

The Public Relation Management of Islamic Higher Education in Building Brand Image

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ABSTRACT: One of the Public Relation (PR) functions is, in higher education, to manage how to build brand image of an institution in order to keep its organization sustainability, but not all higher education implements this function optimally. So, the research aimed to describe and to investigate how the PR management of Islamic Higher Education in building brand image. The data collection used were in-depth-interview, observation, and documentation because this research belonged to qualitative. The steps used in analyzing data consisted of four steps, collecting, reducing, displaying, and drawing conclusion. The result show that PR management related to branding starts from planning activities although it is stillsporadic. The formation of the Branding Team was motivated by an emergency system that focuses on problem solvers when universities encounter discourse problems matter of scientificintegration-interconnection which is the basis for university development. The two universities used *Syare'a* approach in building brand image, that is the promotion based on the value of honesty, trust, and integrity. Besides that, lecturer personal branding also took apart in building it.

KEYWORDS: Public relation, Islamic Higher Education, and Brand Image

INTRODUCTION

Public relations are always connected to communication works arranged to form and build and institution's image and relationship with its stakeholder. Lately, the function of organizational public relations has grown wide into advertising, and marketing communications enterprises (Hapney, 2018). This is inspired by the lack of information and knowledge possessed by managers in these institutions (Tilson, 2020). For educators, public relations (PR) plays a very important role. Educational institution with good PR management can build their trust and existence in the society and functions as an effective way to promote and create a positive image (Jailani, 2018), (McCollough, 2018). In turn, the community can make decisions to enroll their children and actively participate in the institution development. Although, the PR management conceptualized and operated by every organization has similarities and differences (Meng, 2015), they have generally two scopes, internal and external (Ciszek, 2015).

Related to institution image, the external attempts which can be done by PR management consist of two ways, coercive and persuasive. The coercion model is defined as a form of institutional authority containing rules that binds the public. Meanwhile, the persuasive model is a series of verbal and non-verbal communication efforts (Christiano, 2017) that functions to influence psychologically public's point of view through several promotions through delivering information orally, lecturing, propaganda, and lobbying (Nguyen, Nguyen, Dieu-an, & Pham, 2022).

Therefore, the public's perception of the institution depends on how the PR management plays as a representative figure. So, PR managers in educational institutions must be handled by personnel who have extensive knowledge, character, and skill to convince the public. In addition, they must have an optimistic, objective attitude, be able to analyze and rationalize the problems of educational institutions in building positive image (Mikáčová & Gavlaková, 2013). Because, an effective image can reflect three things, namely: building and providing the product with proportional value, conveying the character of the product uniquely in order to differ from the competitors, and giving emotional strength from rational power (Kotler, 2003) and (Liow, 2019).

The positive image can help the institution to carry out promotions easily and effectively to consumers, and will have a great opportunity to gain trust. In line with this, Islamic educational institutions are increasingly demanded to compete in recruiting as

The Public Relation Management of Islamic Higher Education in Building Brand Image

many students as possible. Therefore, the education quality and excellent service should be paid attention by the managers. (Gleason, 2018). And, this is unavoidable thing because the service offered by educational institutions will follow consumer demands, especially on quality, cost, and information technology (Thompson, 2018).

In this context, public relations management has four main functions; first, getting the attention of the public, second attracting public interest with the content of the message, third building the desire and interest of the public to act in accordance with the message, and fourth, directing the public to act in accordance with the message conveyed (Chitkara, 2018) (Ibrahim, 2022). Meanwhile, (Kasali, 1994) and (Ciszek E. &, 2022) said that the function of PR management is to create and develop a positive perception for an institution or organization related to the company products. Unfortunately, PR managements in higher education which develop their function as a brand maker are still rare, they are still work traditionally.

The two Islamic higher education institutions, UIN Sunan Kalijaga Yogyakarta dan UIN Rasden Mas Said Surakarta, have applied brand image management handled or supported by their PR. So, the research was aimed to analyse how PR management in the two higher institutions in building a brand image and how to maintain it in the midst of increasingly fierce competition. Because, to sustain the advantage obtained is sometimes more difficult than the process of getting it.

THEORETICAL REVIEW

Public relations management has the same function with management in general. The management process describes management functions applied within the framework of organizational activities or educational institutions. Management experts have different opinions in formulating the management process (Alzahrani, 2016). Fayol, as quoted by Amason, who is known as the father of scientific management, puts forward the management process into four stages; planning, organizing, commanding, coordinating, and controlling (Amason & Ward, 2021). Meanwhile, according to Terry, public relations management includes management functions known as POAC: Planning, Organizing, Actuating, Controlling (Terry, 1972). Gilania gives more simple activities, planning, organizing, determine the organization, and Evaluating (Gilania & Teleghani, 2013) and (Jeon & Yoo, 2021).

Meanwhile, PR is a part of the communication based on social science, such as sociology, anthropology, politics, and psychology which was pioneered by Harold D. Lasswell, Kurt Lewin, Carl I. Hovland, and Paul F. Lazarsfeld (Elvinaro 2014). The emergence of the PR term was due to the economic and business crisis in the early 1900s. The intense world economic pressure forced organizations to form commissions that convey truth and honesty about the organization (Lattimore 2012). Ron Smith explained that the development of PR begins from manipulative to adaptive, from external to internal, from repairing to preventing, from isolation to integration, and from secretive to transparent. The change in organizational orientation is influenced by the implementation of ethics and best practices in the field (R. Smith 2013)

To ensure the PR management runs well, there are at least four approaches, that is: social approach, (Cao, 2011), cooperative approach, (Verna, 2015), coordinative, and integrative approach. In expanding its role in society, PR should participate in building relationships in accordance with the agency duty, namely: a) to inform, b) to explain c) to suggest, d) to persuade, e) to invite; and f), to convince (Grunig, 1993).

The Brand Image

Today's business competition is competitively increasing. The trigger is the occurrence of modernization and globalization which has led to rapid technological advances and massive environmental changes (Wolff & Fletcher, 2021). Therefore, business actors must continue innovating in order to meet the diverse needs of consumers and to retain customers and win the competition in business (Juntunen, 2013). Often, business people forget the important aspect of branding in their business. This branding will also be in vain when these activities cannot create distinctive customers satisfaction (Chapleo & Clark, 2016).

The term of image was at first used in the industrial world, especially in relation to a product in the industrial world, then penetrated into the world of educational services. As a result of globalization, this is what triggers the absorption of terms in each field, so that the term image is also used in the world of education. The difference is that in the industrial world the result is in the form of a product, while in education is in the services and student graduates (Morhart, Malar, Guevremont, & Girardin, 2015). Sandra Oliver explained that image is an assumption that arises in consumers when remembering a particular product (Oliver, 2001). The understanding given by her provides an interpretation that image is a form of impression captured by education consumers who are played by the community, parents and parties who use educational services (Mulyana, 2012).

Besides that, brand image can be formed through brand associations in consumers. According to (Keller, 1993), as quoted by Huang, there are three factors forming brand associations, namely; strength of brand associations (through experience, a brand can stick strongly in consumers and influence them), favorability of brand associations (how marketers convince consumers that a brand can contain relevant attributes and benefits to meet their needs and desires), and uniqueness of brand associations (how a

The Public Relation Management of Islamic Higher Education in Building Brand Image

brand has a sustainable competitive advantage so that consumers have their own reasons to buy a product (Huang & Cai, 2015). According to Biel (1992), as cited by Fournier, brand image has three components, namely corporate image, user image, and product image (Fournier, 2019)

Shiffman, as quoted by Kotler, states that there are 7 factors that form a brand image, namely; a) product quality, relating to the quality of products offered by manufacturers with certain brands, b) reliable products, relating to opinions and agreements formed by the community about a product that is consumed, c) product benefits, related to the function of a product used by consumers, d) services, e) risks, related to the profit and loss experienced by consumers, f) price, related to the high or low or the amount of money spent consumers to influence a product, and g) image, by the brand itself (Kotler and Keller, 2017).

While the brand image in the consumer minds can be influenced by several factors, such as, uncomplete information from other sources; carrying out experiments and experiences of consumers; and the unique position of the brand towards product (Kertajaya, 2007) and Wijaya added by physical and psychological factor (Wijaya, 2013). From this description, the researcher concludes that the factors shaping a brand image are physical factors (packaging, logos, brand names) and psychological factors (trust, values, personality), quality, reliability, benefits and prices. Because, brand image is closely related to what people think and feel about a particular brand. Therefore, psychological factors play, in the brand image, a more important role than the physical factors one.

The service attribute referred to is, in education, the service provided by the educational institution to the teaching and learning process. While product attributes are the result of learning services provided in what so-called graduate students. In this case, there are at least two functions. The functional benefits mean that education can provide practical benefits for individuals and shape an educated society (Dean, 2016) and, symbolic benefits which can be interpreted as educated individuals or intellectuals who exist in the wider community. Kotler, as quoted by Kuoppakangas, defines image as a set of beliefs, ideas, and impressions that people have an object, where a person's attitude and actions towards an object are strongly influenced by the object. This means that a person's beliefs, ideas, and impressions are very large influenced by attitudes, responses, and behavior (Kuoppakangas, 2020), (Datta, 2022). When a brand has a strong and positive image in the consumer minds, the brand will always be remembered by consumers and they want, in turn, to buy the products in very large amount.

Brand Image In Higher Education

A higher education brand is an impression managed by the customer or an emotion that is controlled by a potential buyer related to the experience of being involved in a university business (Yang, 2020), (Chen, 2016). The university brand is a picture of a higher education institution that has a distinction compared to other institutions, especially issues related to the ability of providing excellent service to the students' needs, offering prospective educational programs, and building trust so that students are interested to choosing them (Kim, 2015). Related to the fact, it is explained that almost university brands are focused on awareness, taglines, and the institution vision and mission (Marshall, 2018), (Casidy, 2018), and (Saleh, Ahaju, & Kassim, 2021)

To keep its sustainability, universities must always update their connected marketing strategy to strengthen the promotion of the institution (Matanda, 2013), (Fessmann, 2018). Therefore, the development of university brands must also receive serious attention (Mohd Ali, 2019). Fredericks said that higher education brand is a name, an image, and a compelling description of an organization that captures the essence of the value provided by college based on very minimal information (Danis, 2019). Choosing a campus as a place to study is a complicated decision (Pawar & Dasgupta, 2019). Therefore, universities have an interest in developing and simplifying brand identities so that people can easily understand them (Kalogiannidis, 2021). Brand identity is the essence of how you would like alumni, prospective students, legislators, and the public to perceive your institution (Hussin, 2017), (Leijerholt, 2021).

When someone evaluates an intangible object offering, he or she does not only pay attention to the branding owned by the institution, but also the people involved in it (Thitiya, 2020), (Suomi, 2019). At least, there are four reasons why prospective students choose a university as a place of their study, namely; a) image or reputation, b) location, c) cost, and d) availability of favorite majors (Swanson, 2011). Research conducted by Echchabi and Harahap concluded that the reputation of the institution and academics is the strongest reason, followed by cost and location factors (Echchabi & Al-Hajiri, 2018) and (Harahap, Mokhsin, Nugroho, & Rita, 2022).

The public relations in university branding

If a university brand has received trust from the society, the name of the university is able to evoke associations, emotions, interests, images, and beliefs. This is the main task of PR in relation to branding, namely to build, develop, and manage customer impressions. Meanwhile, there are, in forming branding, five steps such as; 1) brand campaign, 2) brand recognition, 3) brand preference, 4) brand insistence, and 5) lovely brand/brand satisfy (Muhonen & Laukkanen, 2017), (Lahap, Ramli, & Radzi, 2017),

The Public Relation Management of Islamic Higher Education in Building Brand Image

(Leijerholt & Biedenbach, 2019). According to Berryman, The role of organizational public relations is expanding with the changing times: "Public relations doesn't just focus on your business product; it also assists in shaping strategic messaging" (Berryman, 2010). At least, there are two roles of PR related to university branding, namely, as a creator of narrative, i.e., the conversation, and as the purveyor of the medium to facilitate the conversation, i.e., social media (Yang & Maresova, 2020).

Narrative method

Andrei said that business achievements are now "more fragile than ever" and stressed the significance of word-of-mouth in the "brand conversation" given the increasing in social media (Andrei, 2017), (Fichchum, 2010). Consumer-related and product-related issues are often talked about among consumer communities of interest in the blogosphere in what is now conversation economy. Through this method, consumers are invited to know and understand and explore the chronology of the products delivered by the company. Narrative technique is considered the most appropriate, considering the culture of listening is still very strong in society (Fisher W. R., 1987), (Fisher W. R., 2006), (Ngoma, 2019).

Narrative communication is a series of using words to share information with others. The element of narrative communication is about the words we choose, and how those words are heard and interpreted in our daily life (Ahmed, 2015). The company use it to inform, its need or to spread knowledge. whether it is to inform others. The narrative communication can be used to correct mistakes, where strong words are more effective than actions. It can also be used as a persuasion tool and creates opportunities for debate, stimulates thinking and creativity and deepens and creates new relationships (MajedulHuq, 2015). The purpose of branding is to campaign what the institution is and describe a story of its development, product, achievement, and reputation by the customer word-of-mouth. The result has been "brand storytelling- that is, wiring the branding value of promotion, the credibility of public relations and the measurability virtual strategic (Watkins, 2013).

The social media

Social media branding is not only about logos, taglines, value propositions, or visuals, but also a business activity to develop brands through social media (Ardiansyah & Nilowardono, 2019). With the development of digital marketing and the increasing number of social media users, we cannot deny that this platform has become very important for marketing businesses. (Panda & Mishra, 2021), (Pollák & Markovič, 2021). Through social media, promotions can reach a wider target market. The wider the target area, the more opportunities to capture leads and increase the conversion rate will be wide open. In addition, social media can also be used to analyze market sentiment towards brands, so that consumer behavior trends are known. (Felix, Rauschnabel, & Hinsch, 2017).

There are three strategies to strengthen brands through social media, namely by strengthening brand identity, understanding target audience points, and creating interesting content (Terglav, 2019). Building content that attracts the audiences' attention is an important factor so that customers know the product well and then decide to buy. This understanding of the target market is intended to make it easier for companies to map out the stages of the customer journey, so that the right branding strategy can be used. (Kmieciak, 2020) and (Saleem, 2016).

METHOD

The reasons why the researchers chose the research design with a case study are; First, it can provide important information about the relationship between variables. Second, it can provide an opportunity to conduct in-depth interviews and be able to find characteristics and relationships that may not have been previously anticipated. Third, it can present very useful data and findings. UIN Sunan Kalijaga Yogyakarta and UIN Raden Mas Said Surakarta were chosen by researchers because these universities have a positive image and have competent, professional human resources and are strongly committed to improving quality. In addition, these two universities also have quality services in academic and non-academic fields. A case research entails the completed study of a specific community, i.e. a social phenomenon like human or an institution or organization (Yin, 2012) by applying one or more techniques. It demands researchers to inspect complex issues related to daily activities. By continuously arguments to case of PR management and branding image in higher education, it gives a basis for understanding the topic. (Thomas, 2011). Because of the case study, in collecting data, the researchers used in-depth interview. So, the researchers can stand as a designer, doer, data collector, analyser, interpreter of data and as a reporter. In-depth interviews were, in this study, done with 20 key informants from two universities, consisting of; PR manager, Head of Bureau, Head of the university, PR personels, members of PR, some lecturers and some students. To ensure the more valid data, the researchers enclosed by observations of three focused group discussions. It is aimed to get more comprehensive understanding related to PR management and branding image in university.

Data analysis was carried out by collecting and checking its validity followed by reducing, presenting, and finally drawing conclusions. Data analysis consisted of following stages. First, all data from non-participating observations, documents and

The Public Relation Management of Islamic Higher Education in Building Brand Image

interviews related to education marketing strategies in improving the image. Second, determining the coding category system. All data recorded in field notes were read back and researched and then identified and grouped into categories. Each category is given a code that describes the characteristics or meaning of the topic. The coding was made based on data collection techniques, groups of informants, interviews, observations and documentation (Charmaz, 2006), (Straus, 1987).

RESULT AND DISCUSSION

Implementing Public Relations at UIN Raden Mas Said Surakarta in 2018 until now has been handled by seven divisions, the first is the head of the Public Relations and publications section, which is in charge of leading and responsible for the running of the Public Relations program. The second is the web and its relation to the media that run all public relations online media publications, such as websites, facebook, fanspage, twitter and instagram. The third is photography, which relates to documentation of public relations activities for material to be published. The fourth is graphic design, which is in charge of all design matters for the purposes of the Institute in Public Relations programs. The fifth is Journalists, who handle all reporting on the activities of UIN Raden Mas Said Surakarta to be published to the public through online PR media. The sixth is the Protocol, which is in charge of accompanying the activities of the Rector of UIN Raden Mas Said Surakarta and ensuring the continuity of these events are well organized.

The activities carried out by the Public Relations of UIN Raden Mas Said Surakarta are very important to get a better image, but the implementers of the division are still lacking in human resources (HR) for PR members in their implementation and the facilities they have are not yet complete.

While, PR in UIN Sunan Kalijaga Yogyakarta is divided into sections. First, expert prescriber is someone who has wide experience and competence to solve the problem related to the relationship between organization and public. Second, communications facilitator, that is someone who plays as a communicator or mediator to help managers understand what the public or customer want. Third, problem solving process facilitator, that is someone who plays as an adviser, an executor or a decision maker to handle the problems faced by the organization. The fourth, communication technician, that is someone who gives communication service and sometimes he stands as journalist.

Planning

In an institution, public relations has an important role in improving the image of the institution. In improving the image of public relations requires planning which is part of the management function needed to achieve the goals of the institution. Public Relations has the task of planning work programs as an effort to improve the image.

From the interview above, it can be strengthened by observing the information published on social media and the website of UIN Raden Mas Said Surakarta. In addition to observation, data can be strengthened with website photo documentation. Based on the results of interviews, observations and documentation, it can be concluded that public relations planning in improving the image of UIN Raden Mas Said Surakarta is by making a public relations work program plan. Public relations work programs in improving the image are as follows:

1. Optimization of website management by strengthening website content so that it can be accessed by the public properly
2. Development of social media content to suit the current development of digital media
3. Optimizing the news of UIN Raden Mas Said Surakarta in the mass media and strengthening the network with the press
4. Documenting the activities at UIN Raden Mas Said Surakarta.

In UIN Sunan Kalijaga, PR planning was started from fact finding. The fact finding is performed to find out whether opinions, attitudes and reactions (situations and opinions) in society support or hinder organizations. Based on the facts and information which are directly related to the organization interests, the plan will be arranged and determined. Planning means that managers think about activities before they are carried out. These activities are usually based on various methods, plans or logic, not just on the basis of guesses or hunches.

Public relation officers plan what the best thing take into account psychological, sociological social conditions, and political economy. In line with this, Mahyudin said PR of UIN Sunan Kalijaga took seven steps; 1. formulate what goals must be achieved by public relations when sending certain messages. 2. processing the data obtained about the various factors needed 3. formulating how the message should be disseminated 4. determining the communication technique 5. checking the perfection of the information obtained at the fact finding stage 6. comparing the experiences of other parties and their own organization in order to obtain the best steps, 7. conduct an analysis of the information obtained and formulate it in accordance with the work program, namely according to the situation and place. Planning is a very important stage, because it will determine whether the objectives can be achieved effectively or not

Related to brand image, UIN SUKA Yogyakarta was previously not very aware of its significant. This is due to the assumption

The Public Relation Management of Islamic Higher Education in Building Brand Image

that State University is no longer requires branding to campaign for its brand. This assumption then changed after UIN Sunan Kalijaga found several conflicts that threatened its credibility and existence. The leaders of UIN Sunan Kalijaga realizes that although it is the oldest Islamic university and has achievements to be proud of, the community understanding still limited internally to the academic community.

Communication-Action

As a public relations officer at a university, Kusnianto is aware that he must always try to maintain the image of the university they represent in order to retain the trust of the usercommunity. The activity carried out by PR of UIN Raden Mas Said Surakarta was an effort toform an image desired by the community. The process of forming this image will eventually produce certain attitudes, opinions, responses or behaviors of university community.

Building relationship with the schools/madrasas surrounding Surakarta Regency has been carried out by PR of UIN Raden Mas Said Surakarta. Mahendra Gustaf explained that thePR team and senior students have participated in MAN expo events in Blora, Sukoharjo, Klaten, Boyolali and Pacitan as a promotional event. The taking part in the expo was aimed to give them new and complete prospective and information about the university, so they wished to choose the university as their study. As it is well-known, these locations are the prime basis of new students for higher education.

Difference with UIN Raden Mas Said, PR of UIN Sunan Kalijaga ssisted by the Branding Team works based on the vision and mission of the university. The Branding Teamfunctions to encourage PR's duties and to be a supporting and emergency system of the university. The Branding Team did not carry out conventional branding activities but rather provides insight or ideas that will later be developed by managers of UIN Sunan Kalijaga. TheBranding Team is more likely to give ideas, initial movers and provides input and contributes new ideas to PR, so that the results obtained can also be in accordance with goal expected.

PR Strategies In Building Image

The steps taken by UIN Raden Mas Said Surakarta and UIN Sunan Kaliujaga Yogyakarta in managing branding image include four steps, namely brand campaign, brand recognition, brand preference, and lovely brand/brand satisfy.

1. Brand Campaign

In conducting brand campaign, PR of UIN Raden Mas Said Surakarta has planned and understood what kind of brand will be promoted and campaigned. Starting from the identity, vision and mission of the brand. And, the most important thing, the campaigned material must be in line with the vision and mission of the University

Rudi, one the PR members, said that brand communication is the most important things for a company to show its distinction. Because, how good this company is if it is not communicated to the public, its value will, of course. not be conveyed. This explanation is inline with the concept of Islamic branding, where one way that allows an successful promotionis by forming and building emotional and personality brand.

The brand personality means a characteristic possessed by an institution that can be easily recognized by the public. In this case, UIN Sunan Kalijaga has several things to be proud of and certainly able to compete with other universities, but the media unfortunately coverage UIN Sunan Kalijaga tends to radicalism and secularism view. This condition gives of course negative values and can also damage university reputation. So, the problems need to be addressed immediately and find a way out. For this reason, the Branding Team carried out a brand campaign to straighten and strengthen the university from unlucky opinion.

2. Brand Recognition

PR UIN Mas Said Surakarta and the entire academic community want to create auniversity brand recognition as when someone is shopping at a mall. The illustration is described by Rudi, the Head of Academic Section, we have a dream when a prospective student wants to study in Solo, they just imagine UIN as their study though still in the lowest awareness. Something like when someone is asked whether he know Pepsodent ornot. He will answer that it's a toothpaste brand, right? It is the important implication of brandrecognition when someone is at a point of purchase. The Brand recognition will help people believe in the products offered, especially when consumers are faced with a choicebetween our (major) product and a product they have never heard of. At the same time, they may remember that some of our competitors' products also have brand recognition, but make sure to add value to our products so they can move on to the next stage.

In UIN Sunan Kalijaga, PR and the Branding Team carried out the brand recognitionby instilling the university values in every events held, so that it could be more easily recognized by the public. We also communicate and introduce that UIN Sunan Kalijaga is an inclusive campus so that students with disabilities and different religions have the same right and chance to study there. Promotion through social media, platforms and formal publication are the methods used, said Mahyudin

One of the national events held by PR on April 10 to 13 2018 took theme State ofHinger Islamic Education (PTKIN) Public Relations Syari'ah Branding Towards Cyber Public Relations. This seminar was attended by 70 PTKIN PRs throughout

The Public Relation Management of Islamic Higher Education in Building Brand Image

Indonesia which was held at the Cavinton Hotel Yogyakarta. This event became the first activity of UIN Sunan Kalijaga in working on the brand.

3. Brand Preference

PR of UIN Raden Mas Said Surakarta also brings new innovations by opening study programs based on market and society demands. At the age of half a century, this state university brand continues to carry out various strategies that can improve its existence as a state university towards a world class civic university. There are several steps taken by the PR of this institution, especially on the internet network; Website Analyzing Periodically, Updating Social Media Content, Website Optimizing, and Optimizing Social Media Platform.

PR in collaboration with the Quality Assurance Institute has organized the preparation of Stakeholder Satisfaction Survey Instrument for Management Services. This activity is a momentum after the transformation of IAIN Surakarta into UIN Raden Mas Said Surakarta. The survey showed that consumers want two-way communication system which can facilitate communication between the institution and the public. So far, the online media management activities of UIN Raden Mas Said Surakarta have not been running in two directions

Mahyudin and Sodik, PR of UIN Yogyakarta members, said that building brand preference was done by creating new innovations, improving quality and appearance, and seducing the consumers in order not to switch other brands. The Branding Team maintain people's preferences through social media as a tools that can easily accessible intermediary to communicate with the public. PR of UIN Sunan Kalijaga also listen and interact to build emotional relationships with the academic community. The interaction between users and admins is now getting better. Through well managed social media, it will be able to leave a good impression for people who visit the UIN Sunan Kalijaga page.

4. Brand Insistence

According to Rudi, UIN Raden Mas Said Surakarta has sustained the institution quality by obtaining the certificate of recognition of the ISO 9001: 2015 standard from Tuv Rheiland. Based on the results of interviews with public relations counselors, the institution is a good university in the external eyes, because the campus often carries out several activities including external parties. This activity is very helpful in raising the institution image, because it will build emotional and interest ties.

In line with UIN Raden Mas Said Surakarta, the Branding Team of UIN Sunan Kalijaga is to ensure the university quality in accordance with the brand being carried. The quality was proofed by accreditation certificate rank of institution, Excellent A, and 77% from 61 majors of UIN Sunan Kalijaga got A rank. Besides that, the university has also been verified by ASEAN higher education standards through AUN-QA (ASEAN University Network Quality Assurance) which is the standardization of universities in the ASEAN region.

5. Brand Satisfy

To build a brand of satisfaction, UIN Raden Mas Said and Sunan Kalijaga have provided media for customers to share their experiences in using a product, both positive and negative. Through the media, consumers can directly submit their feedback or complaints. Unfortunately, said Rudi and Mahyudin, customer satisfaction is sometimes not expressed directly. However, they will use third parties, such as review sites, social media, or marketplaces to deliver their experiences. To anticipate this complaint, the two universities have used social media to proactively gather feedback and measure customer satisfaction. They use Live Instagram feature or a question and answer session that can be accessed by consumers anywhere and anytime. This will allow the university to increase customer satisfaction at any time.

In delivering service, universities do not discriminate against consumers. Whether it's small, new, or customers who have been using products and services for a long time. They realized that institutions cannot improve customer satisfaction, if they do not know which are to improve, said Mahyudin and Rudi

Evaluation

At the evaluation stage, PR of two universities conduct assessment at three fields; the programs resulted, the management effectiveness, and communication techniques used. Kusnianto supported by Mahyudin stated that assessment is aimed to find out how far these activities have been carried out according to the plan stated or not. They added that several assessment methods practiced were observation, recording, telephone research, and panels discussion.

While, in the evaluation process, monitoring was performed when the activities were implemented. In this case, the two universities usually conduct the assessment through various methods such as; 1, recording daily activities (like, staff meetings to obtain feedback and observations, scheduled progress reports and briefings), 2. Internal evaluation (an evaluation after being implemented using the method in-process evaluation), and 3. External Evaluation (measuring the effect of the program on the target public in the form of general public behavior, media coverage and so on). This evaluation model can help managers to know

The Public Relation Management of Islamic Higher Education in Building Brand Image

which areas have been successful and which field need to be improved, said Mahyudin.

DISCUSSION

Although the two universities used the different term in composing the program, they have the same steps and objective. Started by setting a clear goal, the managers want to maximize all possessed resources to meet the objective. The second step is formulating the current condition of the institution. Identify all the conveniences, strengths, weaknesses and obstacles, the ability to achieve goals, and understanding internal and external environmental factors are to the third stage conducted. The four step is developing activities and formulating the various alternative strategies to meet the goals, although it was done sporadically (Yustiani, 2017) and (Fidelis, 2022)

In promoting universities, PR used the similar approach and so-called *sharia* branding concept, it means that the brand recognition process is carried out without any manipulation (Wells, 2017), both in real institutional conditions on brand campaigns and published news. The process of brand recognition has been carried out by providing an understanding of the values of Islamic university (Bin Latif, 2014), including three aspects; physics, activities, and attitudes (Yulianti & Hamdan, 2018), (Sataøen, 2015). It belongs to an exclusive strategy and may be something which differs from other public universities. (Arnould & Dion, 2022)

Sharia branding and marketing do not only mean showing the good facilities but also how institution managers work professionally, adhering to the values of truth, honesty, and trust. In another word, PR of UIN Raden Mas Said and UIN Sunan Kalijaga do not give a jargon and gimmick in propagating the brand, but rather showing to customers that institutions are indeed superior and reputable Islamic university (Dmitrijeva & Batraga, 2012).

In delivering promotion, currently social media is chosen by PR in maintaining consumer preferences. The media is considered to have a wider scope, easier to access, and more flexible content adapted than traditional one. Besides that, UIN Sunan Kalijaga still uses mouth-to-mouth strategy and take advantage to the campus leaders or lecturers who have international reputation (Chang, 2018) to recognize university to worldwide (Londhea, 2014) and (Gajic, 2012). On the other hand, UIN Raden Mas Said Surakarta still prioritize and maximize alumnias the agent of branding because most of the students coming from the surrounding Surakarta city (Anggraeny & Hidayatulloh, 2020). So, it can be concluded that the PR universities use mix marketing in building brand.

Religious and social values are also emphasized in every activity held by PR universities. It is the realization of the concept of *rahmatan lil 'alamin* which makes the university to be inclusive, integrated, and interconnected as the core spirit in developing university. That is why UIN Sunan Kalijaga can build a strong brand and sustain good reputation as state Islamic University. The consumers satisfaction and loyalty can be gained through this condition. And, they will, in turn, give recommendations to others buy the university product or even initiatively taking part of promotion (Fengjun Liu & Zhao, 2020).

CONCLUSION

PR management related to branding starts from planning activities although it is still sporadic. The formation of the Branding Team was motivated by an emergency system that focuses on problem solvers when universities encounter discourse problems matter of scientific integration-interconnection which is the basis for university development. Even, the PR activities of UIN Raden Mas Said has not been planned neatly and has never formed a branding team, because the PR team is still to be part of main administration. Thus, PR management in relation to branding functions as supported team to another.

The two universities used *Syarea* approach in building brand image, that is the promotion based on the value of honesty, trust, and integrity. So, the main duty PR management is now to defend the good branding than to build it. It is, at least, influenced by two factors, historical and reputation as the oldest state of Islamic University in Indonesia. Besides that, the leaders and reputable lecturers, or personal branding, play an important role in recognizing university to the customers through being seminar, meeting, or conference speakers.

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