

The Leadership Role Of Principal And Public Relations And His Contribution To The Image Of Junior High School

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Abstract—The school image as one of the benchmarks of the school's credibility in providing education services is considered not optimal. Based on the results of initial observations it is suspected that this is a contribution from the principal leadership role and public relations. Therefore, this research is needed to test the truth. Therefore, this study aims to find out and analyze: 1) the amount of contribution of the headmaster's leadership role to the image of the state junior high school, 2) the contribution of public relations role to the image of the state junior high school, and 3) the contribution of the leadership role of the principal and the role of public relations together to the image of the state junior high school. Data collection technique through Likert scale questionnaire to 89 respondents who state junior high school teachers. The results of the data analysis showed that (1) The leadership role of the principal has a contribution to the school image of the state junior high school, (2) The role of public relations has contributed to the image, (3) The leadership role of the principal and the role of community relations have contributed to the image of State Junior High School. In improving the school image, the principal is expected to make the best decision for the school he leads. It can be done by improving communication skills so that alternatives in making decisions become more open. Ideas, messages, and ideas are aligned with the vision of the school's mission so that it becomes more directed and facilitates teachers in its implementation. The school's public relations division must be more responsive in responding to changes and expectations from parents of students in designing a public relations division program can first research so that information presented through community relations can be more targeted by what is needed by parents of students as school service users in organizing education.

Keywords - Headmaster Leadership Role; Public Relations; School Image.

INTRODUCTION

Every parent of prospective learners wants their children to get a quality education. Towards

the registration period, parents of prospective learners have been busy looking for information on excellent schools or quality schools according to their assessment. At present, the impression of parents of prospective learners towards excellent schools is not only seen from the availability of infrastructure facilities only. There are other important things that must be the attention of both the school and prospective users of educational institutions, namely the image of the school.

The image of the school is a reflection of the identity of the institution so that it must be managed properly through harmonious relationships with the public or public. The image of educational institutions is formed based on various components, including academic reputation or quality, teachers and related staff in schools, good organizational networks, and the right curriculum in accordance with the latest in order to create graduates as expected. In order for the public to know the good of the bad of the school, it takes the role of public relations as the mouthpiece of the institution. Image is one of the roles of public relations that must be maintained continuously.

At the empirical level of the condition of the school image there are still many who have not been noticed by the school. When the author held a pre-survey observation, strengthened by the author's experience of being a state junior high school teacher, there were several phenomena that led to less attention to the image of the school, including: (1) Still about 25% of the principal's leadership competence has not been in accordance

with the specifications of the job, especially those appointed as principals before the strengthening program. (2) About 22% of graduate competencies are still below the district level average competency standard as a result of graduates admitted to high school / vocational school is relatively small. (3) School facilities and infrastructure are poorly maintained so that when needed cannot be used as they should (4) The involvement of parents and the community, still needs to be optimized because about 35% of parents of students do not response when conveyed information from the school (5) Although the number of students' character is still not categorized well, there are some students who are not disciplined.

In order to image and cooperate for the progress of the school, the relationship between the school and the community, especially with the parents of students, must be well established^[1]. In this regard, the relationship is focused on improving school performance and the implementation of the education process in schools productively, effectively and efficiently, resulting in productive and qualified graduates. Therefore, schools are obliged to shed light on the goals, programs, needs, and circumstances of society. In addition, schools must also know clearly what the needs, expectations and demands of the community, especially towards the school.

School is an integral part of society. Likewise, society is an important educational resource for the unit of education. This can be seen from how personality can not only be instilled in education in the classroom and fear to avoid punishment but also develops with the interaction with society in general which is certainly in direct contact with the complexity of the community's point of view on what traits and behaviors are acceptable and unacceptable^[2]. This condition shows that the synergistic relationship between society and education will affect the quality of education. For example, the condition of a society that is not functioning properly due to COVID-19 greatly affects the quality of education^[3] or how people who have high expectations on social mobility will affect government and parent investment in educational institutions, which of course the funds from the investment are related to the quality of education itself^[4]. With public

relations built through various things including social media institutions and educational networks can increase public confidence in related educational institutions and support from the community in these educational institutions as what happens to some universities in the United States^[5].

Law No. 20 of 2003 article 3 on National Education System states that "Community participation is a contribution from people through the thought of ideas, or through their physical energy that should be able to have an influence on the spearhead of improving the quality of education. Meanwhile, based on National Education Minister No. 24 of 2008 on School Administration Personnel Standards/ Islamic School, the task of implementing the administration of school and community relations is regulating school relations with parents of students. maintain good relations and facilitate smooth activities with school *committees*, help plan stakeholder engagement programs, foster cooperation with government and community institutions, promote schools/ madrasas, coordinate the search for graduates (alumni), serve school / madrasah guests, create information system services and report school relationships with the community, utilize ICT to administrate school relations with the community, and give understanding to the community about the function of the school through various communication techniques (magazines, newspapers and bringing sources).

The performance of the role of public relations in maintaining and improving the image of the school is not only the responsibility of public relations officers but also important initiated by the principal as the leader. This is also in accordance with what^[6] stated that the existence of public relations is needed in education in an organizational context and will certainly affect quality indicators of management. Therefore, the principal as a leader in carrying out his leadership role is believed to play an important role in encouraging the establishment of a good school image.

The results of Andersson, Gunnarsson, & Rosèn, (2015) show that the principal is a leader or manager who gives direction to teachers and education personnel in schools^[7]. The findings are

also supported by the results of research Annur dan Audina^[8]; Knight & Sweetser^[9], that one of the factors supporting the performance of public relations is the existence of managerial abilities and cooperation with colleagues and colleagues in the organizational structure it has. This is certainly no different from what can be found in educational institutions.

In building a good school image, in addition to the encouragement of the headmaster's leadership role, the role of Public Relations is even greater in its contribution in building the image of a good school. Because the management of public relations as a common thread for the realization of a good school image in the eyes of the community is the duty of the public relations officer who is coordinated by the deputy principal of public relations^[10]. Lopez's (2017) research, shows that public relations officers in schools play an important role in the organizational structure of schools due to the increasing awareness today about the importance of public relations in education^[11].

The circle between the principal's leadership role and the role of Public Relations and its contribution to the school's image for the author is interesting to research through the topic: "The Role of Principal Leadership and Public Relations and His Contribution to the Image of the School in Junior High School. Therefore, this study aims to find out and analyze: 1) the amount of contribution of the headmaster's leadership role to the image of the state junior high school, 2) the contribution of public relations role to the image of the state junior high school, and 3) the contribution of the leadership role of the principal and the role of public relations together to the image of the state junior high school.

RESEARCH METHODOLOGY

This research uses descriptive methods with the type of research in the form of *field research* (field research) and quantitative approaches^[12]. Research design used in the form of causal design in describing the analysis of contributions between variables, namely the leadership role of the principal (X_1), the role of Public Relations (X_2), and the image of the school

(Y). Data is collected through questionnaire filling and school documentation and analyzed using correlation and regression analysis assisted by *SPSS programs*.

In this study, the leadership role of the principal was measured using dimensions adapted from^[13] namely: (1) Decision-making ability; (2) Ability to motivate; (3) Communication skills; (4) The ability to control subordinates; (5) Responsibility; (6) The ability to control emotions. Meanwhile, the role of public relations is measured using dimensions adapted from *the Public Relations Society of America* Broom, Cutlip, & Center (2009) namely: (1) Analyzing opinions; (2) Give advice; (3) Research; (4) Planning a business; (5) Set a goal^[14]. While the image of the school is measured using dimensions adapted from^[15] namely: (1) Leadership of the principal and quality of education, (2) Competence of graduates and alumni success, (3) School facilities and infrastructure, (4) Involvement of parents and communities, and (5) Character of students / graduates.

The population in this study is all state junior high school teachers in Kadipaten Subdistrict of Majalengka Regency which amounted to 89 people. The sampling technique used is a saturated sample or census because the entire population is a respondent.

DISCUSSIONS

This research is focused on finding out the amount of contribution of the principal leadership role (X_1) and the role of Public Relations (X_2), both partially and together, to the image of the school (Y). Based on the results of the analysis of variable descriptions, it is known that the three variables in this study are in good condition, namely 69.65%, 68.72%, and 69.74%, in total. As for looking further at the general tendency of respondents' answers to the three variables, an average percentage score analysis was conducted on each dimension in each variable. The following percentage of the average score of each dimension in the principal's leadership role can be seen in Table 1.

Table 1. Variable Dimension Percentage Calculation X_1

Dimension	Average Dimensions (%)
Ability to make decisions	67,42
Ability to motivate	70
Communication skills	67,57
Ability to control subordinates	69,74
Responsibility	73,26
Ability to control emotions	72,51

Based on Table 1, information was obtained that the tendency of the leadership role of the principal in general was good, but in terms of communication and decision-making skills carried out by the principal was still considered the respondents were not optimal.

Meanwhile, the average percentage score of each dimension in the Public Relations role variable can be seen in Table 2.

Table 2. Calculation of Variable Dimension Percentage X_2

Dimension	Average Dimensions (%)
Analyzing opinions	69,44
Give advice	69,17
Research	66,74
Planning a business	68,61
Set a goal	68,94

Based on Table 2, information was obtained that the tendency of public relations roles in general is good, but in the aspect of research, especially related to research proposals and implementing is still considered not optimal. Meanwhile, the average percentage of

each dimension's score in the school's image variable can be seen in Table 3.

Table 3. Variable Dimension Percentage Calculation Y

Dimension	Average Dimensions (%)
Leadership	67,64
Graduate competence	68,60
Facilities and infrastructure	69,39
Parental involvement	72,96
Student character	72,13

Based on Table 3, information was obtained that the tendency of school imagery in general was good, but in the aspect of leadership, especially providing guidance, supervision, and motivating education personnel was still considered not optimal respondents.

Meanwhile, the results of testing prerequisite analysis using the help of the SPSS program concluded that the data obtained from the field came from a population that was normally distributed and had a significant linear relationship. After the prerequisite testing is met, then the hypothesis testing is carried out.

Contribution of Headmaster Leadership Role to School Image

The first hypothesis in the study was tested using a simple correlation test and a regression test. This is done to find out the amount of contribution of the principal's leadership role (X_1) to the image of the school (Y). The following correlation testing results are shown in Table 4.

Table 4. Correlation Test between Variables X_1 and Y

	Simple Correlation	Coefficient of Determination	r_{tabel}	(2-tailed)
r_{yx_1}	0,740	54,7%	0,208	0,000

Based on the data in Table 4, it is known that $r_{calculates}$ 0.744 and has a value greater than table r which is 0.208 so that there is a correlation between variable X_1 and variable Y. The magnitude of the calculated $r = 0.744$ shows a correlation between the two strong variables. Sig value. (2-tailed) of 0.000 less than 0.05, meaning there is a significant correlation between variable X_1 and variable Y. Meanwhile, the coefficient of determination of 54.7% indicates that the school image of 54.7% is contributed by the leadership role of the principal, the remaining 45.3% contributed by the role variable of Public Relations and other variables not studied in the study. Furthermore, the results of regression calculations regarding the contribution of variable X_1 to variable Y are shown in Table 5.

Table 5. Variable Regression Test X_1 against Y

Constant(a)	Regression Coefficient	Significance			
		t_{hitung}	t_{tabel}	Sig.	α
13,247	0,811	10,249	1,991	0,000	0,05

The data in Table 5 shows the regression equation in the form of. The constant of 13.247 in the regression equation indicates that if there is no increase in the value of variable X_1 then the value of variable Y is fixed at 13,247. While the regression coefficient of the equation is 0.811 which states that each change of one variable value X_1 will give an increase in variable Y of 14.058. The significance test for this regression uses a significance value (Sig.) of 0.000 while the result of the calculated value is 10.249 with the t_{table} 's value being 1.991. Based on the terms of the significance test then because of the Sig value. < 0.05 and the value $t_{calculates}$ > $t_{of\ the\ table}$, meaning the contribution of variable X_1 to variable Y is significant.

From the above exposure, then for the first hypothesis testing in this study, it can be known from the results of the calculation of a simple correlation coefficient that is a contribution of

0.740, so that $r_{yx_1} > 0$, it is known that H_0 is rejected, and H_a is accepted, meaning significant contribution to the leadership role of the principal to the image.

The leadership role of the principal in contributing to the image of the school can be seen from his role as a decision maker who shows the determinant of the direction and program of educational development in the school. The smoothness and success of the implementation of the school program depends on the proficiency of the principal in terms of decision making. Decisions should be able to answer the question of what should be done. A decision can be an action against the implementation that is very deviant from the original plan. Good decisions can basically be used to make good plans anyway. Therefore, in making decisions should be considered various alternatives that can influence the decision so that with various considerations, the decision that has been taken, if implemented, will be on target and can solve the problem that is being experienced. Meanwhile, the dynamics of the decision-making process in solving problems are also closely related to the decision position itself. In this case, the position is expected to maintain the school institution to continue to advance, become the driver of activities and become the starting point of the institution in carrying out management activities. On the other hand, communication relates to its role in facilitating decision making. Communication provides the information the principal needs to make decisions through the delivery of data to recognize and evaluate alternative options. If both elements are strengthened, the principal not only provides direction and supervision, but is also able to make decisions and communicate things that are important to create a conducive and dynamic work atmosphere. Such an atmosphere in turn will be able to motivate the spirit of work of teachers and other education personnel in providing optimal service in school which in turn becomes one of the reflections of a good school image.

The results of this study are in accordance with the frame of mind, namely the better the leadership role of the principal, the higher the image of the school. This supports the results of Khaleel's research (2020) which shows that the ability of principals in administration and managerial

schooling will form a good school image^[16]. Thus it is evident that the leadership role of the principal has an effect on the image of the school. The more optimal the leadership role of the principal, the higher the image.

Contribution of Public Relations Role to School Image

The second hypothesis in the study was tested using a simple correlation test and a regression test. This is done to find out the amount of contribution of the role of public relations (X_2) to the image of the school (Y). The following correlation testing results are shown in Table 6.

Table 6. Simple Correlation Test between Variables

	Simple Correlation	Coefficient of Determination	r_{tabel}	(2-tailed)
r_{yx_2}	0,627	51,4%	0,208	0,000

Based on Table 6, it is known that $r_{calculated}$ 0.627 and has a value greater than t_{table} which is 0.208 so that there is a correlation between variable X_2 and variable Y. The magnitude of the $r_{calculated}$ $r = 0.627$ means the correlation between the two strong variables. Sig value. (2-tailed) of 0.000 less than 0.05, which means there is a significant correlation of variable X_2 with variable Y. The coefficient of determination of 51.4% shows the school image of 51.4% contributed by the role of Public Relations, the remaining 48.6% contributed by the principal leadership role variable and other variables not studied in the study.

The following regression calculations regarding the contribution of variable X_2 to variable Y are shown in Table 7.

Table 7. Variable Regression Test X_2 against Y

	Regression Coefficient	t_{hitung}	t_{tabel}	Sig.	α
	3,793	0,960	9,588	1,991	0,000

The data in Table 7 shows the regression equation in the form of $\hat{y} = 3,793 + 0,960X_2$. The constant of 3.793 in the regression equation shows that if there is no increase in the value of variable X_2 , then the value of variable Y is fixed 3,793. While the regression coefficient of the equation is 0.960 which states that each change of one variable value X_2 will give an increase in variable Y of 4.753. Significance testing for this regression used a significance value (Sig.) of 0.000 while the result of the $t_{calculated}$ value was 9.588 and the t_{table} value was 1.991. Based on the terms of the significance test then because of the Sig value. < 0.05 and the value $t_{calculated} > t$ of the table, meaning the contribution of variable X_2 to variable Y is significant.

Based on the explanation above, then for the second hypothesis testing in this study, it can be known from the results of the calculation of the simple correlation coefficient, namely with a contribution of 0.627, then $r_{yx_2} > 0$, so that the final result of H_0 is rejected, and H_a is accepted, meaning there is a significant contribution to the role of public relations image.

In its implementation, public relations has a very important role in introducing schools to the general public. The role of public relations in schools in general maintains and communicates between the general public and the school in order to establish harmonious relationships. In addition, the role of public relations in schools is also to establish cooperation both with the general public and other institutions to improve the quality of education in schools.

School public relations practitioners must be able to develop a pro-active attitude in absorbing public opinion inside to be used as leadership decision-making materials, especially during the covid-19 pandemic. In distance learning activities (PJJ) and online learning (BDR) that take place at this time the role of school public relations is very important in the field of official information services and school public relations. This means

that school publicists have a duty to disseminate positive information. This condition ultimately requires the school's public relations institution to be filled by competent staff outside the teaching teacher so that optimization of the arrangement and management of applications that are easy to access students and parents of students and cooperation institutions can be focused more optimally. Thus, the school will be able to build a positive image through the creation of harmonious relationships with the community and increase public trust in the school.

The findings in this study support the results of Çoruk's (2018) study that public relations in schools need to have a special department with a job description that is clearly understandable and has certain limitations and authority in an effort to form a good school image through the performance of public relations officers in schools. As a result, external public services and public relations work programs were not achieved to the maximum^[10]. In addition, it also supports the results of Narteh research (2013) which concludes that the higher the activity of public relations officers in schools, the image of the school will be more awakened^[17]. In this case, if public relations can convey messages appropriately, they will be able to gather *awareness* from the public and foster a positive image from the public towards school achievement. A good image will foster good achievement from a school achievement. Thus, it is evident that the role of public relations contributes to the image of the school. The more optimal the role of public relations, it will be followed by the increasingly positive image.

The amount of contribution of the headmaster's leadership role and the role of public relations together the image of the school

The third hypothesis test in the study used a double correlation test and a double regression test to determine the magnitude of the principal's leadership role contribution (X_1) and the public relations role (X_2) together with the school image (Y). The following results of the double correlation test are shown in Table 8.

Table 8. Summary of Double Correlation and Double Regression Tests

Coefficient of Determination	Coefficient of constant (a)	Regression							
		Coefficient		Significance			n		
		X_1	X_2	F_{count}	F_{table}	Sig.			
0,808	0,653	-	0,524	0,558	80,755	3,111	0,000		

Based on Table 8 data, it is known that there is a relationship between variables X_1 and X_2 together with variable Y of 0.808 which means the relationship is strong. As for the significance test, it is done using the basis of decision making in Test F. In this case, the value of $F_{calculates}$ is 80.755 with the value of F_{table} is 3.111 and the significance value (Sig.) is 0.000. Based on the terms used, it can be shown that the value $F_{calculates} > F_{table}$ and Sig value. < 0.05 , it means that the contribution of the principal's leadership role and the role of public relations simultaneously to the image of the school is significant. Meanwhile, the coefficient of determination obtained is 0.653 or 65.3%. This means the ups and downs of the school's image are 65.3% contributed by the headmaster's leadership role and the public relations role together. The remaining 34.7% contributed to other variables not studied in the study (epsilon).

Meanwhile, a double regression equation is obtained in the form of, $\hat{Y} = 0,524X_1 + 0,558X_2 - 5,153$. In this case, the constant of -5,153 means that if there is no increase in the value of the variables X_1 and X_2 together then the value of variable Y is fixed, which is -5,153. While the regression coefficients of the equation are 0.524 and 0.558 state that each change of the five variable values X_1 and X_2 together will give an increase in variable Y of 0.257.

Based on the results of the calculation of the double correlation coefficient, namely the contribution of 0.808, so that $R_{y(x_1x_2)} > 0$, the result is H_0 rejected, and H_a is accepted, which means

there is a significant contribution to the leadership role of the principal and the role of public relations together to the image.

The results of this study are in line with the results of the study (Pontoh et al., 2021) which concluded that when *the* entrepreneurial leadership of the principal and public relations goes well then the marketing and image of the school will be good as well^[1]. On the other hand, good marketing will have an impact on the stronger community's trust in the school and the establishment of effective cooperation between the school and the parents of students so that it leads to the increasingly positive image of the school. This shows that the leadership of the principal and public relations of the school has a high role in bringing about a positive image of the school. Thus, it is evident that the leadership role of the principal and the role of public relations together contribute to the image of the school. The role of good principal leadership and optimal public relations role together will be followed by the higher level of image.

CONCLUSION

Based on the results of analysis and discussion, the conclusions in this study include: 1) there is a significant contribution of the headmaster's leadership role to the image, by 54.7%, 2) there is a significant contribution to the role of public relations to the image, by 51.4%, and 3) there is a significant contribution to the leadership role of the principal and the role of Public Relations in general. Together with the image, by 65.3%.

These findings imply that the headmaster's leadership role and the role of Public Relations are two factors that contribute to the school's image. Therefore, it is advisable for the principal to be able to make the best decision for the school he leads with reference to improving communication skills. With good communication skills, the delivery of ideas, messages and ideas that are in line with the school's mission vision will become more targeted and facilitate teachers in their implementation so that it is expected to make the image of the school better. Meanwhile, it is advisable to the school's Public Relations division

to be more responsive in response to changes and expectations from school service users who in this case are students and parents of students. In designing a public relations division program can first conduct research in the form of polls and or collect data advice and criticism from parents of students. If all the information that is considered important by parents of students becomes easily accessible then by itself the image of the school will be better. As for the next researcher, it is advisable to research at different research places and the number of respondents, as well as by using a deeper theory.

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