

Spirituality-Driven Public Relations with The Panca Reputation Pesantren in Image Building

Najiburahman^{1*}, Moh Khusnuridlo², Abd Muhith³, Ombra A. Imam⁴

^{1,2,3}Islamic Educational Management Department, Universitas Islam Negeri Kiai Haji Achmad Siddiq Jember, East Java, Indonesia

⁴Islamic Studies Department, Cotabato State University, Philippines

Email: najib11@gmail.com¹, khusnuridlo22@gmail.com², muhith33@gmail.com³, omsimam@cotsu.edu.ph⁴

DOI: <http://doi.org/10.33650/al-tanzim.v8i4.9677>

Received: 20 October 2024

Revised: 18 November 2024

Accepted: 25 November 2024

Abstract:

This study aims to analyze the contribution of spirituality-based public relations management in building the image of Islamic boarding schools in society, based on Fombrun's perspective. This study is based on the importance of Islamic boarding schools as educational institutions that educate students and contribute to the social and cultural welfare of the surrounding community. The research approach used is qualitative with a case study type, where data is collected through observation, in-depth interviews, and documentation. Data analysis used the Miles and Huberman interactive model, including data condensation, presentation, and conclusion. The study results indicate that the development of Fombrun's theory from the perspective of non-profit Islamic boarding school organizations produces the concept of "Panca Reputasi Pesantren", which includes credibility, reliability, trustworthiness, responsibility, and local engagement elements. "Panca Reputasi Pesantren" integrates spiritual values with modern management strategies. This concept helps pesantren strengthen relationships with stakeholders and face competition with other educational institutions. This research has implications for expanding the concept of reputation in the context of non-profit organizations, primarily community-based religious institutions. It opens up space for further studies on spirituality-based reputation management.

Keywords: *Public Relations Management, Spirituality, Image, Socio-Cultural Involvement*

Abstrak:

Penelitian ini bertujuan untuk menganalisis kontribusi manajemen humas berbasis spiritualitas dalam membangun citra pesantren di masyarakat, berdasarkan perspektif Fombrun. Penelitian ini didasarkan pada pentingnya peran pesantren sebagai lembaga pendidikan yang tidak hanya mendidik santri, tetapi juga berkontribusi pada kesejahteraan sosial dan budaya masyarakat sekitar. Pendekatan penelitian yang digunakan adalah kualitatif dengan jenis studi kasus, di mana data dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi. Analisis data dilakukan menggunakan model interaktif Miles dan Huberman yang meliputi kondensasi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pengembangan teori Fombrun dalam perspektif organisasi non-profit pesantren menghasilkan konsep "Panca Reputasi Pesantren", yang mencakup kredibilitas, keandalan, kepercayaan, tanggung jawab, dan keterlibatan sosial-budaya. "Panca Reputasi Pesantren" mengintegrasikan nilai-nilai spiritual dengan strategi manajemen modern. Konsep ini membantu pesantren memperkuat hubungan dengan pemangku kepentingan serta menghadapi persaingan dengan lembaga pendidikan lainnya.

Penelitian ini berimplikasi dalam memperluas konsep reputasi dalam konteks organisasi non-profit, khususnya lembaga keagamaan berbasis komunitas, serta membuka ruang bagi kajian lebih lanjut mengenai manajemen reputasi berbasis spiritualitas.

Kata Kunci: *Manajemen Humas, Spiritualitas, Citra, Keterlibatan Sosial-Budaya*

Please cite this article in APA style as:

Najiburahman, Khusnuridlo, M., Muhith, A., Imam, O. A. (2024). Spirituality-Driven Public Relations with The Panca Reputation Pesantren in Image Building. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 8(4), 1313-1329.

INTRODUCTION

Islamic boarding schools as Islamic educational institutions have an essential role as a centre for the development of Islamic law, which historically and culturally functions as a centre for the development of Indonesia's religious community (Muhith et al., 2023; Rahtikawatie et al., 2021; Syakir & Mahmudah, 2023). Islamic boarding schools have produced many national leaders and play an active role in shaping the character of religious communities (Ghufron et al., 2023; Winoto et al., 2022; Zakariyah et al., 2022). However, Islamic boarding schools are required to be able to adapt to various challenges in the modern era, including building an image and competitive advantage (Hidayati et al., 2024; Maulidia, 2023; Muhith et al., 2022; Rodliyah, 2021). Islamic boarding schools must also communicate effectively with stakeholders, such as students, parents, the community, and the media, in addition to maintaining Islamic traditions (Anwar & Fauzi, 2024; Islamiah & Maulidiah, 2024; Rochmat et al., 2022). Good communication is essential to strengthen the image of the pesantren, promote superior programs, and maintain harmonious relationships with all related parties.

Public relations management is one of the relevant and strategic approaches to building effective communication and creating the image of Islamic boarding schools. Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah Islamic Boarding School are two Islamic boarding schools that have a long history of educating the younger generation in Islamic teachings, which, of course, continues to build a sustainable image in Probolinggo Regency, East Java, Indonesia. The image of pesantren attracts prospective students' interest and establishes partnerships with various parties, such as the government, the community, and other organizations. The positive image of pesantren plays an essential role in increasing public trust in the institution and contributing to maintaining the existence and independence of the pesantren.

Studies on public relations management in Islamic boarding schools often only highlight traditional and conventional aspects without exploring the potential for the application of spiritual principles that can provide significant added value (Arqoub, 2023; Jubba et al., 2022; Kardi et al., 2023). Increasingly fierce competition with public schools and other educational institutions requires pesantren to take strategic steps (Armutlu, 2023; Ridlo & Yanti, 2023; Zuhdi et al., 2024). Pesantren can build and maintain a positive image in the community by implementing public relations management. This approach not only helps to overcome negative stereotypes but also strengthens the position of pesantren as an educational institution that contributes positively to the nation and state

(Anani-Bossman, 2021; Tam et al., 2022). Innovation and openness are the keys to remain relevant and attract public interest in increasingly fierce competition.

Previous research on spirituality-based public relations management in building the image of Islamic boarding schools has been the focus of several academic studies. First, research by Roqib (2021) highlights the importance of integrating spiritual values in public relations management to improve the reputation of Islamic educational institutions, especially in the face of modernity. A study by Mursidi et al. (2021) examines how pesantren that prioritize the principles of Islamic communication can strengthen a positive image in the eyes of the wider community. Research from Rahmalia (2023) emphasizes the role of spiritual-based public relations strategies in building a harmonious relationship between Islamic boarding schools and the community, which impacts public trust in the institution. A study from Buyamin (2022) reveals that effective communication with stakeholders based on Islamic values is essential to maintain and strengthen the image of Islamic boarding schools in the digital era. Research by Maulana et al. (2022) shows that applying spirituality-based public relations management can increase student loyalty and parental trust in choosing Islamic boarding schools as competent educational institutions. The study paper by Aziz et al. (2021) highlights the importance of adapting Islamic boarding schools to social dynamics through a public relations approach that prioritizes Islamic spiritual and cultural values so that the image of Islamic boarding schools as a centre of Islamic education and culture is increasingly strengthened in the eyes of the public.

The theoretical gap is that public relations management has been widely discussed and applied in various organizational contexts, including educational institutions. However, research that explicitly integrates the principles of spirituality in public relations management still needs to be completed. The concept of spirituality-based public relations management in the context of Islamic boarding schools has yet to be widely studied in academic studies. Most existing literature focuses on general technical and strategic aspects of public relations management. Meanwhile, the dimension of spirituality is often overlooked or only discussed at a glance. The spirituality-based approach is highly relevant in Islamic boarding schools, as it is inherently based on religious and spiritual values.

This research offers a unique and novelty approach to public relations (PR) management by emphasizing spiritual and religious values as the primary foundation. The approach has yet to be widely explored in public relations. It provides a new perspective on how spiritual principles can be applied in public relations practices to build an institution's image. This research seeks to fill this gap by conducting an in-depth and complex analysis of the implementation of spirituality-based public relations management at the Nurul Qadim Islamic Boarding School and the Darul Lughah Wal Karomah Islamic Boarding School. This study explores the contribution of spirituality-based public relations management to building and managing the image of Islamic boarding schools in the community. This research is expected to contribute meaningfully to developing theories and practices of spirituality-based public relations management in pesantren education.

RESEARCH METHOD

This study uses a qualitative method with a multi-site design (Williams, 2021) to understand spirituality-based public relations management in building the image of Islamic boarding schools in Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah Islamic Boarding School, Probolinggo. The approach in these two pesantren offers a unique perspective through integrating public relations management and spirituality, which differs from conventional methods. The selection of the two institutions is based on their reputation as pesantren that have a unique approach to managing relationships with the community, as well as their success in building a solid image through spiritual values. Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah Islamic Boarding School, located in Probolinggo Regency, East Java, Indonesia, are known as institutions that not only focus on religious education but also integrate the principles of spirituality in the management of Islamic boarding school community relations.

Researchers act as the main instrument in the data collection process; researchers go directly into the field to collect and analyze data (Pregoner, 2024). The presence of researchers at the Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah aims to understand the symbols of interaction in spirituality-based public relations management. Researchers play the role of planners, collectors, and data interpreters, so researchers must build a good relationship with informants to create an atmosphere that supports objective and accurate data collection on research subjects, as shown in Table 1.

Table 1. Research Informant Data

No	Report	Pesantren A	Pesantren B	Total
1	Nanny of Pesantren	1	1	2
2	Pesantren Management	3	3	6
3	Public Relations of team	3	3	6
4	Teachers' Council	2	2	4
5	Students	2	2	4
6	Student Guardians	2	2	4
7	Alumni	1	1	2
8	Community	1	1	2
	Total	15	15	30

This study divides the data into two main parts: data in words and behaviours and additional data such as documents, which are collected through observation, in-depth interviews, and document studies. Observation techniques directly observed spirituality-based public relations management at the Nurul Qadim Islamic Boarding School and the Darul Lughah Wal Karomah Islamic Boarding School through active and non-participant participation. In-depth interviews with leaders, administrators, and students were conducted to understand their perceptions of public relations management practices in Islamic boarding schools (Maxwell, 2021). In addition, the study of documents helps to complete data related to the contribution of spirituality in building the image of Islamic boarding schools.

The data analysis in this study uses the Miles, Huberman, and Saldana interactive model, which includes three main steps: data condensation, data presentation, and conclusion drawing/verification, as shown in Figure 1. In the condensation stage, data from interviews, observations, and documentation are selected, focused, simplified, and transformed according to the purpose of the research (Köhler, 2024). Relevant data on spirituality-based public relations management at Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah Islamic Boarding School are summarized, categorized, and processed to produce information that is the focus of the research. The presentation of data is carried out in organized records to facilitate analysis, while conclusions are drawn through verification supported by empirical evidence.

The validity of the data was tested through techniques such as source triangulation, technique triangulation, member checks, and discussions with peers. Triangulation is used to compare data from various methods and sources, while member checks involve informants verifying the findings to be accurate and representative. Discussions with peers help minimize individual bias. In addition, distraction, dependency, and certainty tests are also applied to ensure that the research findings can be understood comprehensively, accountable, and relevant to the research context.

RESULT AND DISCUSSION

Result

Based on the research results in the field, information was obtained that the spirituality-based public relations approach was formulated through the concept of “Panca Reputasi Pesantren” in building the image of the pesantren in the community at both pesantren. By exploring the role of pesantren as a non-profit institution based on religion, this study presents a new approach that integrates spiritual values with modern management strategies. The concept of “Panca Reputasi Pesantren”, which includes credibility, reliability, trust, responsibility, and socio-cultural involvement, is identified as a key element in strengthening the reputation of the pesantren, which can be presented as follows;

Credibility

Credibility is a crucial element in the public relations management of Nurul Qadim Islamic Boarding School, serving as the foundation for building trust with stakeholders, including students, their guardians, and the community. Transparency and openness in management, particularly in teaching, leadership, and financial aspects, strengthen the institution's reputation as a reliable educational institution. Public Relations is crucial in conveying clear, honest, and accurate information about programs, policies, and student welfare to guardians and the public. Regular meetings and effective use of communication media ensure that information is accessible and build trust while avoiding misunderstandings. As highlighted by the head of the pesantren, transparency reassures stakeholders and reflects the pesantren's integrity.

Research findings and observations show that transparency significantly influences the credibility of Nurul Qadim Islamic Boarding School. Periodic meetings with student guardians openly discuss fund allocations, welfare

programs, and institutional progress, fostering a sense of accountability. PR actively manages a positive narrative through various communication channels, enhancing the pesantren's image as a trusted institution. This commitment to honesty and openness has enabled the pesantren to build and maintain strong relationships with stakeholders, ensuring its credibility as a leading Islamic educational institution.

The credibility of Darul Lughah Wal Karomah Islamic Boarding School lies in its strong reputation for religious education and Arabic language expertise. This credibility is built through transparency in information management, consistent and ethical communication, and integrity in addressing issues. By adopting honest and open communication strategies, the pesantren strengthens its relationships with students, parents, and the community, ensuring continued support and a positive reputation.

The results of the research analysis found that the credibility of the Nurul Qadim Islamic Boarding School was built through information transparency, large meetings with all elements of formal institutions and the community, and efforts to build a positive narrative for the public, which created openness and increased public trust. Information related to the development and activities of the pesantren was presented openly, and extensive meeting sessions were held to discuss long-term plans and provide space for donors to get involved. Meanwhile, the Darul Lughah Wal Karomah Islamic Boarding School strengthens its credibility by emphasizing the delivery of accurate information, transparency of financial statements, and communication ethics. This institution ensures that the information submitted can be accounted for, provides open access to financial statements, and maintains communication ethics with all interested parties. Both pesantren showed the importance of transparency and good communication practices in building trust and credibility, as shown in Table 2.

Table 2. Findings of Credibility of Islamic Boarding Schools

Nurul Qadim	Darul Lughah Wal Karomah
Information Transparency	Accurate information delivery
Investor Meeting Session (General Meeting)	Transparent financial statements
Building a Positive Narrative	Ethics in communication

Critical practices include delivering accurate information, maintaining transparent financial statements, and upholding ethical communication. Open access to fund usage ensures accountability, while ethical interactions foster Trust and good relationships with stakeholders. Beyond education, the pesantren plays a vital role in preserving local values and traditions, integrating Islamic teachings with cultural character development, and serving as a centre for community enrichment.

Reliability

The research findings at Nurul Qadim, Islamic Boarding School, highlight that reliability is influenced by three main factors: the figures of the pesantren, its formal institutional system, and its integration with local culture. The kiai, as a central figure, plays a pivotal role in building Trust through consistent actions and

moral integrity. A student's guardian expressed, "I enrolled my son in Nurul Qadim because of my Trust in Kiai. He is very consistent in educating students and maintaining morals." This Trust extends to the pesantren's well-organized system, where structured programs and transparent financial management reassure guardians. One guardian shared, "In this pesantren, we have a clear system, so we are not worried about the development of our children." Additionally, integrating local traditions such as Italian and routine recitations fosters community engagement, further solidifying the pesantren's reliability.

Similarly, at Darul Lughah Wal Karomah Islamic Boarding School, reliability is evident in its consistency, sustainable programs, and commitment to stakeholders. The head of the pesantren emphasized, "We always strive to provide the best service, from teaching to facilities. Consistency is key so that all parties feel satisfied." Public relations highlighted the long-term nature of their programs, stating, "The programs here are designed for the long term, ensuring continuous learning for students." This focus on sustainability and quality has cemented the pesantren's reputation as a trusted and reliable institution.

The research at Darul Lughah Wal Karomah Islamic Boarding School reveals its reliability through punctuality, consistent programs, and a strong public commitment. A senior teacher highlighted the pesantren's discipline, stating, "We really value time, and this is also what we teach the students. Every program or activity is always carried out according to the predetermined schedule." This punctuality extends to meetings with guardians and timely progress reports.

The head of the pesantren emphasized their commitment to stakeholders, saying, "Our responsibility to the guardians and community is to provide the best in education, service, and communication." Community involvement and transparent policy communication strengthen Trust, including student welfare and facilities. These efforts underline the pesantren's reliability and enhance its long-term credibility among students, guardians, and the broader community.

Trustworthiness

Research at Nurul Qadim Islamic Boarding School highlights three main factors that build Trust: improving reputation, community involvement, and positive guardian feedback. The pesantren's reputation has grown through consistent student achievements in academics and character building. A guardian remarked, "The reputation of this pesantren is getting better every year. We are increasingly confident because it produces students with good morals." Such accomplishments strengthen Trust through tangible results and positive community perception.

Active community involvement fosters Trust as the pesantren engage in religious studies and community services. A local leader noted, "This pesantren always involves the community in its activities, making us feel part of its progress." Furthermore, transparent communication with guardians enhances their confidence. One guardian shared, "We always get regular updates on our children's development, which makes us feel calm and secure." These efforts establish Nurul Qadim Islamic Boarding School as a trusted and reliable educational institution.

The study at Darul Lughah Wal Karomah Boarding School highlights trustworthiness as a critical pillar in fostering relationships with students, guardians, and the community. The pesantren upholds Honesty and transparency in all interactions and decision-making processes. The head of the pesantren stated, "Honesty is a value that we hold firmly here. We always try to convey information as it is, ensuring Trust from all parties." Transparency is evident in detailed financial reports and open communication, as the public relations officer emphasizes: "We provide financial reports regularly and allow guardians to ask questions, ensuring their trust." This approach solidifies the pesantren's image as a reliable institution.

Positive responses to input and quick problem resolution further enhance Trust. A guardian noted, "the pesantren always listens to our input and provides adequate solutions. We feel heard and appreciated." Additionally, the staff's responsiveness to concerns reinforces confidence among guardians and the community. For instance, student issues are promptly addressed, reflecting the pesantren's commitment to student welfare. These combined efforts ensure that Darul Lughah Wal Karomah remains a trusted and respected educational institution.

Responsibility

Research findings at Nurul Qadim Islamic Boarding School highlight its strong sense of responsibility through various educational and social programs that benefit students and the community. The pesantren provides free education and scholarships for underprivileged children, ensuring access to quality education. A scholarship recipient expressed, "I am very grateful to the pesantren for giving me the opportunity to study without cost. They really care about us who come from underprivileged families." This initiative demonstrates the pesantren's tangible commitment to supporting disadvantaged students.

The pesantren's social responsibility extends to routine community service activities such as distributing necessities, offering free health checks, and environmental clean-ups. A villager shared, "The pesantren often help us through social services, showing their care beyond their students." A local representative noted that partnerships with local organizations amplify their impact: "Our collaboration with Nurul Qadim is productive, and they actively participate in our social programs." These efforts collectively showcase the pesantren's dedication to fostering community welfare and strengthening its role as a socially responsible institution.

Research at Darul Lughah Wal Karomah Islamic Boarding School highlights its strong commitment to social responsibility, emphasizing religious education and community development. The head of the boarding school stated, "We are here not only to educate students in religious knowledge but also to instil a sense of social responsibility in them." This is reflected in their routine social activities, such as free health services and essential food assistance, which the public relations officer described as "Part of the values we instil in our students. Every month, we carry out social activities to help those less fortunate." These initiatives strengthen the relationship between the school and the local community.

The pesantren's social responsibility also extends to humanitarian aid during crises like floods. A boarding school administrator shared, "When a disaster strikes, we feel that our responsibility is not only to teach religion but also to be directly involved in humanitarian assistance." Furthermore, the pesantren actively participates in community events as organizers and supporters. A community leader remarked, "The pesantren is always there when we need help, whether for religious or social events. They are an important part of this community." Through these efforts, Darul Lughah Wal Karomah Islamic Boarding School demonstrates its dedication to education and positive community impact.

Local Engagement

Research at Nurul Qadim Islamic Boarding School highlights the pesantren's solid socio-cultural engagement with the local Madurese community. The pesantren integrates Madurese culture into daily life, using the Madurese language and valuing customs such as cooperation and respect for scholars. A community leader noted, "this pesantren preserves Madurese culture, and we feel that this pesantren is part of our identity as Madurese." In addition, the pesantren regularly holds seminars, workshops, and skill-building activities that benefit the broader community. One participant shared, "I always participate in workshops held by the Islamic boarding school, especially those related to agricultural skills." These activities reflect the pesantren's commitment to improving the community's spiritual and practical lives.

The pesantren also strengthens its social involvement through initiatives like the Teacher Task Program, where teachers are sent to local schools or engage in educational activities outside the pesantren. A teacher involved in the program stated, "We feel proud to be able to contribute directly to the community by teaching the knowledge we learned at the pesantren." Furthermore, the annual Haflatul Imtihan graduation celebration brings together students, families, local religious leaders, and officials. A student's guardian commented, "Haflatul Imtihan is always an event that is awaited. The surrounding community also feels involved because this event shows the success of the students and the pesantren's contribution to us." Through these efforts, Nurul Qadim Islamic Boarding School has successfully created a strong, harmonious relationship with the local community.

A study at Darul Lughah Wal Karomah Islamic Boarding School highlights its solid socio-cultural involvement in the local community. The head of the boarding school emphasized, "We always try to be involved in every aspect of community life, both in terms of religion and culture. Islamic boarding schools must be an inseparable part of society, not only educating students but also empowering the community." The pesantren regularly participates in local religious and social events, such as Islamic holidays and mass religious studies, strengthening its relationship with the community. An administrator added, "We are always present at every activity held by the community. This is important to strengthen the social ties between the Islamic boarding school and the community." This involvement creates a harmonious and mutually supportive relationship between the boarding school and the surrounding community.

The pesantren also organizes various religious and spiritual events open to the public, such as study groups and commemorations of the Prophet's Birthday. The public relations team stated, "Every time we hold a religious event, we always invite the community to participate. This is Part of our responsibility to spread Islamic values and build togetherness in faith." In addition to religious activities, the pesantren runs community empowerment programs, such as skills training in agriculture and small businesses. A senior student shared, "We learn not only religious knowledge, but also practical skills that can be applied in the community. The Islamic boarding school teaches us to empower ourselves and help the community become more independent." These programs significantly contribute to improving the community's welfare.

Moreover, Darul Lughah Wal Karomah Islamic Boarding School is dedicated to harmonizing local culture with Islamic teachings. A local traditional figure noted, "The Islamic boarding school always supports us in preserving local culture. They understand that culture and religion can go hand in hand and strengthen each other." This cultural engagement and spiritual and community empowerment efforts strengthen the pesantren's role as a critical part of local life. As Islamic boarding schools like Nurul Qadim and Darul Lughah Wal Karomah develop their public relations strategies, integrating spiritual values and local wisdom will help enhance their image and foster strong connections with the community. Public relations management is critical in communicating the pesantren's educational programs, achievements, and social contributions, ensuring their continued relevance and positive impact in the community.

Discussion

The results of the study show that the organizational reputation theory put forward by Fombrun, which was initially applied in a corporate context, can be further developed to adapt to the characteristics of non-profit organizations such as pesantren (Ayubayeva et al., 2022; Laskin, 2023). Fombrun explained the four sides of corporate reputation, which consist of credibility (credibility in the eyes of investors), trustworthiness (trusted in the eyes of employees), reliability (reliability in the eyes of consumers), and responsibility (social responsibility). However, in the context of pesantren, findings in the field reveal an additional important dimension, namely socio-cultural involvement or local engagement. This dimension emphasizes the importance of the role of pesantren in building close relationships with local communities and becoming centres for social and cultural development.

The development of the theory was then formulated into the "Panca Reputasi Pesantren", which includes five primary dimensions: credibility, reliability, trustworthiness, responsibility, and local engagement. In the context of pesantren, credibility is not only seen from the performance of the institution but also from how well the pesantren maintains religious and scientific values, which are its primary foundation. Reliability refers to a patient's ability to provide quality education consistently. Trust highlights the relationship between the pesantren and the students, parents, and administrators, creating a sense of security and respect. Responsibility is related to the social aspect and moral and spiritual responsibility towards the community. Meanwhile, socio-cultural involvement

emphasizes the important role of pesantren in preserving local culture and actively participating in the social development of the surrounding community.



Figure 1. “Panca Reputasi Pesantren” Concept

“Panca Reputasi Pesantren”, as shown in Figure 2, reflects how Islamic boarding schools are not only seen as educational institutions but also as pillars of the community that play an important role in social, cultural, and spiritual development. This adapted reputation model describes a comprehensive approach to managing the image of Islamic boarding schools, which involves a synergy between Islamic values, community leadership, and social responsibility. Thus, this study's results significantly contribute to expanding the scope of Fombrun's reputation theory by integrating more relevant dimensions for non-profit organizations such as Islamic boarding schools.

The analysis of the findings in both Islamic boarding schools is in line with other studies that show the importance of transparency and communication in building the credibility of educational institutions. It is revealed that information transparency increases trust and strengthens the relationship between institutions and stakeholders (Armutlu, 2023; Jannah et al., 2023). This aligns with the practice at the Nurul Qadim and Darul Lughah Wal Karomah Islamic Boarding Schools, emphasizing information's open and accurate delivery. Research by Anggadwita et al. (2021) confirms that building a positive narrative and ethical communication practices is essential in maintaining organizational legitimacy. These findings are also reinforced by (Iffah & Fauziyah, 2021), which show that transparency of financial statements and active stakeholder involvement in the decision-making process are essential elements for improving accountability and public trust. Thus, the practices carried out by the two pesantren reflect the application of widely recognized principles in the literature regarding organizational credibility.

Research at Nurul Qadim Islamic Boarding School and Darul Lughah Wal Karomah Islamic Boarding School shows that the reliability of Islamic boarding schools is greatly influenced by program consistency, the central role of Islamic boarding school figures, and involvement with local culture, which is in line with the several research (Arqoub, 2023; Sofian et al., 2023; Tam et al., 2022). The paper emphasized the importance of kiai leadership in maintaining the credibility of Islamic boarding schools, while Tam pointed out that local cultural integration

strengthens community support. In addition, Jannah et al. (2023) highlighted the importance of a robust formal structure and discipline management in maintaining the reliability of Islamic boarding schools, which was also found in Darul Lughah Wal Karomah through the timely and structured implementation of programs. Leadership, cultural involvement, and good management make this pesantren a consistent and reliable institution for students, guardians, and the wider community.

Research findings on trustworthiness at the Nurul Qadim and Darul Lughah Wal Karomah Islamic Boarding Schools on trustworthiness show that increasing reputation, community involvement, and transparency in communication play an essential role in building public trust. These results support Kardi et al. (2023), which states that institutions that can build trust through social involvement and transparency in management tend to be more successful in maintaining long-term public support. Furthermore, research by Rodliyah (2021) shows that social capital, which is formed by active involvement with the community and reciprocal relationships, is critical to building collective trust. Pesantren that consistently involve the community and respond to their needs reflect substantial social capital, as also emphasized by Hidayati et al. (2024), where open communication and quick response to the public are the foundations in building trust in educational institutions. Thus, the trust built in these two pesantren aligns with institutional trust theories that emphasize public involvement, growing reputation, and transparency.

The findings of the study at Nurul Qadim and Darul Lughah Wal Karomah Islamic Boarding School on the social responsibility of pesantren are in line with the research conducted by Munir et al. (2024), which emphasized that the involvement of institutions in social activities plays a vital role in strengthening social cohesion and increasing the sense of collective responsibility in society. In addition, research by (Patience, 2023) highlighted that social responsibility carried out by educational institutions, such as providing scholarships and cooperation with local organizations, is a form of direct contribution to the community. This is also reinforced by Arqoub (2023), which shows that organizations committed to social responsibility tend to get more significant support from the community, strengthening a positive image and sustainable relationships. Pesantren, which runs free education programs and social activities, consistently proves that they do not only focus on internal education but also make community welfare an integral part of their mission.

This spiritual-based approach emphasizes the religious values and virtues taught in the Islamic boarding school, thus building an authentic image consistent with Islamic principles. Through the religious, social, and educational activities held, the Islamic boarding school can demonstrate its commitment to forming good character and morals in every individual involved. Thus, through spiritual-based public relations management, Islamic boarding schools can strengthen their identity, improve their reputation, and build better relationships with the broader and internal community of the Islamic boarding school. Research on spiritual-based public relations management in Islamic boarding schools, such as that conducted by Nurul Qadim and Darul Lughah Wal Karomah, can be analyzed

through the concept of public relations management proposed by Grunig and Hunt (1984) and Low (2022). According to them, effective public relations must be based on mutual symbiosis, where institutions and communities support and strengthen each other. This aligns with research by Oparaugo (2021), which highlights the importance of integrating local spiritual and cultural values in communication strategies to build a strong and sustainable reputation. Applying spiritual values and local wisdom in Islamic boarding schools creates harmonious relationships with the community. It strengthens positive perceptions of Islamic boarding schools as institutions that educate and play an active role in social and cultural empowerment, as found by Robson (2021) on the influence of spiritual values in building the image of educational institutions.

This research explores spiritual-based public relations management in Islamic boarding schools, focusing on the cases of Nurul Qadim and Darul Lughah Wal Karomah. This study is expected to provide valuable insights into how integrating religious values and local cultural wisdom can strengthen the identity and reputation of Islamic boarding schools. By analyzing public relations strategies through the concept of Grunig and Hunt's mutual symbiosis and a study of Fombrun's theory of reputation, this research through the "Panca Reputasi Pesantren" highlights the importance of fostering reciprocal relationships between institutions and communities, where both support and empower each other.

CONCLUSION

The conclusion of the research at the Nurul Qadim Islamic Boarding School and the Darul Lughah Wal Karomah Islamic Boarding School shows that the two Islamic boarding schools' socio-cultural involvement and social responsibility have succeeded in strengthening their relationships with the surrounding community. Educational, social, and cultural programs oriented to community empowerment show the concern of pesantren for the community and create strong emotional and cultural bonds. Active involvement in local events, preservation of traditions, and collaboration with community organizations all strengthen the image of Islamic boarding schools as centres of education, culture, and spirituality that are respected and trusted by the community.

In addition, implementing spiritual-based public relations management in Islamic boarding schools is increasingly important in managing the image and effective communication with the public. Pesantren has successfully communicated its religious values and flagship programs and demonstrated excellence in managing relationships with various stakeholders. Public relations management, integrated with spiritual values and local wisdom, is crucial for Islamic boarding schools to maintain their reputation, build trust, and compete in the competitive education sector.

ACKNOWLEDGMENT

We want to thank the Rector, Director of Postgraduate Studies, Head of the Doctoral Study Program in Islamic Education Management, and all lecturers and staff of UIN KHAS Jember for their support, direction, and guidance. May the kindness given receive the best reward from Allah SWT, and may this knowledge benefit religion, nation, and society.

REFERENCES

- Anani-Bossman, A. A. (2021). Role of Public Relations in Corporate Reputation Management: A Study of PR Practitioners in Selected Multinational Organisations in Ghana. *Corporate Reputation Review*, 24(4), 222-233. <https://doi.org/10.1057/s41299-020-00105-1>
- Anggadwita, G., Dana, L.-P., Ramadani, V., & Ramadan, R. Y. (2021). Empowering Islamic Boarding Schools by Applying the Humane Entrepreneurship Approach: The Case of Indonesia. *International Journal of Entrepreneurial Behavior & Research*, 27(6), 1580-1604. <https://doi.org/10.1108/IJEBr-11-2020-0797>
- Anwar, M., & Fauzi, I. (2024). The Principal's Strategy in Increasing Student Competitiveness Through Spiritual Quotient. *At-Tarbiyat: Jurnal Pendidikan Islam*, 07(01), 135-148.
- Armutlu, İ. İ. (2023). The Effect and Measurement of Public Relations on Brand Equity. *Adam Academy Journal of Social Sciences*, 13(1), 151-175. <https://doi.org/10.31679/adamakademi.1264658>
- Arqoub, O. A. (2023). Reputation Themes from Communication Perspective: A Qualitative Systematic Review. *Journal of the Association of Arab Universities for Higher Education Research*, 43(3).
- Ayubayeva, S., Tynyshbayeva, A., & Kussainova, L. (2022). Public Service Efficiency: An Innovative Method for Assessing Public Sector Reputation. *The Innovation Journal*, 27(3), 1-20. <https://doi.org/10.32014/2022.2518-1467.312>
- Aziz, A. A., Budiyanti, N., Ahmad, N., & Suhartini, A. (2021). The Potential of Islamic Boarding Schools and Their Effort of Development and Fostering at Pesantren Persatuan Islam 1-2 Bandung. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 6(2), 352-371. <https://doi.org/10.31851/jmksp.v6i2.5721>
- Buyamin, B. (2022). Utilization of Information and Communication Technology in Optimizing the Quality of Public Relations at Schools Based on Pesantren. *Journal of Research in Educational Management*, 1(2), 113-121.
- Ghufron, G., Khusnurridlo, M., Najiburrahman, N., Baharun, H., & Muchlis, M. N. H. (2023). Islamic Branding: Insights from Strengthening Madrasah Competitiveness in Building Public Trust. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 7(1), 179-190. <https://doi.org/10.33650/al-tanzim.v7i1.3943>
- Hidayati, T. R., Umam, K., Agama, S. T., Nurul, I., & Probolinggo, Q. (2024). Building A Madrasah Brand Image to Be Highly Competitive Through Local Wisdom and Social. *Proceeding of International Conference on Education, Society and Humanity*, 02(01), 83-94.
- Iffah, F., & Fauziyah, Y. (2021). Marketing Management of Boarding School in Increasing Community Interest. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 6(2), 309-322.

- Jannah, I. N., Rodliyah, R., & Usriyah, L. (2023). Cultural Transformation in Religious Activities Based on Ahlussunnah Wal Jama'ah Values in Islamic Boarding Schools. *Nazhruna: Jurnal Pendidikan Islam*, 6(2), 306-319. <https://doi.org/10.31538/nzh.v6i2.3404>
- Jubba, H., Pabbajah, M., Abdullah, I., & Juhansar, J. (2022). Document-Reorienting Moral Education for Millennial Muslims-The Changing Role of Islamic Boarding Schools in Indonesia. *Islamic Quarterly*, 65(3), 423-442.
- Kardi, K., Basri, H., Suhartini, A., & Meliani, F. (2023). Challenges of Online Boarding Schools in The Digital Era. *At-Tadzkir: Islamic Education Journal*, 2(1), 37-51. <https://doi.org/10.59373/attadzkir.v2i1.11>
- Köhler, T. (2024). Multilevel Qualitative Research: Insights From Practice. *European Management Journal*, March 2023. <https://doi.org/10.1016/j.emj.2024.03.011>
- Laskin, A. V. (2023). Reputation of the Russian Federation After the Invasion of Ukraine. *ESSACHESS-Journal for Communication Studies*, 16(2), 55-71.
- Low, S. R. (2022). Public Relations in Higher Education: A Confirmatory Analysis of Grunig's Excellence Theory. *Journal of Positive School Psychology*, 6(8), 10594-10598.
- Maulana, I., Supardi, S., Juhji, J., & Septiana, T. I. (2022). The Image of Islamic Boarding Schools: An Effort to Improve Through the Implementation of Public Relations. *Adaara: Jurnal Manajemen Pendidikan Islam*, 12(1).
- Maulidia, M. (2023). Enhancing Educational Impact: Exploring Effective Media and Public Relations Techniques In Educational Institutions. *Ar-Rosikhun: Jurnal Manajemen Pendidikan Islam*, 2(3), 214-225. <https://doi.org/10.18860/rosikhun.v2i3.21644>
- Maxwell, J. A. (2021). Why Qualitative Methods Are Necessary for Generalization. *Qualitative Psychology*, 8(1), 111. <https://doi.org/10.1037/qup0000173>
- Muhith, A., Dwiyono, Y., Munawati, S., Mustofa, A., & Haryanto, S. (2023). Challenges of Islamic Boarding School Organizational Culture in The Millennial Generation and the Digital Era 4.0. *Nazhruna: Jurnal Pendidikan Islam*, 6(3), 457-474. <https://doi.org/10.31538/nzh.v6i3.4231>
- Muhith, A., Mislikhah, S., Fatmawati, E., & Umam, K. (2022). Total Quality Management and Its Impact on The Effectiveness of the Academic System in Higher Education. *Altanzim: Jurnal Manajemen Pendidikan Islam*, 6(1), 254-267. <https://doi.org/10.33650/al-tanzim.v6i1.3334>
- Munir, Z., Munawwaroh, I., & Mudarris, B. (2024). Strengthening Brand Image of Pesantren Based on Two-Way Symmetrical Model. 6(1), 54-69.
- Mursidi, A., Kamal, M., Noviandari, H., Agustina, N., & Nasyafiallah, M. H. (2021). Virtual Boarding School Education Management: The Idea of Equitable Islamic Education Services to The Millennial Generation. *Linguistics and Culture Review*, 5(S3), 1054-1066. <https://doi.org/10.21744/lingcure.v5nS3.1790>
- Oparaugo, B. (2021). Role of Public Relations in Corporate Image Building and Sustenance. *International Journal of Applied Research in Business and Management*, 2(1), 26-37. <https://doi.org/10.51137/ijarbm.2021.2.1.3>

- Patience, O. (2023). Cognizance of Collective Bargaining and Its Benefits in Relation to Teachers Welfare and Working Condition in Public Secondary Schools in Delta State. *Educational Research and Reviews*, 18(4), 48-53. <https://doi.org/10.5897/err2022.4302>
- Pregoner, J. D. (2024). Research Approaches in Education: A Comparison of Quantitative, Qualitative and Mixed Methods. *IMCC Journal of Science*, 4(2), 31-36.
- Rahmalia, A. N. (2023). Implementation of Cyber Public Relations in Progressive Digital Media as Internal Media of Islamic Boarding Schools. *Jurnal Nomosleca*, 9(1), 34-47. <https://doi.org/10.26905/nomosleca.v9i1.9247>
- Rahtikawatie, Y., Chalim, S., & Ratnasih, T. (2021). Investigating The Role of Religious Leadership at Indonesia's Islamic Boarding Schools in The Sustainability of School Management. *Eurasian Journal of Educational Research*, 2021(96), 51-65. <https://doi.org/10.14689/ejer.2021.96.4>
- Ridlo, M. H., & Yanti, L. S. (2023). Investigating The Holistic Management in Increasing Graduates' Competence in Madrasa Based on Pesantren. *Pedagogik: Jurnal Pendidikan*, 10(2), 226-239.
- Robson, P. (2021). Public Relations and Place Branding: Friend, Foe or Just Ignored? A Systematic Review. *Public Relations Review*, 47(5), 102096. <https://doi.org/10.1016/j.pubrev.2021.102096>
- Rochmat, C. S., Yoranita, A. S. P., & Putri, H. A. (2022). Islamic Boarding School Educational Values in Efforts to Realize Student Life Skills at University of Darussalam Gontor. *International Journal of Educational Qualitative Quantitative Research*, 1(2), 6-15. <https://doi.org/10.58418/ijeqqr.v1i2.18>
- Rodliyah, S. (2021). Building Spiritual Environment for Enhancing Islamic Higher Education Students' Qualities in The Era of Industrial Revolution 4.0. *International Conference on Islam and Education "Crafting Moderat Islam in Indonesian Education Reform "Freedom to Learn"*, 596-605.
- Roqib, M. (2021). Increasing Social Class Through Islamic Boarding Schools in Indonesia. *Journal of Social Studies Education Research*, 12(2), 305-329.
- Sanjani, M. A. F., & Maulidiah, L. (2024). Building Strong Foundations, Educational Management's Contribution to Character Education and Graduate Quality Enhancement. *Ar-Rosikhun: Jurnal Manajemen Pendidikan Islam*, 3(3), 244-257. <https://doi.org/10.18860/rosikhun.v3i3.26503>
- Sofian, M., Rashidah, F. N., & Mohd-Sabrun, I. (2023). Research on Corporate Reputation: A Bibliometric Review of 43 Years (1977– 2020). *International Journal of Information Science and Management (IJISM)*, 21(2), 31-54.
- Syakir, M. F., & Mahmudah, F. N. (2023). Strategi Public Relation Dalam Mengembangkan Citra Dan Persepsi Masyarakat Terhadap Pondok Pesantren Islamic Centre Bin Baz (ICBB) Yogyakarta. *Indo-MathEdu Intellectuals Journal*, 4(3), 2378-2388. <https://doi.org/10.54373/imeij.v4i3.541>
- Tam, L., Kim, J.-N., Grunig, J. E., Hall, J. A., & Swerling, J. (2022). In Search of Communication Excellence: Public Relations' Value, Empowerment, and Structure in Strategic Management. *Journal of Marketing Communications*, 28(2), 183-206. <https://doi.org/10.1080/13527266.2020.1851286>

- Williams, H. (2021). The Meaning of "Phenomenology": Qualitative and Philosophical Phenomenological Research Methods. *The Qualitative Report*, 26(2), 366-385. <https://doi.org/10.46743/2160-3715/2021.4587>
- Winoto, S., Arifin, M., & Putra, D. W. (2022). Kiai's Leadership in Realizing Independence Through the Motivation and Communication Process (Case Study in Pesantren at Tanwir). *AMCA Journal of Religion and Society*, 2(1), 31-34. <https://doi.org/10.51773/ajrs.v2i1.156>
- Zakariyah, Z., Fauziyah, U., & Kholis, M. M. N. (2022). Strengthening the Value of Religious Moderation in Islamic Boarding Schools. *Tafkir: Interdisciplinary Journal of Islamic Education*, 3(1), 20-39. <https://doi.org/10.31538/tijie.v3i1.104>
- Zuhdi, Z., Faridy, F., Hefny, H., & Fahmi, M. A. (2024). Enhancing Learning Quality Through Management Support in Crafting Self-Assessment Questions at School. *Communautaire: Journal of Community Service*, 3(1), 1-12. <https://doi.org/10.61987/communautaire.v3i1.353>