

Public Relations Management in Shaping Organizational Behavior at Madrasah Aliyah

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ABSTRACT

Public relations (PR) management is vital in shaping organizational behavior, especially in educational settings. This study examines the PR management framework at Madrasah Aliyah Negeri (MAN) 3 Medan, focusing on how PR practices contribute to improving organizational behavior. A descriptive qualitative approach was used, involving data collection through observations, interviews, and documentation. The data were analyzed using the Miles and Huberman model, which includes data reduction, display, and conclusion drawing. Triangulation was applied to ensure the accuracy of the findings. The study found that PR management at MAN 3 Medan is built around key components: planning, implementation, communication systems, organizational supervision, special events organization, media use, and PR program evaluation. These components enhance organizational behavior by enabling effective feedback communication, securing community support, and aligning organizational goals with community expectations. The findings suggest that strong PR management significantly improves organizational behavior in educational institutions. This framework not only strengthens internal operations but also enhances the institution's relationship with the community. Feedback mechanisms and community support are essential indicators of successful PR management. In conclusion, the study shows that implementing a well-structured PR management framework at MAN 3 Medan positively impacts organizational behavior. This is reflected in better communication, stronger community engagement, and the achievement of organizational goals. The study highlights the crucial role of PR management in promoting organizational development in educational institutions.

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1. INTRODUCTION

Education plays a pivotal role in developing and shaping individuals holistically, serving as a key investment in cultivating a civilized society and high-quality human resources. Therefore, educational institutions must implement effective and professional management practices to remain competitive and sustainable (Siahaan et al., 2023). One such management approach is public relations (PR) management. Public relations is a strategic management function designed to achieve specific objectives, which must be based on a clear and detailed plan (Akbar et al., 2021). This process involves gathering facts, planning, communicating, and evaluating outcomes (Ananda, 2019). In the current context, public relations is essential for institutions, although many remain skeptical about its value. This skepticism often stems from the improper application of public relations strategies, leading to a failure in building trust and credibility with stakeholders.

Field observations reveal that there is often a lack of harmony between educational institutions and the public, primarily due to the underutilization of public relations within these organizations. This gap negatively affects public perceptions and opinions about the institution's image, particularly concerning the role of public relations. Additionally, ineffective public relations efforts are frequently caused by poor management practices, which in turn impact the organization as a whole (Addahil, 2020). While these issues can be resolved, many madrasah schools struggle to establish effective communication with their communities and stakeholders, leading to a disconnect. As a result, the communication between madrasahs and the public is often unclear. This highlights the importance of transparent information sharing in influencing the management of educational institutions. The phenomenon underscores the critical role that public relations management plays in the functioning of educational systems. The effective functioning of public relations within an institution is crucial for maintaining the structure and quality of the institution (Aprianto et al., 2021). Given the diverse and growing needs of the public, every organization must have a well-structured public relations management system in place (Dakir, 2018). The effectiveness of public relations is maximized when supported by strong management (Fadla et al., 2022).

According to research by Andi, the public relations management model for attracting public interest includes several key components: public relations planning, implementation, building cooperation with external parties, and promoting through print media, electronic media, students, teachers, and staff (Andi, 2018). At Madrasah Aliyah Negeri (MAN) 3 Medan, various activities have been carried out, including collaborations with universities both in and outside Sumatra through alumni networks. However, cooperation with the business and industrial sectors is still lacking due to limited information technology facilities and a shortage of skilled public relations personnel.

MAN 3 Medan faces several public relations challenges. One issue is the dual role of the Vice Principal of Public Relations, who also teaches, making it difficult to fully focus on public relations tasks. Budget constraints also limit activities such as special meetings with the public, creating and managing the school website, and maintaining social media, reducing the effectiveness of online communication. Additionally, the lack of adequate facilities and infrastructure hampers public relations activities, such as holding meetings with parents or the school committee. Insufficient space and resources for the public relations department further reduce the efficiency and effectiveness of their operations.

Likewise, the results study Irawanda that Public relations management is carried out in a way systematic start from planning , implementation and evaluation with use of existing techniques and media For support performance to public relations (Irawanda & Bachtiar, 2020). From the research above give description that very needed exists staff who have IT (Information and technology) capabilities in implementing social media as well as electronic media. Availability of staff in the field public relations naturally must become not quite enough the responsibility of the madrasah or the Ministry of Religion for add employees who have a background in information and technology. In accordance with research conducted by Amir, the function of Public relations management includes: planning, implementing and evaluating programs , namely work process evaluation and evaluation results (Amir, 2022). Besides that , other research also shows that there is a number of constraint in implementation, especially public

relations activities in the management of publication and marketing media because task double from employees, with solutions like formation opinion, madrasa publications and marketing (Indriani, I., & Syamsudin, 2023). Likewise, a study (Hasbiyallah et al., 2023) showed that in increase participation public done through meeting Work. As for form implementation of supporting public relations programs, enhancement participation, public are annual programs, semester programs, quarterly programs, monthly programs and weekly programs (Datunsolang & Kakatua, 2021).

The research findings from interviews with the deputy head of the madrasah in charge of public relations revealed that public relations activities are solely managed by the deputy head without any additional staff support. Moreover, there is no dedicated IT space to streamline the public relations process. Additionally, the public relations department has not established regular meetings as part of a formal agenda to discuss the development and implementation of public relations strategies. Another issue faced by the Public Relations department at Madrasah Aliyah Negeri (MAN) 3 Medan is the need to improve communication with parents or guardians. This includes better dissemination of information about madrasah policies and organizing parent-committee meetings.

Several previous studies on the relationship between schools and the public serve as important references for this research. The progress of an educational institution can be measured by the level of public trust in it (Siahaan et al., 2022). Therefore, education managers must develop effective strategies to create a dynamic and responsive school environment that meets the needs of the surrounding community (Lubis et al., 2022). In this context, every educational institution should be able to collaborate with and involve the public in its management processes. This concept, described by Tilaar as "education with the community," suggests that the public should be included in government programs because these programs stem from the actual needs of the people (Tilaar, 2007). The decline in public trust may result from the introduction of new practices in institutions, referred to as "maladaptive management," which undermines confidence in the previously established school management systems. Additionally, Sarawina et al. (2023) noted that parental support has a significant impact, particularly on students' mathematics performance.

The public should not only be involved in developing resources for educational connections but also have an active role in planning, implementing, monitoring, and evaluating educational programs. The community should also be able to provide feedback and critique the education provided at madrasas to ensure it aligns with the local community's needs and potential. Given this situation, it is crucial for madrasas to revisit their public relations management to enhance organizational development. In particular, strengthening collaboration between madrasas and the community is essential for achieving shared goals. Based on these considerations, the objective of this study is to examine public relations management in fostering organizational development at Madrasah Aliyah Negeri (MAN) 3, Medan. The study aims to analyze the implementation of public relations management at MAN 3 Medan, focusing on systems, procedures, and internal controls in place. The findings from this research will help assess the effectiveness of public relations management at MAN 3 Medan.

2. METHOD

This research employed a qualitative approach to gain an in-depth understanding of the role of public relations (PR) management in shaping organizational behavior at Madrasah Aliyah Negeri (MAN) 3 Medan. By using a qualitative framework, the study aimed to explore the nuances of PR management practices, focusing on the perceptions and experiences of key stakeholders, as well as the contextual factors influencing the institution's organizational development.

The study relied on two categories of internal data sources: primary and secondary. Primary data were gathered directly from key stakeholders involved in PR management at MAN 3 Medan. These participants included the head of the madrasah, the deputy head of public relations, the head of administration, teacher representatives, community representatives (such as parents of students), students, and members of the madrasah committee. The diverse range of participants ensured a

comprehensive perspective on how PR practices affect organizational behavior and foster collaboration between the institution and the community.

Secondary data were collected from various existing documents related to the madrasah. These included both physical and electronic records, such as institutional reports, PR activity logs, organizational structure charts, and historical records of public relations initiatives. This documentation provided important contextual insights and background information, contributing to a more detailed understanding of the institutional dynamics at MAN 3 Medan.

Data collection was carried out using three complementary methods: observation, interviews, and document analysis. Observations allowed for the direct examination of PR activities in action, offering a firsthand view of their impact on the organizational climate and behavior within the madrasah. Semi-structured interviews were conducted with stakeholders to capture detailed insights into their experiences and perspectives on PR management. Document analysis added a contextual layer by reviewing official reports, communication records, and strategic documents relevant to the institution's PR efforts.

The data analysis process followed several structured steps. First, data reduction was employed to filter and focus on the most relevant information. Next, data verification ensured the accuracy and reliability of the information collected. Finally, data presentation synthesized the findings into a coherent narrative, revealing key insights into how PR management influences organizational behavior (Arikunto, 2016).

To enhance the validity and reliability of the research, triangulation was employed. This involved both source triangulation, where different data sources were compared, and inter-technical triangulation, which combined multiple methods of data collection, such as interviews, observations, and document analysis, as suggested by Moleong (2018). This rigorous approach ensured a thorough, credible, and well-rounded analysis of PR management's role in the organizational behavior of MAN 3 Medan.

3. FINDINGS AND DISCUSSION

3.1 Internal Public Relations Management in Shaping Organizational Behavior at Madrasah Aliyah Negeri 3 Medan

The stages of public relations management at MAN 3 Medan include planning, implementation, communication, and evaluation. Programs that are intended to be delivered to the public must be well-managed so that the public (society) can be informed about what has been and will be implemented by MAN 3 Medan as a public service provider in the field of education. This was conveyed by the head of MAN 3 Medan as follows:

"At MAN 3 Medan, we apply public relations management to communicate the programs we have created and those we plan to implement, as part of our commitment to public information transparency. Our public relations management stages begin with planning. At the planning stage, we involve all relevant parties, including the Deputy Head of Public Relations as the coordinator, the head of administration, teachers, the committee, and parents. Our goal is to develop public relations plans that benefit the public. Afterward, we execute the public relations activities in accordance with the established plans. As the leader, I monitor the implementation of public relations. Those assigned to handle public relations communicate with relevant partners, including society, the government, and MAN 3 Medan stakeholders who require public information. At the final stage, we evaluate whether public relations have achieved the intended goals or if there have been deviations. This is the behavior and culture we foster to elevate this institution, ensuring it remains a leader in the public's mind."

Public relations management at MAN 3 Medan, which includes planning, implementation, communication, and evaluation, is also recognized by the Deputy Head of Public Relations:

"The flagship programs of MAN 3 Medan require extensive public awareness, one of which is the Credit System (SKS) that we have implemented since 2020. At the planning stage, we involve the committee, parent representatives, and students to ensure they understand the programs we are implementing. During the implementation stage, we determine public relations objectives and assign responsibility for public relations activities. The flagship programs of MAN 3 Medan are then communicated to society as the users of MAN 3 Medan's educational services. In the final stage, we conduct evaluations of public relations activities. To ensure that the madrasah maintains a positive image in society, I strive to build a robust system that fosters cooperation among teachers, students, parents, and the broader community through activities such as open celebrations of Islamic holidays. Additionally, we continually work to improve student performance, both academically and non-academically, to enhance the madrasah's image."

The Head of Administration is also actively involved in public relations management, state:

"We consider public relations to be highly important at MAN 3 Medan because many of our flagship programs require approval from parents (the community), such as the SKS system or the acceleration program, which necessitate readiness and additional expenses. Two-way communication, in my view, must be maintained and preserved."

Teachers in the field of Physical Education, Sports, and Health (PJOK) also commented:

"The teachers at MAN 3 Medan are involved both directly and indirectly in public relations management. Teachers are also entrusted with directly conveying information to students, and some teachers have been given additional duties to serve as public relations representatives to the public, whether through the use of technology or otherwise."

The chairman of the MAN 3 Medan committee shares a similar perspective:

"The MAN 3 Medan committee, which consists of parents and community members, is always involved in program creation, especially for flagship programs. Usually, the school contacts us via phone calls, SMS, and for official activities, a letter is sent by the madrasah to the parents at home. We also observe that the applied public relations management is very good. Openness to the public has become a principle and a behavior that is ingrained in the organization at MAN 3 Medan."

Based on the results of interviews, observations, and documentation, it can be concluded that collaboration encourages the involvement of society and parents in the activities of the madrasah. Positive interaction between the madrasah, family, and community is crucial, as it significantly determines student success and productivity in teaching and learning activities.

3.2 Realization of Public Relations Management in Developing Organizational Behavior at Madrasah Aliyah Negeri 3 Medan

The realization of public relations management in developing organizational behavior at MAN 3 Medan relies heavily on effective communication. When good communication is established between the madrasah and the community, the public is more likely to support the programs and activities organized by the madrasah. As stated by the Head of MAN 3 Medan during an interview:

"The way to realize public relations at MAN 3 Medan is through continuous communication, both verbal and non-verbal, with the public. We ensure that any feedback from the public is promptly addressed. Our flagship programs, such as the credit system and extracurricular activities, are communicated consistently and continuously to keep the community informed. I instruct our public

relations team to be proactive in conveying information and absorbing external information to advance the institution. We use various channels, including WhatsApp groups, to share internal information."

This sentiment is echoed by the Deputy Head of Public Relations at MAN 3 Medan:

"One of the most effective ways to enhance the performance of MAN 3 Medan is by engaging the public in the process of building and developing the madrasah. Establishing communication and fostering community involvement at MAN 3 Medan has been successful. This is evident when the public attends meetings organized by the madrasah to discuss issues such as the credit system, extracurricular activities, Islamic holidays, and other matters. Additionally, MAN 3 Medan holds budget discussions with parents."

The Head of Administration of MAN 3 Medan also supports this view:

"We maintain continuous communication as part of our commitment to public relations and organizational culture. The school typically contacts parents and the community through phone calls, SMS, or WhatsApp, and for official activities, a letter is sent by the madrasah to the parents."

The interview excerpts confirm that there is consistent communication and interaction between the madrasah and parents, reflecting a shared concern for the students' needs. This communication occurs through various channels, such as phone calls, text messages, liaison books, and even home visits. The public relations efforts by the madrasah have led to tangible outcomes, as these initiatives help foster positive organizational behavior at MAN 3 Medan. By involving the public as a key partner in discussions, the madrasah emphasizes the importance of maintaining a well-managed relationship with the community.

3.3 Implementation of Public Relations Management at MAN 3 Medan

The mutual contribution between the madrasah, the environment, and the community is the main objective of public relations implementation at MAN 3 Medan. This was conveyed by Mr. HH as follows:

"At MAN 3 Medan, we choose public relations as a method to build harmony between the madrasah, society, and the environment. The activities and programs of these three entities are prioritized based on the capabilities of the madrasah, and we also consider the benefits and advantages gained by society and the environment. Whenever there is an activity or program, we always communicate with all stakeholders, especially parents. We invite them to the madrasah to socialize the program and gather feedback, suggestions, or ideas. After that, we conduct a test run of the program, and during the implementation process, we invite them again for an evaluation and reflection. The next stage is planning the cycle again. Ensuring that everything is beneficial is our goal in implementing public relations at MAN 3 Medan."

This sentiment is echoed by the Deputy Head of Public Relations:

"MAN 3 Medan has three main reasons for implementing public relations: the madrasah itself, society, and the environment. One of the programs that has been successfully implemented is our coordination with Danramil, who was invited to participate in the flag ceremony on Monday. The preparation of public relations programs is adapted to align with other programs from the Vice Head of Administration."

The Head of Administration at MAN 3 Medan also emphasized the importance of public relations management implementation:

"As the person responsible for administration at MAN 3 Medan, we assist in the programs created by the head of the madrasah and the Deputy Head of Public Relations by organizing and preparing all necessary administrative materials for the implementation of public relations. For example, if there is a need to publish information about student activities on social media to support work programs, we will help prepare the necessary facilities and resources available at MAN 3 Medan."

Based on observations, researchers found that the public was very enthusiastic and satisfied with the public services provided by MAN 3 Medan. The public relations activities began with an analysis of each individual program before implementation. Additionally, MAN 3 Medan addresses problems through meetings or discussions using a bottom-up approach.

Based on the results of interviews, observations, and documentation, it can be concluded that public relations management is implemented with the objective of fostering cooperation and synergy between the madrasah, society, and the environment. This cooperation is also evident in the role of the committee, particularly in monitoring the physical conditions of the madrasah environment, such as maintaining the prayer room with funds not provided by the government. The madrasah informs the committee, and the committee contacts parents to invite them to discussions or meetings to find solutions to existing problems. The committee, consisting of parents, is elected by the parents themselves and includes a Chairman, Secretary, and Treasurer. The committee's activities are continuously monitored, and they are elected during an annual meeting, with a three-year term as long as their children are still enrolled in the madrasah. However, elections are held every year.

Discussion

The findings indicate that public relations management at MAN 3 Medan follows a structured process involving planning, implementation, communication, and evaluation. These stages are critical in ensuring that programs are effectively communicated to the public, allowing stakeholders to be informed about both ongoing and upcoming initiatives at the madrasah. As emphasized by the head of MAN 3 Medan, public relations management begins with collaborative planning involving key stakeholders such as the Deputy Head of Public Relations, administration staff, teachers, the committee, and parents. This inclusive approach helps ensure that the programs align with public interests. The process then moves into implementation, where communication with various partners, including the community and government, plays a key role. Continuous evaluation is conducted to assess the success of these public relations activities and make necessary adjustments.

Effective public relations management is crucial for fostering good cooperation between the madrasah and the public, especially the students' parents. Collaboration between these parties facilitates the achievement of shared goals and helps in addressing various challenges more efficiently. The primary objective of public relations management is to create a harmonious connection between the educational institution and its stakeholders. This includes building a positive image, fostering goodwill, and promoting mutual respect and tolerance among stakeholders. According to (Nur, 2023), public relations is a management function characterized by planned and continuous efforts to gain public understanding, sympathy, and support. Public relations professionals are responsible for providing information, educating, convincing, and achieving public acceptance of the institution's situation. The role of public relations is to develop internal programs deliberately and strategically, aiming to build a harmonious environment between the organization and its public. Frank Jefkins describes public relations as a well-planned communication process that involves interactions between an organization and the public to achieve specific objectives through mutual understanding (Armayanti & Pramana, 2022).

The implementation of public relations management in developing organizational behavior is observed to be effective when accompanied by proper planning. Planning serves as a guideline for implementation, ensuring that the process is not confusing and that the objectives are clearly defined (Sum & Taran, 2020). It is important to note that even the best-planned strategies may not be effective

if the actual implementation does not meet expectations. Thus, management of school-public relations involves evaluating societal attitudes to foster harmony between the community and the organization. Planning should be a collaborative process, as it involves public relations program activities, objectives, and goals that require support and trust from the public. Success at MAN 3 Medan is attributed to effective cooperation between the madrasah and the public, particularly the students' parents. Collaborative efforts lead to mutual achievements and make it easier to overcome various challenges. MAN 3 Medan utilizes several internal media and equipment for public relations activities to engage the public, especially the students' parents. These include digital cameras, video cameras, LCD monitors, computers for news layout, scanners, printers, and other essential tools. Effective communication and maintaining good relationships between the madrasah and the students' parents are achieved through various means such as phone calls, text messages, liaison books, and home visits. According to (Yulianti, 2019), the media used by public relations practitioners include: 1) Mass media print nor electronic; 2) Material printed (printed material); 3) Direct mail (direct mail); 4) Messages spoken (spoken words); 5) Providing sponsorship (sponsorship); 6) House journal; 7) Advertising; 8) Meeting.

Based on observations, Madrasah Aliyah Negeri (MAN) 3 Medan organizes a variety of special events aimed at strengthening public relations and promoting the institution to the broader community. These events include promotional activities such as seminars, meetings, exhibitions, school visits, home visits, and group discussions. Additionally, social events, such as Islamic Law commemorations and national day celebrations, help reinforce the madrasah's community ties. MAN 3 Medan has also established networking partnerships with institutions like Ganesha Operation (GO), universities, health centers, police stations, and companies like PT. Indihome and PT. Telkomsel. These partnerships extend the madrasah's reach and provide mutual benefits in terms of educational support and community engagement.

To support these public relations activities, the madrasah uses various tools and equipment, such as cameras, digital and video cameras, LCD projectors, and monitors. These resources help MAN 3 Medan showcase both academic and non-academic achievements of its students, which builds trust and increases public participation. Regular meetings with parents, collaboration with school committees on program funding, and addressing financial matters annually are key components of the institution's strategy to engage the community. Additionally, the public relations team is involved in social programs, such as offering assistance during natural disasters or other emergencies, which helps strengthen the madrasah's image as a caring and responsible institution.

According to Mulyasa (2021), the primary goals of public relations activities in schools include enhancing public understanding of the school's objectives, improving the school's awareness of the community's needs and aspirations, increasing parental involvement in education, and raising public awareness of the value of education. These efforts are crucial for maintaining public trust, meeting community expectations, and securing support and resources for school programs. As T. Sianipar (cited in Purwanto, 2000) emphasizes, public relations help schools achieve key goals, such as sustaining the institution's longevity, improving the quality of education, facilitating the learning process, and acquiring necessary community support for school programs.

Public relations management at MAN 3 Medan focuses on building strong relationships with three key groups: the family, the school, and the broader community. As Amin (2018) explains, effective education is supported by cooperation between these entities, whether directly or indirectly. Parents and the community play crucial roles in supporting the school, providing resources, and supervising educational activities. In the era of globalization, institutions like MAN 3 Medan have increasingly recognized the importance of marketing their programs to improve the quality of human resources (Fadlillah et al., 2022). As Arfandi and Samsudin (2021) highlight, community involvement is essential for facilitating resources and ensuring the success of educational participants.

The successful implementation of public relations management at MAN 3 Medan has led to several positive outcomes. These include maintaining the attractiveness of the madrasah, improving the quality of routine activities, fostering friendly relationships with the community, and increasing community participation in the institution's programs. As a result, MAN 3 Medan has experienced an increase in student enrollment each year and has earned a positive image and reputation within the community. These achievements underscore the importance of effective public relations management in developing organizational behavior and strengthening the madrasah's position as a trusted educational institution.

4. CONCLUSION

This study explored how public relations management fosters positive relationships both within madrasahs and with external stakeholders, contributing to organizational development. The findings highlight that strong cooperation between madrasahs and their communities enhances harmony and mutual support. Drawing on Alison Theaker's public relations model, the study shows that public relations activities significantly influence organizational behavior. While traditional PR focuses on communication strategies like media campaigns and events, this research reveals a broader scope, including small group communications, community activities, partnerships, and diverse media use. It also underscores the importance of regularly evaluating public relations programs. Despite these insights, the study's limitations include its focus on a single institution, which may not capture the diversity of public relations practices in other educational settings. Future research could explore a wider range of schools to provide more generalized findings.

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