

Public Relations Management in Enhancing School Branding at Madrasah Tsanawiyah Jombang

Sunardi¹, Ramadan Sahendra², Muhammad Aman Ma'mun³, Mufarikha Binti Syarkun⁴

^{1,2} STIT Al-Urwatul Wutsqo Jombang, Indonesia; sunardi.ppuw@gmail.com

³ MAN 4 Jombang, Indonesia; mamanmamun3@gmail.com

⁴ Maahad Darul Falah Selangor Malaysia

Keywords:

Public Relations Management, School Branding.

Abstract

This study explores the role of public relations management in enhancing school branding at MTsN 6 Jombang, focusing on its supporting and inhibiting factors. The research findings indicate that effective public relations strategies, such as optimizing information dissemination, fostering strong relationships with stakeholders, and promoting the school's achievements, have significantly contributed to strengthening the institution's image. The supporting factors include the commitment of the school leadership, active collaboration among teachers and staff, and the utilization of digital platforms for promotion. Meanwhile, the inhibiting factors comprise limited resources, insufficient public awareness, and certain technical constraints in implementing promotional programs. The scientific contribution of this research lies in providing a conceptual and practical framework for implementing public relations management in the educational sector, particularly in enhancing school branding in madrasah environments. Additionally, this study enriches the literature on educational management by presenting an integrated model that combines promotional strategies with community engagement. However, this research has limitations, such as its focus on a single institution, which may affect the generalizability of the findings. Future studies are recommended to involve multiple schools or madrasahs with different characteristics to obtain more comprehensive and comparative results. Broader exploration could also examine the long-term impact of public relations management on school competitiveness and sustainability.

Kata kunci:

Manajemen Humas, School Branding.

Abstrak

Penelitian ini bertujuan untuk mendeskripsikan manajemen humas dalam meningkatkan school branding di MTsN 6 Jombang, serta mengidentifikasi faktor pendukung dan penghambat dalam proses tersebut. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus, di mana data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa manajemen humas MTsN 6 Jombang telah menerapkan strategi komunikasi yang efektif, memanfaatkan media sosial, memperkuat hubungan dengan masyarakat, dan mengembangkan berbagai program unggulan sekolah yang berorientasi pada mutu layanan pendidikan. Faktor pendukung meliputi dukungan penuh dari kepala madrasah, kompetensi dan kreativitas tim humas, serta partisipasi aktif guru, siswa, dan wali murid. Adapun faktor penghambat meliputi keterbatasan sumber daya, keterbatasan anggaran, serta kurangnya literasi digital di sebagian pemangku kepentingan. Penelitian ini memberikan sumbangan keilmuan bagi pengembangan teori dan praktik manajemen humas dalam konteks pendidikan, khususnya pada madrasah, dengan menekankan pentingnya sinergi antara strategi komunikasi, inovasi program, dan partisipasi seluruh warga sekolah untuk membentuk citra positif. Keterbatasan penelitian ini terletak pada lingkup lokasi yang hanya berfokus

pada satu madrasah, sehingga hasilnya belum dapat digeneralisasikan secara luas. Oleh karena itu, penelitian selanjutnya diharapkan dapat melibatkan lebih banyak madrasah dan menggunakan metode campuran untuk memperoleh data yang lebih komprehensif.

Corresponding Author:

Sunardi

STIT AI-Urwatul Wutsqo, Indonesia; sunardi.ppuw@gmail.com

INTRODUCTION

Education is the foundation for shaping a generation with strong character, competitiveness, and the ability to adapt to changing times. However, the challenges faced by the education sector are becoming increasingly complex. According to Wahyudi, based on data from the Central Statistics Agency (BPS), there has been a significant decline in the quality of education in Indonesia in recent years, reflected in the country's low rankings in international exams such as PISA (Programme for International Student Assessment). In 2018, Indonesia ranked 72nd out of 79 countries (Wahyudi, 2024). Furthermore, competition among educational institutions is growing fiercer. For instance, in Jakarta, 8 out of the top 10 private schools have experienced a surge in demand, with limited capacity (Martono et al., 2018). This has made the quality of education a key factor for the public when selecting educational institutions. According to Svari & Arlinayanti, the shift towards technology-based learning paradigms requires schools to quickly adapt to technological advancements, not only in teaching quality but also in utilizing technology to build a positive image (Svari & Arlinayanti, 2024). The growing public demand for superior education services has made education not only a place for learning but also an entity that must maintain its reputation and image in the public eye.

The phenomenon of competition among educational institutions in Indonesia is becoming increasingly evident with the growing number of educational institutions from primary schools to universities, both public and private. According to Shiroth & Citraningsih, in the face of tightening competition, educational institutions are required to have effective marketing and communication strategies to maintain their existence and increase student enrollment (Shiroth & Citraningsih, 2023). One strategy that educational institutions can use to enhance their image and reputation is school branding.

School branding is the effort to build a positive image and identity of an educational institution in order to enhance its appeal (Riyanto & Kharisma, 2024). This involves various elements, such as the quality of teaching, the institution's values, and the importance of communication with the public, including students and parents, to introduce the institution's unique character. (Carnawi et al., 2024). In this regard, public relations management plays a crucial role, as PR is responsible for managing the image and building positive relationships with stakeholders.

School branding goes beyond just logos or slogans; it also reflects the quality, values, and unique character of the institution, distinguishing it from its competitors. (Syuhada, 2017). In this context, public relations management (PR) becomes the key to supporting the school branding process. (Romadhona & Rifqi, 2022). Through PR as a

two-way communication tool, educational institutions can build public trust, strengthen their reputation, and create a consistent positive image (Putri et al., 2025).

According to data from the Indonesian Public Relations Association (AHI), educational institutions with strong branding strategies through effective public relations tend to have a better image in the eyes of the public and are able to attract more interest from students and parents (Karsono et al., 2021). Therefore, PR plays a strategic role in introducing flagship programs, promoting achievements, and establishing partnerships with stakeholders to build and strengthen this image. This is also in line with the mandate of the Indonesian Law No. 20 of 2003 on the National Education System, which emphasizes the importance of managing school relations with various parties, including parents, the education council, government agencies, private institutions, and the public, through effective communication media.

Previous studies have provided valuable insights into the important role of public relations management in enhancing school branding in educational institutions, particularly in Madrasah Tsanawiyah. The first study by Maula (2023) highlighted the role of public relations management in building the image of pesantren educational institutions through effective communication strategies, such as the use of social media and extensive networks. This study demonstrated that PR management can strengthen an institution's image by responding to emerging issues in the community. However, this research focused more on pesantren, while Madrasah Tsanawiyah has not been widely explored in the same context, presenting a gap that this study aims to fill. The second study by Al Farisi (2023) discussed PR management strategies in improving branding at Madrasah Aliyah Nurul Jadid, emphasizing the use of digital platforms to build the institution's image. However, this research focused more on Madrasah Aliyah, while the role of PR management in the context of Madrasah Tsanawiyah in areas like Jombang has yet to be extensively studied. Therefore, this research will focus on the application of digital strategies to enhance the branding of MTsN 6 Jombang in Jombang.

The third study by Yuliana et al. (2025) examined the educational service marketing strategy at MAN 3 Jombang, which falls under the Madrasah Aliyah category, and found that the use of social media and digital-based approaches could enhance the institution's image and attractiveness. However, this study did not specifically address PR management strategies to improve school branding at MTsN 6 Jombang, which presents an area for further research in this context.

From the three studies above, it can be concluded that while there is discussion on the role of public relations management and branding in educational institutions, there remains a gap in studies that specifically examine the application of PR management to enhance school branding in Madrasah Tsanawiyah. This study aims to fill that gap by investigating in depth how PR management can play a role in improving the image and appeal of MTsN 6 Jombang, a madrasah located in an area with high competition among educational institutions.

This research is expected to provide practical benefits for the management of Madrasah Tsanawiyah, particularly in Jombang, in formulating and implementing more effective public relations management strategies to enhance the institution's image and attractiveness. The results of this study will offer practical insights on how

to leverage PR to build better communication between the madrasah, the community, parents, and other relevant stakeholders. Furthermore, this research can assist madrasah in designing more targeted school branding programs, utilizing digital media, and building a consistent positive image. In this way, Madrasah Tsanawiyah can strengthen its reputation, attract more students, and expand its influence at both the local and regional levels. This study will also provide guidance for madrasah managers in managing external relations in a more professional and structured manner, as well as optimizing existing potential to improve the overall quality of education.

METHODS

This research employs a qualitative approach with a descriptive design aimed at providing an in-depth description of public relations management practices in enhancing school branding at MTsN 6 Jombang. This approach is chosen because it allows for the holistic exploration of phenomena through the collection of data in the form of words, descriptions, and documentation. The researcher acts as the main instrument (key instrument) with a passive participant position, not directly involved in the implementation of PR strategies but focusing on data collection and observation.

The research informants consist of the head of the school, the deputy head of public relations, teachers, and representatives of the community or parents who are selected using purposive sampling. The selection of informants is based on their ability to provide relevant information related to PR management practices and their impact on school branding. The number of informants will be adjusted according to the data obtained until data saturation is reached. Data collection is carried out through semi-structured interviews, non-participant observation, and document studies. Semi-structured interviews are used to explore information related to PR strategies, supporting and hindering factors, as well as their impact on the school's image. Observations are conducted to examine interactions and PR activities in the context of school branding, while documentation is utilized to gather additional data such as activity photos, PR reports, and publications of the school in various media.

The validity of the data is tested through source, technique, and time triangulation. Source triangulation is done by comparing the information obtained from various informants. Technique triangulation is carried out by comparing the results of interviews, observations, and documentation. Time triangulation involves collecting data at different times to ensure consistency of information. All these triangulation processes aim to enhance the validity and credibility of the data obtained. Data analysis is conducted interactively through the stages of data reduction, data presentation, and conclusion drawing, carried out continuously from the data collection process until the end of the study. Ethical procedures, including research permission, will be obtained from the educational institution involved in this study to ensure that the research follows the applicable ethical standards. Thus, this study is expected to provide a comprehensive picture of public relations management in enhancing school branding at Madrasah Tsanawiyah Jombang.

RESULTS AND DISCUSSION

Results

Public Relations Management in Enhancing School Branding of Madrasah

Public relations management at MTsN 6 Jombang is one of the strategic instruments in building and strengthening the school branding of the madrasah. Based on an interview with the Head of MTsN 6 Jombang, it was revealed that the PR management process has been systematically designed since the beginning of the academic year. The head of the madrasah stated that:

"We develop the plan at the beginning of the academic year by creating a work program and a PR activity timeline. Our main objectives are to build a positive image of the madrasah, increase parental involvement, maintain transparency, and prepare a crisis communication strategy if needed. All of these plans are discussed with the team and documented in an official document to serve as a clear work guideline."

This statement shows that public relations planning at MTsN 6 Jombang is proactive and has become an integral part of the institutional strategy. Planning is not only done to respond to issues but also as a proactive step to anticipate potential challenges in the future. The existence of a work document prepared from the outset demonstrates the seriousness of the madrasah's management in ensuring the sustainability of programs, while also providing clear direction for the entire PR team.

In the organizing phase, PR is formed as a special team within the Madrasah IT Team. The Deputy Head of PR at MTsN 6 Jombang explained:

"The PR team has clear roles and responsibilities, including managing social media, documenting activities, and establishing relationships with the school committee and external media. Task division is carried out in detail, such as who is responsible for creating content, who uploads it, and who follows up on communications. This ensures that all information is conveyed on time and effectively monitored."

This clear organization allows each member to work in a focused and coordinated manner. The detailed division of tasks minimizes the risks of miscommunication and delays in publication. The involvement of the IT team also demonstrates that MTsN 6 Jombang leverages technology as a key support tool in public relations, enabling communication strategies to reach the public more quickly and widely.

In the implementation stage, the PR team at MTsN 6 Jombang actively organizes regular communications such as parent meetings, school committee gatherings, social visits, and teacher and education staff meetings. The PR team is also responsible for publicizing madrasah activities through various digital channels. The Vice PR Officer stated that:

"We publicize activities such as student admissions (PPDB), competitions, extracurricular activities, social events, and student achievements through online media such as our official website, Instagram, Facebook, YouTube, and WhatsApp. Additionally, we establish collaborations with external parties such as universities, social institutions, the industrial sector, and government agencies like the Regional People's Representative Council (DPRD), the General Election Commission (KPU), the Regional Disaster Management Agency (BPBD), health centers (puskesmas), and PT. Yakult. These collaborations typically involve activities such as visits, training, or publication support."

This implementation shows that the role of public relations at MTsN 6 Jombang goes beyond the internal boundaries of the school. A wide network of collaborations provides strategic advantages, both in terms of strengthening the image and creating collaboration opportunities that benefit students and teachers. The active use of social media is also a form of adaptation to the development of information technology, which influences how the public accesses information.

The head of the madrasah explained that the implementation of the PR program is continuously monitored and evaluated through regular meetings and activity reports.

"We conduct regular monitoring, typically every month, followed by evaluation through meetings. We discuss achievements, challenges, and action plans. All evaluation results are documented in a written report to serve as a reference for improvements in the next period."

Scheduled monitoring and evaluation demonstrate a consistent control mechanism. Regular evaluations allow the madrasah to assess the extent to which PR objectives have been achieved, while also identifying areas that require improvement. With documented reports, evaluation results can serve as a strategic reference for future decision-making.

Supporting and Hindering Factors in Enhancing School Branding of Madrasah

The success of public relations management in enhancing school branding at MTsN 6 Jombang cannot be separated from various supporting factors that synergize both internally and externally within the school environment. One of the key supporting factors is the active involvement of internal and external parties, including teachers, students, staff, parents, alumni, and the surrounding community.

Based on an interview with parents, they shared:

"We are often involved in events and activities at the madrasah, such as Islamic holiday celebrations, inter-class competitions, and social activities. The madrasah always sends official invitations and encourages us to contribute, whether through time, ideas, or financial support. We feel that our relationship with the madrasah is very close, and we truly feel like part of the extended family of MTsN 6 Jombang."

This statement highlights that transparency and public involvement in educational activities have a positive effect on public perception while simultaneously strengthening the institution's identity in the eyes of the public. According to Glen and Denny Griswold, one of the primary functions of public relations is to build understanding and support from the public through active two-way communication. In this context, MTsN 6 Jombang has successfully positioned the community as a strategic partner, not just as recipients of information.

The existence of a well-structured PR team is another key factor. The Vice Principal of Public Relations at MTsN 6 Jombang stated:

"The PR team has clear roles and responsibilities, such as managing social media, creating photo and video documentation, writing news for the website, and building relationships with the school committee and the media. Each team member has a regular schedule, so no tasks are neglected. We also frequently hold evaluation meetings to ensure that all activities go according to plan."

This explanation reinforces that systematic task division and consistent coordination are key to the success of the PR team's work. In line with Irfan Afandi's (2018) perspective, the organizational function in public relations management will be effective if there is clarity in roles, good coordination, and discipline in execution.

Another supporting factor is the strategic partnerships established with external parties. The head of the madrasa stated:

"We have established collaborations with various external parties, such as the Regional People's Representative Council (DPRD), the General Elections Commission (KPU), community health centers (puskesmas), Babinsa, universities, and private companies. The forms of cooperation vary, ranging from educational visits, providing socialization materials, supporting activity facilities, to collaborating on social activities. These collaborations greatly help us expand our network and strengthen the madrasa's image in the eyes of the public."

This statement proves that external partnerships not only provide practical benefits but also create high social legitimacy. In Kotler & Keller's theory, strong and credible partnerships can enhance public trust and significantly expand the institution's exposure.

The use of digital media also plays a crucial role in school branding. One teacher mentioned:

"Many prospective students first learned about MTsN 6 Jombang through posts on Instagram, Facebook, or YouTube. Some parents immediately registered after seeing videos documenting student achievements and madrasa activities. In fact, some alumni even help spread our content, expanding our promotional reach without additional costs."

This explanation emphasizes that digital media is not only an internal communication tool but also an effective, fast, and low-cost promotional channel. This aligns with Tjiptono's (2015) view on the importance of visual consistency, messaging, and digital presence in shaping the professional image of an institution.

Communication openness is also a key to the success of public relations. Another parent expressed:

"PR here doesn't just send one-way information, but is also willing to receive input from parents. We are often invited to discussions during committee meetings or parent gatherings. The intensive communication makes us feel involved, so we trust and support every program the madrasa runs."

This approach reflects participatory communication, where the public is actively involved in decision-making and program implementation, not just as recipients of information. Despite many supporting factors, there are also challenges faced. One parent revealed:

"When the media or system has issues, information can be delayed. Sometimes there are last-minute activities, but we don't immediately know about them because of network disruptions or slow website server issues."

This challenge shows that reliance on digital media requires stable technological infrastructure. In practice, network disruptions can hinder the timely delivery of information, potentially lowering public trust. The head of the madrasa added:

“Creating appealing promotional content, such as a madrasa profile video or digital brochures, requires special costs and efforts. Meanwhile, our budget is limited and must be divided for other needs. As a result, we prioritize certain content and delay others.”

This situation aligns with branding theory, which states that building an image requires ongoing investment, both in human resources and funding. The PR staff also highlighted challenges related to human resources:

“Sometimes we lack the personnel to cover all activities, especially when multiple events are happening simultaneously. As a result, some events may have incomplete documentation, even though the content is crucial for promotion.”

This challenge shows that a limited number of staff can reduce the effectiveness of publication efforts and the continuity of school branding. Additionally, a lack of understanding from some members of the community also presents a challenge. A parent mentioned:

“Sometimes, there are parents who don't fully understand the activities or programs of the madrasa. They only hear about it from other parents, not directly from the madrasa. In my opinion, the PR team needs to hold more face-to-face forums to explain these programs.”

This situation indicates the need for a more adaptive, intensive communication strategy that reaches all layers of society, ensuring there are no information gaps that could reduce public support.

Discussion

Public Relations Management in Enhancing School Branding at Madrasah

Public relations management at MTsN 6 Jombang serves as a strategic instrument in building and strengthening the school's image (school branding). Based on an interview with the Head of the Madrasah, it was found that the PR management process is systematically planned from the beginning of the academic year. The planning is carried out through the preparation of work programs and activity timelines that include key objectives: building a positive image of the Madrasah, increasing parental participation, maintaining transparency, and preparing crisis communication strategies. This plan is discussed with the team and documented officially as a work guideline. According to Dhuka, thorough planning serves as a guide for implementation, ensuring that each program has a clear direction and objectives (Dhuka, 2022). Similarly, Hojali emphasizes that good planning minimizes uncertainty and helps organizations adapt to changes in the environment (Hojali et al., 2024). Meanwhile, Suherman stresses that planning is the initial function that determines the success of subsequent management functions, as without clear planning, implementation will lose its direction (Suherman et al., 2024). This indicates that PR planning at MTsN 6 Jombang is proactive and an integral part of the institutional strategy. It is not only reactive to problems but also anticipatory of potential challenges in the future, ensuring the sustainability of the programs.

The organizing stage is carried out by forming a dedicated PR team within the Madrasah IT Team. This team has clear task divisions, such as content creation, information uploading, and communication follow-ups. The detailed task structure makes coordination more effective, minimizes the risk of miscommunication, and

ensures timely information dissemination. According to Dakhi, good organization places the right people in the right positions, enabling tasks to be carried out efficiently (Dakhi, 2016). Nurmaya also emphasizes that clear task distribution within the organizational structure will enhance coordination and accountability (Nurmaya, 2025). In line with this, Sari states that effective organization will create synergy between departments and ensure that all resources move toward a common goal (Sari et al., 2024). The involvement of the IT Team also highlights the use of technology as a key support tool for public relations, allowing the Madrasah's communication reach to be broader and faster.

In the implementation phase, PR actively conducts regular communication such as parent meetings, school committee gatherings, social visits, and meetings with teachers and education staff. In addition, the institution's activities are extensively publicized through various digital channels, such as the official website, Instagram, Facebook, YouTube, and WhatsApp. The activities being publicized include new student admissions (PPDB), competitions, extracurricular activities, social actions, and student achievements. According to Agustian, the implementation of PR programs must be supported by effective communication that can reach the entire target audience (Agustian, 2025). Meanwhile, Nugraha states that good PR implementation requires message consistency and the selection of appropriate media to ensure optimal information delivery (Nugraha et al., 2024). Faseha et al. also emphasize that PR activities must integrate communication skills, media strategies, and collaboration among stakeholders to create a positive image (Faseha et al., 2025). PR at MTsN 6 Jombang also establishes partnerships with external parties such as universities, social institutions, the industrial sector, and government agencies, expanding the PR function beyond the internal school scope and fostering networks and collaboration opportunities that benefit the madrasah community.

The monitoring and evaluation process is conducted periodically, usually every month, through regular meetings that discuss achievements, obstacles, and follow-up plans. The evaluation results are compiled in the form of written reports that serve as a reference for improvements in the next period. According to Supriyadi, in his book, he explains that evaluation is the process of assessing the achievement of goals and program performance to determine the level of success and shortcomings (Supriyadi, 2023). Meanwhile, Khoirunnisa & Syamsudin add that a good evaluation should be carried out continuously so that the results can be used for making accurate decisions (Khoirunnisa & Syamsudin, 2024). Agusnawati also mentions that evaluation must be conducted with measurable indicators and accurate data to ensure that improvement recommendations are targeted correctly (Agusnawati et al., 2024). This consistent control system ensures that PR performance can continue to be optimized while guaranteeing the achievement of the school branding strategy goals in the madrasah.

Understanding the implementation of public relations management in the madrasah, the execution flow can be described as follows:

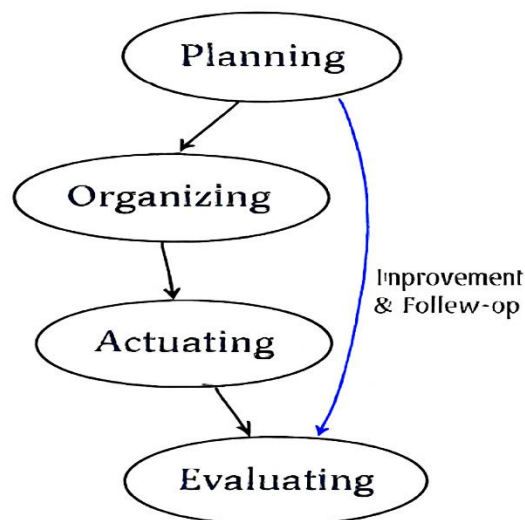


Figure 1: Public Relations Management Process Flow

Based on the diagram, it can be explained that public relations management in enhancing school branding at madrasahs begins with the planning stage, which involves developing strategies and work programs aimed at building the institution's positive image. In this stage, PR identifies promotional needs, sets objectives, selects appropriate communication media, and organizes a targeted activity schedule. The next stage is organization, where tasks and responsibilities are distributed among PR team members based on their competencies, ensuring effective coordination across departments. The following stage is implementation, where all planned programs are carried out, such as publishing school activities through social media, distributing brochures, collaborating with the mass media, and organizing events that involve the community. The final stage is evaluation, which assesses the success of the PR program in shaping the madrasah's positive image. This evaluation includes measuring the effectiveness of activities, analyzing public response, and refining strategies for future promotional activities. These four stages are interconnected and form a continuous cycle, ensuring that PR strategies remain relevant and positively impactful for school branding.

School Branding Madrasah Supporting and Hindering Factors in Enhancing School Branding of Madrasah

The success of public relations management at MTsN 6 Jombang in building the institution's image is closely tied to the active involvement of all elements, both internal and external, including teachers, students, staff, parents, alumni, and the surrounding community. Field findings indicate a strong relationship between the madrasah and the community, demonstrated through involvement in various activities such as Islamic holiday celebrations, inter-class competitions, and social events. According to Analisna et al., community involvement in educational activities is an effective strategy for building public support (Analisna et al., 2024). This aligns with Muhammad's assertion that intensive two-way communication strengthens the institution's legitimacy in the eyes of the public (Isnaini, 2025). Meanwhile,

Muhammad argues that participatory public partnerships enhance trust and a sense of ownership toward the educational institution (Muhammad, 2023).

In addition to public support, the presence of a structured PR team at MTsN 6 Jombang plays a crucial role in strengthening school branding. This team has clear task divisions, ranging from managing social media to publishing news on the madrasah's website. According to Hasan and Aziz, a clear division of tasks is a key indicator of success in the organizing function of public relations management (Hasan & Aziz, 2023). This aligns with the views of Hasan et al., who state that coordination and disciplined implementation are essential for the PR team to work effectively (Hasan et al., 2024). The success of an organization is largely determined by the clarity of roles and responsibilities of each of its members.

Other supporting factors include strategic partnerships with external parties, such as the Regional People's Representative Council (DPRD), General Election Commission (KPU), community health centers (puskesmas), universities, and private companies. These collaborations provide both material and immaterial benefits, as well as expand the madrasah's public network. According to Solechan et al., strong external partnerships can enhance the institution's credibility and increase its exposure to the public (Solechan et al., 2023). Meanwhile, Fitria mentions that cross-sector collaboration can enrich resources and foster educational innovation (Fitria et al., 2025).

The use of digital media has become one of the strongest pillars in building the image of MTsN 6 Jombang. Platforms such as Instagram, Facebook, YouTube, and the madrasah's website are extensively used to publish student activities and achievements. This aligns with the opinion of Fitriyah & Mutammiroh, who argue that social media can rapidly and affordably expand the reach of information. The consistency and quality of digital content directly influence public perception (Fitriyah & Mutammiroh, 2025). Meanwhile, Mustaqimah emphasizes that digital marketing strategies in educational institutions can strengthen their competitive position amid the school/madrasah competition (Mustaqimah & Perawironegoro, 2024).

Openness in communication is another supporting factor. MTsN 6 Jombang not only provides one-way information but also receives feedback from parents through forums such as committee meetings and parent gatherings. Participatory communication fosters a sense of shared ownership between the institution and the community. Intensive communication interactions can enhance public trust in the institution. According to Arkarizki et al., openness of information is one of the indicators of accountability in the governance of educational institutions (Arkarizki et al., 2023).

Despite many supporting factors, challenges remain. Technological infrastructure issues pose a major obstacle, such as delays in information due to network or server problems. The success of digital-based communication heavily depends on the readiness of technological infrastructure. Technical limitations can reduce the effectiveness of the message being conveyed. Technology risk management should be part of the PR strategy to ensure information is delivered on time.

The final barrier is the lack of understanding from some parents regarding the madrasah's programs due to indirect communication of information. Public

perception is shaped by the quality of the information received. Face-to-face forums are still necessary to bridge information gaps. An adaptive communication approach is required to ensure that messages are received evenly across all segments of society.

CONCLUSION

Based on the research findings, it can be concluded that public relations management at MTsN 6 Jombang in enhancing school branding is carried out through four main management functions: planning, organizing, implementation, and evaluation. In the planning stage, the PR team develops a promotional strategy based on the madrasah's strengths, considering market needs and the image it aims to build. The organizing stage involves establishing a clear work structure, delegating tasks according to competencies, and coordinating with relevant stakeholders. In the implementation stage, PR utilizes both conventional and digital media to consistently promote the madrasah's activities and achievements. Evaluation is carried out periodically to measure the effectiveness of the applied strategies and to improve existing weaknesses. The success of these efforts is supported by internal factors such as the commitment of leadership, the competency of the PR team, and adequate facilities, as well as external factors like good relationships with the community and the mass media. However, there are also hindering factors, such as budget limitations, suboptimal human resources, and competition with other schools or madrasahs in the surrounding area.

This research contributes to the field by providing a more comprehensive understanding of public relations management strategies based on management functions to enhance school branding in madrasahs, particularly in the context of Islamic education. The findings of this study can serve as a reference for education practitioners and PR managers in designing effective communication strategies, as well as an academic resource for the development of public relations management theory in the education sector.

However, the limitations of this study lie in its scope, which is focused on only one madrasah, meaning the results cannot be generalized to all madrasah contexts. Additionally, the data collection methods, which primarily relied on interviews and observations, may introduce researcher subjectivity. Therefore, future research is recommended to involve more research subjects with a variety of methods, including quantitative surveys, to provide a broader and deeper understanding of public relations management in enhancing school branding.

REFERENCES

- Agusnawati, R., Nurfadillah, N., Wiradana, N., & Mukhtar, A. (2024). Efektivitas Evaluasi Strategi dalam Manajemen Pengendalian Mutu Organisasi. *Indonesian Journal of Innovation Multidisipliner Research*, 2(1), 87-105. <https://doi.org/10.69693/ijim.v2i1.148>
- Agustian, M. F. Y. (2025). Efektivitas Program Humas dalam Menjaga Hubungan dengan Masyarakat. *Tempora: Journal of Management*, 1(3), 17-21.
- Analisa, A., Sulistiani, S., & Yasin, M. (2024). Partisipasi Masyarakat Dalam Pendidikan. *AL-AMIYAH: Jurnal Ilmiah Multidisiplin*, 1(01), 01-12. <https://doi.org/10.71382/aa.v1i01.67>

- Arkarizki, D., Irawati, R. I., & Sukarno, D. (2023). *Transparansi Organisasi Dalam Pengelolaan Informasi Publik Pada Dinas Kebudayaan Dan Pariwisata Kota Bandung*. *JANE (Jurnal Administrasi Negara)*, 14(2), 594–605. <https://doi.org/10.24198/jane.v14i2.45111>
- Carnawi, C., Hermawan, I., & Zahro, F. A. (2024). Konsep membangun branding image untuk meningkatkan kepercayaan terhadap lembaga pendidikan islam. *AscentT: Al-Bahjah Journal of Islamic Education Management*, 2(1), 12–26. <https://doi.org/10.61553/ascent.v2i1.96>
- Dakhi, Y. (2016). *Implementasi Poac Terhadap Kegiatan Organisasi Dalam Mencapai Tujuan Tertentu*. *Warta Dharmawangsa*, 50. <https://doi.org/10.46576/wdw.v0i50.204>
- Dhuka, M. N. (2022). *Perencanaan Strategis Mutu Pendidikan Agama Islam*. *Journal of Industrial Engineering & Management Research*, 3(4), 287–298. <https://doi.org/10.7777/jiemar.v3i4.420>
- Faseha, A., Nurlela, N., Andriesgo, J., Afrilianty, L., Fazira, M., Suhandi, M. I., & Al-Amin, S. R. (2025). *Strategi Administrasi Humas Berbasis Digitalisasi Di Sekolah*. *Jurnal Manajemen Pendidikan*, 10(2), 247–254. <https://doi.org/10.34125/jmp.v10i2.468>
- Fitria, T., Zainuddin, A., & Masykur, M. (2025). Sertifikasi Guru dalam Penguatan Profesional Guru MIN 49 Pidie. *Irsyaduna: Jurnal Studi Kemahasiswaan*, 5(1), 1–16. <https://doi.org/10.54437/irsyaduna.v5i1.2035>
- Fitriyah, K., & Mutammiroh, U. (2025). Media Pembelajaran Interactive White Board Dalam Meningkatkan Motivasi Belajar Bahasa Arab Mahasiswa. *Irsyaduna: Jurnal Studi Kemahasiswaan*, 5(1), 70–84. <https://doi.org/10.54437/irsyaduna.v5i1.2067>
- Hasan, M. S., & Aziz, A. (2023). Kontribusi Pendidikan Islam dalam Pengembangan Sosial Emosional Peserta Didik di MTs Salafiyah Syafiiyah Tebuireng Jombang. *Irsyaduna: Jurnal Studi Kemahasiswaan*, 3(2), 143–159. <https://doi.org/10.54437/irsyaduna.v3i2.1124>
- Hasan, M. S., Rozaq, A., & Saifullah, R. (2024). Peningkatan Pemahaman Siswa Pada Pembelajaran Akidah Akhlak Melalui Model Pembelajaran Kooperatif Mind Mapping. *Irsyaduna: Jurnal Studi Kemahasiswaan*, 4(2), 237–251. <https://doi.org/10.54437/irsyaduna.v4i2.1669>
- Hojali, L., Hayadi, B. H., & Yusuf, F. A. (2024). Analisis Faktor-Faktor Kunci Leverage Point dalam Merancang Rencana Implementasi Perubahan Organisasi yang Berhasil. *YUME: Journal of Management*, 7(1), 1083–1093. <https://doi.org/10.37531/yum.v7i1.6650>
- Karsono, K., Purwanto, P., & Salman, A. M. B. (2021). Strategi Branding Dalam Meningkatkan Kepercayaan Masyarakat Terhadap Madrasah Tsanawiyah Negeri. *Jurnal Ilmiah Ekonomi Islam*, 7(2), 869–880. <https://doi.org/10.29040/jiei.v7i2.2649>
- Khoirunnisa, A., & Syamsudin. (2024). Evaluasi Pendidikan Menurut Perspektif Filsafat Islam. *Jurnal Pendidikan Nusantara*, 3(2), 105–115. <https://doi.org/10.55080/jpn.v3i2.98>
- Martono, N., Puspitasari, E., & Wardiyono, F. (2018). *Kematian Sekolah Swasta*. Yayasan Pustaka Obor Indonesia.

- Muhammad, M. (2023). Penerapan Manajemen Partisipatif dalam Optimalisasi Pengelolaan Lembaga Pendidikan. *JURNAL ILMU PENDIDIKAN & SOSIAL (SINOVA)*, 1(3), 167–178. <https://doi.org/10.71382/sinova.v1i3.115>
- Mustaqimah, E., & Perawironegoro, D. (2024). Peran Kepala Sekolah Berbasis Mutu Pendidikan dalam meningkatkan Jumlah Peserta Didik Baru. *Irsyaduna: Jurnal Studi Kemahasiswaan*, 4(3), 317–329. <https://doi.org/10.54437/irsyaduna.v4i3.1503>
- Nugraha, B., Dulwahab, E., & Paryati. (2024). Strategi Media Relations Humas Perhutani KPH Bandung Utara. *Reputation: Jurnal Ilmu Hubungan Masyarakat*, 8(4), 415–434. <https://doi.org/10.15575/reputation.v8i4.39822>
- Nurmaya, R. (2025). Peran Struktur Organisasi Dalam Efektivitas Koordinasi Dan Pengambilan Keputusan Di Perusahaan Manufaktur. *Journal of Business Economics and Management* | E-ISSN : 3063-8968, 1(4), 1063–1069.
- Putri, I. M., Rasyid, A., & Yazid, T. P. (2025). Digital public relations sebagai media publikasi dalam dunia pendidikan. *Jurnal Komunikasi Universitas Garut: Hasil Pemikiran dan Penelitian*, 11(1), 1–19. <https://doi.org/10.52434/jk.v11i1.42246>
- Romadhona, A., & Rifqi, A. (2022). Peran Media Sosial Dalam Mendukung Implementasi Manajemen Humas Sekolah. *Inspirasi Manajemen Pendidikan*, 613–624.
- Sari, Y., Setiawan, A., Marina, B. F., & Muktamar, A. (2024). Analisis Sinergis Antara Perencanaan Manajemen Strategik Dan Kepuasan Kerja Dalam Mengoptimalkan Kinerja Organisasi. *Jurnal Manajemen Dan Kewirausahaan (JUMAWA)*, 1(3), 149–164.
- Shiroth, A., & Citraningsih, D. (2023). Konsep Manajemen Pemasaran dalam Peningkatan Citra Lembaga Pendidikan. *SALIHA: Jurnal Pendidikan Islam*, 6(1), 114–138. <https://doi.org/10.54396/saliha.v6i1.544>
- Solechan, S., Afif, Z. N., Sunardi, S., Masrufa, B., & Rofiq, A. (2023). Pelatihan dan pendampingan tentang strategi Kepala sekolah dalam meningkatkan kompetensi Guru bidang profesional Di SMA Primaganda Jombang. *An Naf'ah: Jurnal Pengabdian Masyarakat*, 1(2), 135–146. <https://doi.org/10.54437/annafah.v1i2.1269>
- Suherman, U., Esys, E. M., & Cipta, E. S. (2024). Konsep Perencanaan Dalam Manajemen Pendidikan. *Journal of Teacher Training and Educational Research*, 1(3), 109–116. <https://doi.org/10.71280/jotter.v1i3.251>
- Supriyadi. (2023). *Manajemen & Evaluasi Kinerja Organisasi: Implementasi pada Pendidikan Anak Usia Dini*. Penerbit NEM.
- Svari, N. M. F. D., & Arlinayanti, K. D. (2024). Perubahan Paradigma Pendidikan Melalui Pemanfaatan Teknologi di Era Global. *Metta : Jurnal Ilmu Multidisiplin*, 4(3), 50–63. <https://doi.org/10.37329/metta.v4i3.3407>
- Syuhada, R. (2017). Pengaruh Consumer Knowledge, Brand Image Dan Green Marketing Mix Pada Keputusan Pembelian Produk Kosmetika Wardah Di Bandar Lampung. *ACADEMIA (Www. Academia. Edu)*.
- Wahyudi, A. (2024). Analisis Pengaruh Indeks Pembangunan Manusia Terhadap Kualitas Pendidikan Di Kabupaten Sekadau Tahun 2022-2023. *Jurnal Pendidikan Sosial Indonesia*, 2(2), 45–52. <https://doi.org/10.62238/jupsi.v2i2.53>