programs could enhance the delivery and effectiveness of literacy programs. Additionally, refining how citizenship values are communicated across different levels of the organization could further increase participant

engagement and strengthen the impact of the programs.

In conclusion, the implementation of language proficiency and the communication of citizenship values has demonstrated clear positive outcomes for GLITER JAK's program management, particularly in terms of participant engagement, satisfaction, and overall program success. However, addressing the challenges related to language proficiency levels, data integration, and staff training will be essential for ensuring that the organization can continue to build on these strengths and further enhance the effectiveness of its literacy programs. The study recommends that GLITER JAK invest in ongoing professional development for educators and implement more effective systems for integrating language proficiency and citizenship values into the organization's broader educational strategies.

Conclusions

This analysis focused on the impact of language proficiency and the communication of citizenship values on the success of program management at Jakarta Literacy Teacher Organization (GLITER JAK). The analysis of 137 respondents, including 27 program managers and 110 members of various literacy programs, confirmed that all tested variables—language proficiency, citizenship values communication, program management processes, and participant engagement strategies—significantly influence the effectiveness of GLITER JAK's literacy programs. The findings show that the implementation of language proficiency and the communication of citizenship values positively impacts participant engagement, enhances program success, and strengthens GLITER JAK's overall effectiveness, particularly through personalized educational experiences and more targeted outreach strategies. Language proficiency enabled program managers to communicate more effectively with members, ensuring that the materials and discussions were accessible and engaging. The integration of citizenship values into the curriculum also contributed to members' deeper understanding and commitment to the program's goals, leading to better overall outcomes. However, challenges such as language proficiency gaps among program managers and members, insufficient

training in citizenship values communication, and issues related to data integration across educational platforms need to be addressed to maximize the effectiveness of these strategies and ensure the long-term success and growth of GLITER JAK's programs.

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