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Public Relations Management in Improving the Image of the Institution at MTs Unggulan Rohmatul Ummah Mojokerto Indonesia

*¹Muhammad Zainur Rofi', ²Akhyak and ³Sulistyorini

*^{1, 2, 3}Doctoral Program in Islamic Education Management, UIN Sayyid Ali Ramatullah Tulungagung, Indonesia.

Abstract

Public relations management serves as a crucial link between educational institutions and parents or the community, fostering a harmonious relationship and ensuring the success of institutional programs. A key aspect involves analysing the community's needs as education consumers. Effective public relations management plays a vital role in achieving objectives and maintaining a positive institutional image. The institution's image influences perceptions based on knowledge and facts. The study focuses on MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, exploring public attitudes, institutional policies, and public support activities in enhancing the institution's image. Utilizing a qualitative approach with a multi-case study design, data is collected through participant observation, in-depth interviews, and documentation. Results highlight innovative social media content management, strategic promotion through various channels, and purposeful socialization activities as key elements contributing to the positive image of MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto. The study emphasizes the significance of continuous innovation and community engagement in maintaining high levels of trust.

Keywords: Public relations management; Educational institutions; Institutional programs; Community needs; Positive institutional image

1. Introduction

Background of the Study

Management is crucial for every individual or group activity within an organization to achieve desired goals. According to Torang (2013) ^[15], management is the science of organizing processes to achieve predefined goals and obtain corresponding results. Educational institutions with effective systems exhibit interdependence between the institution and its environment. In this millennial era, educational institutions should have management in public relations, acting as a bridge connecting various groups/elements of society to recognize and support the progress of the educational institution within its environment.

Cutlip defines public relations as a management function that assesses public attitudes, identifies policies and procedures for an individual or organization's public interest, and plans and implements programs to gain understanding and support from the public (Cutlip, Center, & Broom, 2009) ^[4]. According to Kasali (1994) ^[8], public relations is a management function that evaluates public attitudes, identifies policies and procedures of an individual/company towards the public, and devises plans and runs communication programs to gain public understanding and acceptance.

Public relations (humans) vary within different institutions or organizations, depending on the background of the institution utilizing public relations. However, its essence lies in building a positive image for the respective institution or organization.

The purpose of public relations is to shape public opinions from various perspectives and build good relationships between the organization and the public. The relationship between the organization and the public depends on the organization's objectives, determining which public becomes its target audience (Supriani, 2022) ^[14].

In educational institutions, public relations have their own goals, visions, and missions, usually aligned with the institution's overall vision and mission. The vision is a comprehensive statement about what the organization's leaders desire, why the organization exists, what it believes in, or a depiction of the organization's future. The public relations vision is to enhance a positive image among the public towards becoming a superior higher education institution and a reference in the development of education, science, technology, language, and the arts. The activities of public relations in educational institutions are intertwined with management, just as institutional management cannot function properly as expected without effective public relations management. The stages in public relations management encompass planning, organizing, actuating, coordinating, directing, and overseeing, all within the context of public relations activities at educational institutions (Fatoni & Haryanti, 2023) ^[7].

The presence of MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto as a relatively new institution, but highly appreciated by the community, is attributed to the

implementation of public relations tasks and functions. This contributes to creating a positive institutional image, leading to high enthusiasm among the public to enrol their children. The institution's image is a collection of beliefs, ideas, and impressions held by individuals or the institution about an object, highly conditioned by the object's image. The image also represents the community's perception of a company or its products. According to Buchari Alma (2003) ^[1], an image is the impression, feeling, or conception that the public has about an object, person, or institution. The image is formed based on how the institution or company conducts its operational activities, with a primary focus on service aspects. Educational institutions have goals that are inseparable from the national educational goals based on Pancasila and the 1945 Constitution. Their function is to develop capabilities, and shape character, values, and the civilization of the nation, to optimize the potential of participants to become believers, devout, noble character, healthy, knowledgeable, skilled, creative, independent, democratic, and responsible individuals. These institutions are responsible for developing human potential, starting from religious knowledge to general knowledge, as well as the internalization of values and attitudes within students. As the second institution after the family, the primary task of educational institutions is to provide guidance, counselling, and training to ensure the optimal development of human potential as bestowed by the Almighty.

The role of public relations values in educational institutions in the current era of the Industrial Revolution has become an integral part that cannot be separated from the governance of quality educational institutions. The emergence of several new educational institutions in a community poses new challenges in promoting them, both within the local community and beyond. This simultaneously becomes a threat to existing educational institutions located not far from the new ones.

Similarly, in educational institutions, there is a position known as the deputy head of the school in charge of public relations (*humas*). Their presence is crucial as they serve as a liaison between the educational institution and the community in introducing the institution they manage. This involves promoting flagship programs, showcasing the institution to users (the community), and demonstrating the success of students to the general public, especially to parents.

According to Efendi (1993) ^[5], the management of public relations in educational institutions focuses on activities that help the institution identify and resolve public relations issues. This includes promoting the institution to the community to build trust and confidence among parents in enrolling their children there. Public relations managers act as consultants, communication facilitators, and problem solvers. The tasks of public relations involve professionalism, both technically and in managing public relations. In a technical context, public relations in educational institutions involve the art of public relations, such as writing, photography, editing, providing commentary, organizing events, communicating with the media, and managing communication production. Artistic public relations skills are necessary to convey messages that are understandable and present a positive image of the institution to the community and parents.

Cutlip (2009) defines public relations support activities as a management function that builds and maintains good and beneficial relationships between the organization and the public that influence the success or failure of the organization. The general definition of public relations in education is a

distinctive function between the organization and its public, or in other words, between the educational institution and internal (teachers, employees, students) and external (parents, the community, external institutions, school partners, etc.) stakeholders. In this context, it is clear that public relations (PR) is one of the essential elements in an organizational or individual group.

The role of public relations includes public support activities to professionally communicate information to internal and external audiences to enhance the institution's image. The presence of educational institutions brings social responsibility to the community, especially in their vicinity. This social responsibility is reflected in various activities that can build trust in the community.

Without strong support from the community, educational institutions will find it challenging to survive in social life. Public relations involve public support activities carried out by groups of people from the school, involving discussions on educational issues through the communication process. This communication is interactive to create mutual understanding and harmonious relationships between school members and the general public, including parents, other educational institutions, as well as private and government agencies, intending to improve school quality.

Several previous research results have discussed various aspects related to the role of public relations in enhancing the image of educational institutions. The following are conclusions from some of the studies that have been explained:

- i). Chusnul Chotimah (2012) ^[3]: *Pesantren* Sidogiri has successfully enhanced the image of the educational institution by implementing public relations in line with its duties, demonstrating distinctions from other *pesantren*.
- ii). Suardi. M (2017) ^[11]: SMP Negeri Satu Atap 9 Bulukumba utilizes public relations management with various communication techniques to enhance community participation, emphasizing a focus on analyzing public relations in improving the institution's image.
- iii). Akhmad Sukardi (2014) ^[12]: Islamic educational institutions require positive interaction among schools, families, and communities to enhance effectiveness and contribute to the quality of life, emphasizing the importance of public relations for the institution's image.
- iv). Kurnia Setiyo Rini (2020): The role of public relations at Tribhuwana Tungadewi University involves good collaboration with the public, emphasizing the significance of fostering positive relationships to enhance the institution's image.

The research will examine how public relations management aims to create public understanding and enhance the institution's image. The focus includes observing the implementation of public relations to build public trust through interviews with foundation representatives, school/principal administrators, public relations personnel, and school committee members.

Additionally, the study will explore the role of public relations in creating public support to improve the institution's image. Furthermore, the researcher will assess the resulting impacts and how they are related to the enhancement of the institution's image. This approach will provide in-depth insights into the strategies and effectiveness of public

relations management in achieving understanding, trust, and support, and ultimately improving the institution's image.

2. Research Method

This research employs a qualitative approach, specifically naturalistic phenomenology, aiming to describe and interpret the object as it is (Sukardi, 2005) [13]. The qualitative approach is chosen because it can describe and understand the underlying meanings of participants' behaviours, depict complex backgrounds and interactions, explore to identify various types of information and describe phenomena (Faisal, 1990) [6]. Based on the categorization of qualitative research methods, the appropriate qualitative research method for this study is naturalistic phenomenology. From a phenomenological perspective, the research aims to understand facts about individuals in specific situations, aligning with Bogdan's view that a theoretical orientation or theoretical perspective with a phenomenological approach is used to understand human events and interactions (Bogdan & Biklen, 1998) [2].

Data are collected from natural settings as a direct source. A naturalistic paradigm is employed to enable researchers to discover meanings from each phenomenon, with the hope of finding local wisdom, traditional wisdom, moral values, and theories from the researched subjects. Deep interpretation of data and theory development can only be achieved when sufficiently detailed data is collected and synchronised with existing theories.

The collected data in this study align with the research focus on public relations management to enhance the institution's image, specifically MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto. Data collection is conducted using snowball sampling, where key informants recommend individuals knowledgeable about the studied issues to provide additional information. If the information is inadequate, those individuals then recommend others. The types of data in this study can be categorized into two: primary data and secondary data. Primary data are obtained in the form of verbal expressions and behaviours from key subjects (informants), including the head of the madrasah, public relations personnel, educators, the foundation chairperson, and parents.

3. Result and Discussion

a) The Value of Public Attitudes in Improving the Institution's Image at the Leading MTs Rohmatul Ummah Jatirejo Mojokerto

In summary, public relations (PR) plays a crucial role in enhancing the institution's image. Planning is an essential component of management functions to achieve institutional goals. PR is tasked with planning work programs as part of the effort to improve the institution's image. The obtained data, through interviews with the Chairman of the foundation MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, reveals the PR work plan, as explained by Mr. K.H. Imam Makhkus, including active promotion on social media, content creation to familiarize people with MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, and collaboration with various mass media.

Additionally, Mr. Moch. Shofiyulloh, the head of MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, emphasizes specific targets, especially on social media, aiming to increase followers and create videos introducing the institution's activities. The PR plan involves optimizing the website and social media at MTs Unggulan Rohmatul Ummah Jatirejo

Mojokerto, managed by the PR team. Bapak Syafik emphasizes the need for planning to upgrade the website's appearance and content, ensuring that only interesting and filtered activities are posted on social media.

One of the strategies to enhance the institution's image is to showcase its assets, such as new buildings. Mr Much. Shofiyulloh discusses plans to highlight the institution's assets, suggesting that new facilities could be presented through videos to boost MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto's image.

The interview findings align with observations of public attitude values in improving the institution's image, focusing on monitoring information published on MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto's social media and website. The observations are further supported by photographic documentation of the institution's website and social media accounts.

To conclude, the PR planning at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto involves developing work programs that emphasize website and social media optimization for publicity and image enhancement. The target audience for these platforms is prospective new students, ensuring that accurate and relevant information about MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto is readily accessible. Additionally, the PR team strengthens collaboration with mass media to reach a wider audience and elevate the institution's image.

The implementation of public relations (PR) activities at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto aims to realize the planned work programs. PR execution in enhancing the institution's image involves realizing the designed work programs and utilizing the website and social media as supporting platforms for MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto's image in the eyes of the general public. Chairman of the foundation, Mr K.H. Imam Makhkus, highlights the use of the website as a database for the institution, visible to the wider community, and social media as a lighter information medium for the public, covering activities, achievements, and other relevant information.

The interview findings indicate that the website functions as the primary information hub for MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, accessible to the broader community. Social media serves as an image-enhancing tool, providing information about the institution's overall activities, achievements, and other relevant content. The Head of Madrasah, Mr Moch. Shofiyulloh, emphasizes the use of Instagram for publicity, reaching a wider audience and targeting potential new students and millennials.

Furthermore, in uploading news, announcements, and agendas, the website is utilized, while social media focuses more on millennial-oriented content, as mentioned by WK Humas, and Mr. Syafik. The collaboration with print and online media for event coverage and publication is highlighted by Mr. Moch. Shofiyulloh, emphasises the importance of publicity and documentation for MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto's numerous events.

The collaboration with various media outlets is reinforced by observations and documented evidence, including photos of activities published on social media and online media. Additionally, Mr. Moch. Shofiyulloh emphasizes the PR team's involvement in all events for coverage, documentation, and publication.

In conclusion, the public attitude values in improving the institution's image are actualized through the implementation

of PR work programs at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, including optimizing the website as the primary information source, innovating attractive and creative content, building and maintaining relationships with media outlets, and providing comprehensive information about all institutional activities.

Evaluation is a crucial process to ensure that planning and implementation proceed as intended. It involves assessing the outcomes achieved from the planning and execution processes. If the results do not align with expectations, adjustments are made. The public relations (PR) team at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto conducts evaluations to assess the effectiveness of their initiatives. An example of this is the collection of quantitative data on PR activities over a year, as explained by Mr. K.H. Imam Makhsus. However, there is currently no specific measuring instrument to assess the quality of PR efforts, and the evaluation relies on subjective responses from the community. The evaluation, particularly concerning the website and social media, is described by Mr. Moch. Shofiyuloh and Mr. Syafik. Despite not having specific measurement tools, they highlight changes in content posting quantity, an increase in Instagram followers, and the verification of the Instagram account. The lack of a dedicated measurement tool for assessing the quality of PR efforts is acknowledged.

Mr. Moch. Shofiyuloh emphasizes the need for improvements in website development, considering its visual aspects. Although quantitative data is available, there is a recognition of the importance of qualitative measurement, which is currently subjective.

Regarding the collaboration with media outlets, Mr. Moch. Shofiyuloh notes that the PR team maintains good relations with the media, ensuring that published news is confirmed and controlled.

The evaluation of the documentation of events reveals challenges due to limited human resources, with young teachers serving dual roles as both educators and PR assistants. The workload during numerous activities poses difficulties in task distribution.

In conclusion, the evaluation of public attitude values in enhancing the institution's image involves assessing planning and implementation. The key findings include a decline in website metrics, an increase in social media followers, positive relations with the media, and challenges in event documentation due to limited human resources. The need for continuous improvement and the potential development of qualitative evaluation tools are highlighted for a more comprehensive assessment of PR efforts.

b) Identify Wisdom in Improving the Institution's Image at the Leading MTs Rohmatul Ummah Jatirejo Mojokerto

The school is currently in the process of learning. Nevertheless, the "*jemput bola*" (literally translated as "fetch the ball") activity is considered effective because it allows the school to interact directly with prospective students and parents, provide information firsthand, and convince them of the excellence and benefits of education at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto.

To enhance the institution's image, documentation activities also play a crucial role. This is done to provide tangible evidence of various achievements and activities carried out by the school. Documentation covers various activities such as religious events, social activities, sports events, and student achievements. This documentation is then used in brochures,

banners, and billboards to reinforce the positive image of the school.

Furthermore, awarding recognition or appreciation to teachers and staff who successfully bring in new students is also part of the public relations management strategy. This aims to motivate all school staff to actively participate in the new student recruitment efforts. The awards can take the form of acknowledgement for their contributions, which can also boost morale and motivation in their work.

In conducting socialization, the school also relies on cooperation with community and religious leaders. This can have a positive impact, considering the trust and influence these figures have in the local community. Involving them in the socialization process can provide moral support and guide prospective students to choose MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto.

In general, the public relations management strategy implemented by MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto includes program planning, promotional activities, direct interaction with the community, documentation, and collaboration with community figures. All of this aims to improve the school's image, attract the interest of prospective students, and ensure the sustainability and success of the new student admission program.

c) Public Support Activities in Improving the Image of the Institution at the Leading MTs Rohmatul Ummah Jatirejo Mojokerto.

In summary, the head of MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, Mr. Moch. Shofiyuloh emphasized the criteria for selecting public relations (PR) officials, including possessing smart communication, the ability to build good relationships, and having extensive insight.

The statement underscores the importance of effective communication skills for PR officials to achieve the goal of conveying information accurately. A PR official, acting as a communicator, must establish good relations with both internal and external audiences, as harmonious relationships are crucial for the successful execution of PR activities.

Furthermore, having broad insight is highlighted as essential for PR officials, as it facilitates the creation of messages through ideas and concepts. This wide-ranging perspective aids in the easy formulation of information that can be conveyed to the public.

The school translates the role of PR into various activities, aligning with its goal of shaping positive opinions about the school internally and externally. Direct communication channels, such as speaking to teachers and staff or addressing students during flag ceremonies, are employed to disseminate information to the school community.

The school's efforts extend to the months leading up to graduation when students actively seek information about prospective secondary schools. The establishment of a promotional team within the new student admissions committee plays a significant role as communicators, presenting the profile of MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto to secondary schools.

Presentations to secondary schools contribute significantly to attracting new students to MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, as confirmed by the positive results reported by the Head of PR, Mr. Syafik. The presentations cover various aspects of the school, including its vision, mission, location, extracurricular activities, and admission procedures.

Additionally, the school conducts tryouts for secondary school students, showcasing its commitment to information dissemination through brochures and presentations. The strategy of involving parents in meetings is emphasized, encouraging PR communicators to treat parents with respect, and fostering a positive perception of the school.

The school's positive relationship with both internal and external stakeholders is evident through various activities, including forming a familial bond among teachers and staff. The foundation chairman, Mr K.H. Imam Makhsus, acknowledges these efforts, mentioning shared activities like *arisan* (rotating savings and credit association) and communal cooking.

Further supporting the positive relationship-building initiatives, the school celebrates its birthday with various activities, involving the entire school community. These celebrations include competitions, fun rides, and other engaging events, contributing to the continuous improvement of the school's positive image.

In conclusion, MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto employ a comprehensive public relations strategy, emphasizing effective communication, relationship-building, and broad insight. Through various activities and initiatives, the school successfully fosters positive opinions within its internal and external communities, contributing to its overall positive image and reputation.

To enhance the institution's image, public relations management at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto involves the values of public attitudes, innovative management of social media content, identification of promotional activities through both social and non-social media, and public support as a social responsibility to maintain good relations with the community.

4. Conclusion

From the data acquisition and findings in the field from the research location, namely MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, which is related to the theory of public relations management to enhance the institution's image. Data was obtained through observation, interviews, and documentation to achieve the research objectives, including:

First, in the context of the value of public attitudes in enhancing the institution's image, planning the value of public attitudes is an initial step in the management necessary to achieve the institution's goals. This planning involves the collection of facts, assessment, and monitoring of public opinions and attitudes toward the institution. Public attitude values build and maintain good relations between the organization and the public that can influence the success of the institution.

Second, the implementation of public attitude values involves the execution of planned work programs. The importance of this implementation phase ensures that public relations programs run according to plan to achieve the institution's goals. Evaluation is carried out to assess the results achieved and ensure that the process runs as it should.

Third, the identification of policies to enhance the institution's image begins with planning that includes taking action in communication policies. This step is designed to achieve specific goals for each public that influences program targets. Policy evaluation is carried out to identify deviations from the plan and improve implementation for perfection.

Fourth, communicators of public support activities play a crucial role in establishing good relations between parents and educational institutions. Creating good communication

between parents and teachers through publications or feedback messages helps create a positive image of the educational institution.

Fifth, the mentor of public support activities is an integral part of building a positive image of educational institutions. Mentoring involves planning, implementation, assessment, and evaluation of various communication activities sponsored by educational institutions.

Overall, public relations management in the two educational institutions involves a series of steps that include planning, implementation, evaluation, and mentoring activities to enhance the institution's image. These steps play a crucial role in achieving institutional goals and building positive relationships with the public.

Suggestions

Based on the conclusion drawn from the research at MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto, focusing on public relations management to enhance the institution's image, several suggestions can be made:

- **Enhance Strategic Planning:** Strengthen the planning phase by incorporating a more strategic approach. This includes a detailed analysis of public opinions and attitudes, identifying potential challenges, and setting clear objectives for the institution's image improvement.
- **Improve Implementation Efficiency:** Emphasize the importance of efficient execution of planned programs. This involves ensuring that the public relations initiatives run seamlessly, aligning with the overall goals of the institution. Regular monitoring and timely adjustments should be made to optimize the impact of these initiatives.
- **Refine Communication Policies:** Give special attention to refining communication policies. The identification of policies for improving the institution's image should be a dynamic process, with a continuous evaluation mechanism in place. This ensures adaptability to changing circumstances and helps maintain a positive public perception.
- **Strengthen Communication with Parents:** Recognize the pivotal role of communicators in fostering good relations between parents and the educational institution. Encourage open and effective communication channels, leveraging various platforms to keep parents informed and engaged. This will contribute significantly to building a positive image of the institution within the community.
- **Empower Mentors for Better Guidance:** Empower mentors involved in public support activities by providing them with the necessary resources and training. A well-guided mentoring process, with a focus on planning, implementation, assessment, and evaluation, can significantly contribute to the positive development of the institution's image.
- **Continuous Evaluation and Improvement:** Establish a culture of continuous evaluation and improvement in all aspects of public relations management. Regularly assess the effectiveness of activities, gather feedback, and implement necessary changes to ensure the institution remains adaptive and responsive to the evolving needs and expectations of the public.
- **Collaboration and Knowledge Sharing:** Encourage collaboration and knowledge sharing between the two educational institutions. Exchange best practices, successful strategies, and lessons learned in the field of public relations management. This collaborative approach

can lead to mutual benefits and an accelerated enhancement of both institutions' images.

By incorporating these suggestions, MTs Unggulan Rohmatul Ummah Jatirejo Mojokerto can further strengthen its public relations management strategies, ultimately contributing to an improved institutional image and positive relationships with the public.

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