Strategic Public Relations to Build Public Trust in Islamic Boarding Schools: A Case Study in Indonesia
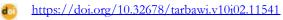
Hikmah Eva Trisnantari, Moh. Gufron, Putri Rahayu Ningsih

[1,2]*Universitas Bhinneka PGRI (UBHI) Tulungagung, East Java, Indonesia*
[3]*Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, East Java, Indonesia*
e-mail: hikmaheva@gmail.com, gufron.ringinpitu@mail.com, putrirahayujakung@gmail.com

ABSTRACT. This study aims to analyze the role of public relations (PR) management in enhancing public trust in Islamic educational institutions, focusing on Pondok Pesantren Madrasatul Qur'an (MQ) Tebuireng Jombang. A qualitative phenomenological research design was employed to capture stakeholders' lived experiences and practices in managing PR activities. Data were collected through in-depth interviews, observations, and documentation, and subsequently analyzed through data condensation, presentation, and conclusion drawing. The findings reveal that PR strategies at MQ Tebuireng are implemented through several key programs. These include journalism training to nurture students' communication skills, social media management to broaden institutional outreach, publication of students' works to showcase pesantren achievements, and public speaking training to improve students' confidence in representing the institution. In addition, word-of-mouth promotion involving alums, parents, and teachers is vital in expanding the pesantren's reputation into the broader community. Leadership initiatives also significantly promote a positive institutional image and encourage participation in social activities. The study concludes that effective and strategic PR management enhances public trust and strengthens the institution's sustainability. The implication is that Islamic boarding schools must integrate structured and professional PR programs into their management systems to improve credibility, foster social legitimacy, and ensure long-term institutional development.

Keywords: *Build public trust, Public relations management, Students' talents and interests*

INTRODUCTION

Public trust has become a fundamental asset for educational institutions, particularly Islamic boarding schools (pesantren), which play a crucial role in shaping the character of their students and transmitting religious and academic knowledge. In an era marked by rapid technological change and increasing demands for accountability, Islamic boarding schools are challenged to maintain their traditional Islamic values while adapting to modern management and communication practices (Haryanti & Soebiantoro, 2024). Public Relations (PR) management is crucial in addressing these challenges, enabling institutions to build credibility, foster community engagement, and strengthen relationships with stakeholders (Patoni & Haryanti, 2023). Effective PR enhances the institution's image and ensures sustainability by fostering long-term trust among parents, students, alums, and the wider community. It makes the study of PR management in Islamic boarding schools relevant and crucial regarding reputation, transparency, and competitiveness in the education sector.

Public relations is widely recognized as a social science and an applied management function. Public relations involves analyzing trends, anticipating consequences, advising leaders, and implementing structured programs that align institutional goals with societal expectations (Sandyakala, 2020). In the educational context, public relations supports the creation of harmonious relationships between schools and their stakeholders by providing clear, transparent, and timely information (Ejiofo et al., 2023). For Islamic boarding schools (*pesantren*), which are deeply rooted in Islamic traditions and values, public relations must go beyond conventional approaches by integrating principles derived from the *Qur'an* and *Hadith*, such as *ta'aruf* (getting to know each other), *tafahum* (understanding), *tasyawur* (deliberation), and *ta'awun* (cooperation). However, implementing public relations in Islamic boarding schools is often viewed as a supplementary activity rather than an integral management function, resulting in inadequate planning, fragmented implementation, and weak evaluation mechanisms (Triastuti et al., 2023).

Another dimension of this context lies in the increasing role of digital media in shaping public opinion. Social networking platforms such as Facebook, Instagram, and YouTube have transformed how institutions interact with the public (Bauer et al., 2023). For Islamic boarding schools (pesantren), strategically utilizing these platforms provides opportunities to highlight achievements, disseminate religious and academic content, and showcase community engagement initiatives. However, the effectiveness of these initiatives depends heavily on the professionalism, competence, and commitment of the institution's public relations personnel.

Despite the recognized importance of public relations, many Islamic boarding schools still view it as a secondary or supporting activity. This limited view leads to shallow implementation, a lack of measurable goals, and poor coordination with other institutional functions. As a result, Islamic boarding schools often rely on informal communication or word of mouth without a systematic strategy to build a sustainable reputation (Hattab et al., 2023). This problem is exacerbated by the absence of structured public relations training programs for staff and students and the underutilization of modern communication technology. While public interest and trust in some Islamic boarding schools remain high, as seen in the case of the Madrasatul Qur'an (MQ) Islamic Boarding School in Tebuireng, Jombang, this trust is not always the result of strategic PR efforts, but rather a consequence of historical reputation, alum influence, and community traditions. It raises a fundamental question: How can Islamic boarding schools implement systematic PR management to increase and maintain public trust while preserving their Islamic identity?

Research on PR management has predominantly focused on governmental institutions and corporate organizations, highlighting its role in image building, stakeholder relations, and crisis management (Soim et al., 2022). In contrast, empirical studies on PR in Islamic boarding schools remain scarce, particularly in the Indonesian context, where pesantren hold unique sociocultural and religious significance (Fitriah, 2021). While some studies have explored the adaptability of pesantren to modernization and technological change, few have examined how PR strategies are integrated with Islamic values to strengthen public trust. It creates a significant research gap in understanding how pesantren, hybrid institutions combining traditional values with contemporary demands, can utilize PR as a strategic management tool.

Several studies highlight the importance of strategic PR in enhancing institutional credibility and competitiveness. Rahmansyah (2023), Basri et al. (2024), and Priyanto et al. (2023) found that Islamic educational institutions are increasingly adopting modern communication tools to interact with stakeholders. Wahid et al. (2021) argue that while technology-based communication is essential, effectiveness depends on contextualizing strategies to the audience's cultural and social backgrounds. Meanwhile, Ervani and Wijaya (2021) caution that skepticism toward PR often arises when poorly integrated into institutional management, leading to fragmented messaging and weak public engagement. These findings reinforce the need for pesantren to professionalize their PR practices by combining modern tools with Islamic ethical principles.

Pondok Pesantren Madrasatul Qur'an (MQ) Tebuireng Jombang is a relevant example for studying public relations management (PR) in the Islamic boarding school environment. As one of the leading Islamic boarding schools in East Java, MQ Tebuireng has experienced a significant increase in the number of applicants, with more than 400 prospective students each year exceeding the institution's capacity at the junior high and senior high school levels. This high level of interest indicates strong public trust in the credibility and reputation of the Islamic boarding school. In responding to public communication needs, MQ utilizes various channels, both through social media and the official website, to convey information, display achievements, and interact with parents and prospective students. However, the increasing public interest also raises questions about the extent to which the implemented public relations strategies have been systematically designed, supported by adequate resources, and implemented professionally to maintain long-term trust. Therefore, this study aims to analyze the implementation of public relations management in increasing public trust in MQ Tebuireng by focusing on three main aspects, namely (1) identifying the communication strategies used, both traditional, digital, and interpersonal; (2) exploring the integration of Islamic values in public relations practices to maintain the authenticity of institutions while responding to the challenges of modern communication; and (3) assessing the effectiveness of public relations programs in strengthening public trust, institutional reputation, and stakeholder engagement.

METHOD

Research Design

This study is categorized as field research, as the data were obtained directly from the setting where the phenomena under investigation occur. Field research enables the researcher to collect first-hand and up-to-date information, as well as to validate and cross-check secondary sources (Fitri & Haryanti, 2020). In terms of design, this research adopts a case study approach, focusing on public relations management in enhancing public trust at *Pondok Pesantren* Madrasatul Qur'an (MQ) Tebuireng Jombang. The case study design was selected because it allows for an in-depth exploration of the specific characteristics of the institution, providing rich insights and contextualized understanding (Creswell, 2018). Through this approach, the study aims to generate a comprehensive portrayal of public relations practices and their role in strengthening community trust.

Data Collection Procedures

The data collection procedure in this study was conducted through three complementary techniques: participant observation, in-depth interviews, and documentation. Through participant observation, researchers systematically observed and recorded phenomena that occurred naturally within the Islamic boarding school environment while interacting directly with the activities of the institution's members to obtain an authentic picture of social practices and interactions (Zakariah et al., 2020). Furthermore, in-depth interviews using a semi-structured format were conducted with caretakers, administrators, and other relevant parties to gather information regarding strategies for managing community relations and developing students' interests and talents. It resulted in diverse perspectives that could be mutually reinforcing through data triangulation (Creswell, 2018). Furthermore, researchers also collected supporting documents in the form of institutional records, photographs, interview transcripts, and historical records of the development of the Islamic boarding school, which served as additional evidence to complement the observation and interview data and strengthen the validity of the research findings.

Data Analysis

The steps of data analysis employed in case study research—data presentation, data condensation, and conclusion drafting and verification—were followed in this study. The process of data condensation involved the selection, simplification, and concentration of raw data gathered

from documents, interviews, and observations. To aid in comprehension, the data was then shown in a structured manner using a matrix, chart, or narrative description. Drawing and validating conclusions was the last step, during which the results were evaluated to detect trends and connections. The findings were then regularly checked against the data to guarantee the validity of the study findings.

RESULT AND DISCUSSION

Result

Communication Strategies in Public Relations Practices

The findings revealed that Pondok Pesantren Madrasatul Qur'an (MQ) Tebuireng Jombang implements diverse communication strategies encompassing traditional, digital, and interpersonal approaches. Traditional strategies are primarily conducted through word-of-mouth promotions facilitated by alumni, parents, teachers, and administrators, who act as living testimonials of the institution's credibility. This method is complemented by printed materials such as pamphlets, brochures, and billboard advertisements distributed during admission periods. As one caretaker stated: *"Islamic boarding schools want to form a consumer's desire. Like a supermarket, pesantren must provide what the community needs—whether it is tahfidz, kitab kuning, or language programs. We do promotions not only with brochures and billboards but also through word of mouth, silaturrahim, and meetings with alumni, teachers, and parents."* (Interview, Caretaker of MQ Tebuireng, 2024).

Digital strategies are prominently implemented through social media platforms (TikTok, YouTube, Instagram) and the official website, which serve as interactive communication channels for disseminating information about institutional programs, student achievements, and religious as well as academic content. The pesantren's social media presence is managed by trained human resources in the Public Relations division, who are equipped with competencies in journalism, multimedia production, and social media management. As one administrator explained: *"The PR field here is carried out through journalistic activities. Our team learns to prepare, write, edit, and publish news through social media. In addition to text and photos, we also train them to make videos, because audiovisual content is what the public now expects."* (Interview, PR Administrator of MQ Tebuireng, 2024).

Interpersonal strategies are actualized through direct engagement with stakeholders, such as gatherings with alum networks, silaturrahim with the surrounding community, and parent meetings. These approaches reflect pesantren's effort to balance traditional Islamic values with modern communication practices. One teacher emphasized the importance of these face-to-face interactions: *"When we meet directly with parents or alumni, they feel closer and more trusting. This is different from just reading information on the website. Our interpersonal approach makes the community feel involved in the pesantren's development."* (Interview, Teacher of MQ Tebuireng, 2024).

The implementation of communication strategies at the Madrasatul Qur'an Tebuireng Islamic Boarding School in Jombang demonstrates a holistic approach that integrates traditional, digital, and interpersonal methods. Traditional strategies such as word-of-mouth and print media demonstrate the institution's reliance on community trust and networks, while digital strategies demonstrate its adaptation to contemporary platforms through professional public relations management and multimedia production. Meanwhile, interpersonal strategies strengthen emotional closeness and trust by encouraging direct engagement with stakeholders. Thus, the Madrasatul Qur'an Tebuireng Islamic Boarding School in Jombang has succeeded in building public trust through an integrated communication strategy, harmoniously blending traditional, digital, and interpersonal methods between Islamic values and modern practices.

Integration of Islamic Values in PR Practices

The results indicate that the pesantren embeds Islamic ethical principles in its PR practices. Values such as ta'aruf (mutual acquaintance), tafahum (understanding), tasyawur (deliberation), and ta'awun (cooperation) are evident in the pesantren's engagement with stakeholders. For instance, silaturrahim activities and alums gatherings are framed not merely as promotional events but also as religiously inspired efforts to strengthen ukhuwah (Islamic brotherhood). One of the administrators highlighted this religious dimension: *"Every activity of communication that we carry out, whether meeting with parents, alumni, or the community, is always based on ukhuwah. We want them to feel not only connected to the pesantren, but also to Islam as a whole. This is why we emphasize ta'aruf, tafahum, tasyawur, and ta'awun in our PR practices."* (Interview, Administrator of MQ Tebuireng, 2024).

Moreover, the pesantren emphasizes that communication through PR is not solely aimed at building reputation but also at upholding amanah (trustworthiness) and transparency in institutional management. This principle is manifested through the publication of institutional activities and achievements on social media, which allows the public to evaluate the pesantren's contribution to religious, academic, and social development. As explained by one of the caretakers: *"For us, transparency is part of amanah. When we publish student achievements, institutional programs, or financial accountability reports, it is not only to show off, but to let the public know that we are serious in carrying out our responsibility. This is part of dakwah bil hal (preaching through deeds)."* (Interview, Caretaker of MQ Tebuireng, 2024). Another teacher added that the integration of Islamic values in PR activities distinguishes pesantren from other educational institutions: *"If other schools promote themselves only for branding, pesantren has a different foundation. Our PR activities are dakwah. That is what makes the public believe—because they see sincerity, not just a marketing strategy."* (Interview, Teacher of MQ Tebuireng, 2024).

Thus, the integration of Islamic values into public relations practices at the Tebuireng Madrasatul Qur'an Islamic Boarding School demonstrates that communication strategies not only play a crucial role in building reputation but are also deeply rooted in religious principles such as *ta'aruf* (religious understanding), *tafahum* (religious understanding), *tasyawur* (community service), and *ta'awun* (religious cooperation). By framing public relations activities as a form of brotherhood and *da'wah bil hal* (proselytizing), this Islamic boarding school fosters trust, transparency, and sincerity that distinguish it from conventional educational institutions. This values-based approach enhances public trust by aligning institutional accountability with Islamic ethical and spiritual responsibilities.

Effectiveness of PR Programs in Strengthening Public Trust

The implementation of structured PR programs at MQ Tebuireng has shown a significant impact on strengthening public trust. One of the most visible indicators is the consistently high number of applicants, which exceeds the institutional capacity of more than 400 students annually. As explained by one administrator, *"Every year we receive more than 400 applications, while our capacity is limited. This shows that the public trust is very high. Most of them know us from alumni stories, social media, and direct experiences of families whose children studied here"* (Interview, Administrator of MQ Tebuireng, 2024). This intense interest reflects the community's confidence in the pesantren's credibility and reputation.

Another indicator of effectiveness lies in the pesantren's enhanced competitiveness. By implementing journalism training, student exhibitions, and various skill development programs, MQ Tebuireng has positioned itself as a modern Islamic educational institution capable of addressing contemporary challenges. As stated by a PR staff member, *"The training programs—journalism, public speaking, and social media management—make our students and staff more professional. These programs are not only for internal capacity building, but also show the public that pesantren is ready to compete with modern schools"* (Interview, PR Staff of MQ Tebuireng, 2024). These initiatives demonstrate the pesantren's efforts to combine traditional Islamic education with modern professional skills.

Furthermore, the effectiveness of PR programs is reflected in strengthened stakeholder engagement. Alumni, parents, and the broader community are actively involved in various PR activities, fostering a sense of ownership and collective responsibility. One parent emphasized this closeness: *"As parents, we feel invited to be part of the pesantren's journey. There are regular meetings, updates on social media, and opportunities to communicate directly with teachers and caretakers. This makes us feel closer and more confident to entrust our children here"* (Interview, Parent of MQ Student, 2024). Similarly, alumni play a crucial role in reinforcing public trust through testimonials, as one alumnus noted*: "We, the alumni, always support pesantren by telling positive stories to the community. This word-of-mouth promotion is very effective because people trust our real experiences"* (Interview, Alumnus of MQ Tebuireng, 2024).

Thus, it is illustrated that the effectiveness of the PR program at MQ Tebuireng is proven in three main dimensions: sustained public trust, reflected in high student demand, increased competitiveness of the Islamic boarding school through the integration of modern professional skills, and increased stakeholder engagement involving alums, parents, and the wider community. These results indicate that a structured PR initiative not only enhances the institution's credibility but also encourages collective participation, positioning MQ Tebuireng as a leading Islamic educational institution capable of balancing tradition with contemporary relevance.

Discussion

The communication strategy implemented by the Madrasatul Qur'an (MQ) Islamic Boarding School in Tebuireng is a holistic integration of traditional, digital, and interpersonal approaches, reflecting cultural continuity while adapting to modern demands. This pattern supports the view that effective public relations (PR) practices require a combination of contextual strategies tailored to the institution's identity and stakeholder expectations (Grunig & Grunig, 2008). *First*, the reliance on traditional communication strategies, such as word-of-mouth and print media, highlights the Islamic boarding school's ability to mobilize social capital through alums, parents, teachers, and administrators. Word-of-mouth remains one of the most trusted and persuasive communication tools, particularly in communities with strong cultural and religious ties (Brown et al., 2007). Interview evidence confirms that alums and parents serve as living testimonials, shaping public perceptions and strengthening credibility. However, this reliance on personal networks also has limitations, as the effectiveness of word-of-mouth communication depends heavily on the strength of relationships and stakeholder satisfaction (Ismagilova et al., 2020).

Second, implementing digital communication strategies demonstrates Islamic boarding schools' awareness of the changing media landscape and the increasing influence of social media in shaping public opinion. Platforms such as TikTok, Instagram, and YouTube expand the institution's reach and enable interactive and multimodal communication, which aligns with contemporary PR theory that emphasizes engagement and dialogic communication (Kent & Taylor, 2016). Human resource training in journalism and multimedia further demonstrates the professionalization of Islamic boarding school PR practices. These findings align with research showing that organizations with competent digital PR management can increase transparency, responsiveness, and stakeholder trust (Dodd & Collins, 2017). However, Islamic boarding schools face challenges in maintaining digital engagement due to the rapid evolution of technology and the potential risk of misinformation in the online environment (Men & Tsai, 2016).

Third, interpersonal strategies remain the foundation of Islamic boarding school communication, fostering emotional closeness, trust, and community participation. Direct interactions through *silaturrahim* (*silaturrahim* gatherings), alum gatherings, and parent meetings exemplify dialogic principles beyond transmitting information and instead focus on building long-term relational trust (Sommerfeldt, 2013). It aligns with Islamic educational traditions emphasizing personal interaction (ta'lim and tarbiyah) as a medium for transmitting values (Zahra et al., 2024). These findings demonstrate that interpersonal strategies serve as a cultural anchor that balances

Islamic boarding school adaptations to modern digital tools, ensuring that communication practices remain untethered from their spiritual and communal roots.

The integration of these three strategies illustrates an intercultural communication model that aligns Islamic values with modern public relations practices. These findings contribute to the broader literature on communication strategies of religious institutions by demonstrating how Islamic boarding schools can act as hybrid organizations—maintaining traditional legitimacy while embracing modern professional standards (Gaither & Al-Kandari, 2014). Theoretically, this study extends the dialogic and integrated communication framework to the Islamic boarding school context, highlighting the interplay between cultural authenticity and technological adaptation. It underscores the importance of equipping Islamic boarding school public relations departments with traditional relational skills and contemporary digital competencies to maintain public trust and institutional credibility.

Integrating Islamic values into public relations (PR) practices at Madrasatul Qur'an Tebuireng is not merely instrumental but also normative, in that communication is grounded in religious ethics and spirituality. It demonstrates that Islamic boarding school public relations transcends the Western conception of public relations as reputation management or image building (Grunig & Grunig, 2008) and positions it as a form of *da'wah bil hal* (preaching through deeds). By instilling values such as *ta'aruf* (getting to know each other), *tafahum* (understanding), *tasyawur* (deliberation), and *ta'awun* (cooperation), Islamic boarding school public relations reflects an ethical framework that emphasizes sincerity (*ikhlas*), trust (*amanat*), and social responsibility. Previous studies have argued that a religiously grounded communication framework enhances organizational legitimacy by aligning institutional practices with the moral expectations of the broader community (Esser & Hanitzsch, 2012; Dingemans & Van Ingen, 2015).

A key point emerging from these interviews is that Islamic boarding schools (pesantren) do not view PR solely as branding but as a religiously nuanced practice. Activities such as alum gatherings and gatherings are not conceptualized as promotional opportunities, but rather as efforts to strengthen brotherhood. It contrasts sharply with mainstream PR strategies, which often rely on transactional stakeholder relationships (L'Etang et al., 2016). In contrast, Islamic boarding school PR emphasizes fostering spiritual bonds and fulfilling trust through transparent communication. The principle of transparency, embodied in the publication of student achievements, programs, and financial accountability reports, places Islamic boarding school PR within an ethical communication framework. Transparency has been widely recognized as crucial in fostering public trust in secular and faith-based institutions (Rawlins, 2008; Men & Stacks, 2013).

Furthermore, this study demonstrates that Islamic public relations values are symbolic and functional in building trust. Trust is a key outcome of values-based communication, where sincerity is perceived as more credible than purely strategic messages (Valentini, 2021). Testimonials from administrators and teachers illustrate that public trust in Islamic boarding schools stems not from sophisticated branding techniques but consistency between values, communication, and actions. It aligns with authenticity in communication, emphasizing the congruence between discourse and practice as the basis for legitimacy (Molleda, 2010). Therefore, Islamic boarding school public relations highlights a unique model in which faith-based ethics create a sustainable foundation for stakeholder engagement.

Theoretically, these findings challenge the dominant secular PR paradigm, which often neglects spiritual and moral dimensions. By embedding Islamic values into its practice, Islamic boarding school PR represents a contextual communication model that integrates faith, ethics, and institutional accountability. This approach aligns with recent studies on cross-cultural and interfaith perspectives in public relations, which argue for moving beyond Western-centric models to embrace diverse epistemologies (Cole, 2009). At the same time, it raises a critical question: to what extent can Islamic boarding school PR practices be replicated in broader, pluralistic contexts

without losing their religious authenticity? It invites further comparative studies across faith-based educational institutions to examine whether similar ethical principles can foster trust and legitimacy.

At MQ Tebuireng, public relations plays a strategic and structured role in strengthening public trust in the Islamic boarding school. The consistently high demand for student admissions—exceeding 400 applicants per year despite limited capacity—proves the institution's credibility. It aligns with the argument of Kim and Ferguson (2018), who emphasize that public trust is a fundamental outcome of effective organizational communication and reputation management. The high demand for student enrollment demonstrates that the Islamic boarding school's public relations strategy effectively builds long-term trust, rather than short-term public attention.

MQ Tebuireng's public relations has successfully integrated traditional Islamic values with modern skills development initiatives, such as journalism training, public speaking, and social media management. This dual approach strengthens the Islamic boarding school's competitiveness in the broader educational landscape. This model aligns with Coombs and Holladay (2022), who argue that public relations programs enhance institutional legitimacy when they reflect the ability to adapt to the needs of contemporary society while maintaining the organization's core identity. The Islamic boarding school's initiatives demonstrate that traditional institutions can modernize without losing their authenticity, which is crucial for maintaining relevance in today's global educational context (Cheng, 2020).

Stakeholder engagement—especially the active involvement of alumni, parents, and the wider community—is central to the effectiveness of a public relations program. It aligns with the stakeholder theory proposed by Freeman (2010), which emphasizes that organizational success depends on strong reciprocal relationships with key stakeholders. Alum testimonials and parental involvement serve as organic support that strengthens the credibility of Islamic boarding schools. Men and Bowen (2017) note that such dialogic communication fosters relational trust, transparency, and shared responsibility between the institution and its publics. Thus, the case of MQ Tebuireng reinforces the notion that PR effectiveness cannot be measured solely by visibility or branding, but also by the depth of stakeholder participation in institutional life.

Islamic boarding school PR strategies should be understood as promotional efforts and investments in broader social capital. High levels of implementation, increased competitiveness, and stakeholder engagement illustrate how PR fosters collective ownership of the institution's vision. It reflects the role of trust as a social resource that enhances legitimacy and resilience (Jiang & Luo, 2018). By fostering trust through consistent communication, skills integration, and inclusive participation, MQ Tebuireng demonstrates a model that can be replicated by other Islamic educational institutions seeking to strengthen public trust while balancing tradition with modernity.

CONCLUSION

The communication strategy of the Madrasatul Qur'an (MQ) Tebuireng Islamic Boarding School in Jombang has successfully strengthened public trust through a holistic integration of traditional, digital, and interpersonal approaches based on Islamic values such as ta'aruf, tafahum, tasyawur, and ta'awun. The findings show that word-of-mouth promotion, professional social media management, and direct interaction with parents, alumni, and the community improve the institution's image and build emotional closeness, transparency, and a sense of belonging. The effectiveness of this strategy is reflected in the high number of applicants that always exceeds capacity, the increase in the competitiveness of the Islamic boarding school through the mastery of modern skills, and the active involvement of stakeholders. Theoretically, this study expands the concept of dialogic communication by positioning Islamic boarding schools as a hybrid model that combines cultural authenticity and technological adaptation, while practically providing a reference for Islamic educational institutions to design value-based public relations strategies. The implication is that Islamic boarding school public relations can be understood as an investment in social capital

that strengthens institutional legitimacy and resilience. However, the limitations of this study are the focus on a single case study and the dominance of internal perspectives, so that further research is recommended to conduct comparative studies, measure the influence of communication strategies quantitatively, and explore the challenges of digital communication in the new media era.

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