

THE STRATEGIC ROLE OF PUBLIC RELATIONS IN THE ERA OF AI AND PR 4.0

Iwan Santosa

Universitas Kristen Maranatha

Email: iwan.santosa@maranatha.edu

Abstract

Public relations (PR) holds a crucial role in managing the reputation and image of higher education institutions. In the era of Industry 4.0 and Society 5.0, characterized by the dominance of technology, the presence of artificial intelligence (AI) has a significant impact on the realm of PR, giving rise to the term “PR 4.0.” This qualitative systematic literature review examines the role of public relations in higher education institutions in the era of PR 4.0 in terms of the strategic aspects and methods applied by higher education PR practitioners. This study revealed that there’s a disparity in the paradigm and practice of PR management in higher education institutions as a strategic and technical operational function. Indonesian universities have generally implemented cyber PR utilizing new media and corporate communication models that are considered effective. Several institutions have also utilized AI as a supplementary tool in their public relations activities.

Keywords: PR 4.0, public relations, reputation, corporate image

Abstrak

Hubungan masyarakat (PR) memegang peran krusial dalam mengelola reputasi dan citra institusi pendidikan tinggi. Di era Industri 4.0 dan Masyarakat 5.0, yang ditandai dengan dominasi teknologi, kehadiran kecerdasan buatan (AI) memiliki dampak signifikan pada bidang PR, sehingga muncul istilah “PR 4.0.” Tinjauan literatur sistematis kualitatif ini menganalisis peran hubungan masyarakat di institusi pendidikan tinggi pada era PR 4.0 dari segi aspek strategis dan metode yang diterapkan oleh praktisi PR di bidang pendidikan tinggi. Studi ini menunjukkan adanya ketidakseimbangan dalam paradigma dan praktik manajemen PR di institusi pendidikan tinggi sebagai fungsi operasional strategis dan teknis. Universitas-universitas di Indonesia umumnya telah menerapkan cyber PR dengan memanfaatkan media baru dan model komunikasi korporat yang dianggap efektif. Beberapa institusi juga telah memanfaatkan kecerdasan buatan (AI) sebagai alat bantu dalam kegiatan hubungan masyarakat mereka.

Kata kunci: PR 4.0, hubungan masyarakat, reputasi, citra korporat

INTRODUCTION

Reputation and image are the main assets that greatly influence the existence of an institution. These two key assets describe public perceptions of institutions related to institutional credibility, quality, and integrity (Sandova et al., 2025). A negative reputation and image can lead to a decrease in public trust and even lead to losses and

threats to the sustainability of institutions. Aaker (in Santosa et al., 2024) stated that a good image can provide added value for products or services offered by institutions. Conversely, a bad image can reduce the value of the product or service offered. Gutiérrez-Villar et al. (2022) in their research empirically proved that reputation is a significant factor that shapes image, correlated with functional image and affective image. Higher education institutions in Indonesia offer products and services that are centered on the *tridarma* activities consisting of teaching, research, and community service. Higher education institutions build their reputation through various aspects, including accreditation, teaching quality, educational facilities, institutional track record, achievements, and recognitions. All aspects of reputation building and image formation must be managed comprehensively in an integrated public relations (PR) strategy to support institutional competitive advantages (Santosa et al., 2024). Leaders and top management of universities must understand the importance of image as an important component in improving their competitive position (De Heer, 2020). In order to increase this competitiveness, the role of public relations management in forming a positive image is crucial to build public trust in the quality of education offered (Erlin et al., 2024). It is in this context that university public relations shows its strategic role not only as a communicator, but also as a concepthor, image maker and problem solver (Cutlip et al. in Risal et al., 2025).

Cutlip, et al. emphasize the importance of corporate image as a result of public perception of the organizations. Therefore, the role of public relations as an image maker must be able to create a good image through transparent public relations activities. Public relations as a concepthor must be able to design communication concepts to build and maintain a positive image of the institution through various relevant public relations activities. Cutlip, et al. also emphasized the importance of public relations in the context of organizational management, namely as a problem solver. In this context, public relations functions to identify problems that have the potential to damage the image of the institution, then formulate solutions and provide strategic advice to leaders to overcome these problems effectively. Meanwhile, the role of public relations as a communicator serves to establish harmonious two-way communication between institutions and the public and all stakeholders. The role of public relations as a communicator is also included in the realm of the organization's strategic management function, namely in its capacity to identify organizational policies and evaluate public attitudes, as well as plan and implement programs to bridge these two aspects. Universities that succeed in improving a positive image in the long term will receive significant benefits, including (1) fostering public interest and increasing the number of new student enrollees; (2) strengthening partnerships; (3) the potential for greater financial support from stakeholders; (4) increase the motivation of the academic community and education staff; (5) increase the potential for international recognition; and (6) increasing contributions to society (Erlin et al., 2024).

Public relations in carrying out its functions always adhere to the conditions and developing situations that occur in society. The evolving Industrial Revolution from 1.0 to 4.0 as well as Society 5.0 has also led to changes in the world of public relations. The

rapid development of technology and media, as well as changes in the way people communicate has transformed public relations in various aspects including its roles, functions, and duties. The stages of the evolution of public relations in line with the Industrial Revolution are described as the era of “PR 1.0” to “PR 4.0” (Arief & Saputra, 2019). Arief & Saputra define the PR 1.0 era as the traditional PR era, with a one-way vertical communication model. The PR 2.0 era is the era of online media, with a horizontal communication model. The PR 3.0 era is the era of social media that has greatly changed the way people communicate. The PR 4.0 era is the latest era, namely the era of AI and big data that has a significant impact on the world of public relations. In the evolution of public relations since the 1930s, significant changes occurred with the advent of digital media technology. The early period, which peaked during the digital revolution era, is described as traditional PR or “classical PR” (Thompson, 2020). The next technological development that greatly changed the public relations landscape was the birth of the social media era as a result of Web 2.0 and Web 3.0 technologies (Macnamara, 2010). Solis (in Tsenkova, 2022) stated that Web 2.0 technology has a major impact on the transformation of public relations. The introduction of digital technology into public relations practices has given rise to the term “digital PR” or “cyber PR,” which refers to public relations practitioners who utilize digital media in carrying out their communication functions (Gusri et al., 2020).

Public relations officers need to keep abreast of developments in media and communication tools relevant to the current era, and be adaptive in applying new media (Rosidin & Hamid, 2020). Failure to keep pace with these developments will result in disrupted communication, which can reduce the effectiveness and impact of communication in strategic efforts to manage the reputation and image of the institution. The PR 4.0 era requires public relations to develop in various aspects, not only in terms of the use of technology and new media. Arief & Saputra in their research mentioned specific public relations tasks that will be affected by the PR 4.0 era, including news clipping, media analysis, media relations, stakeholder relations, social media content management, distribution of press releases, photo and video productions, and face-to-face communication. They also mentioned several new competencies that must be possessed by PR practitioners in the PR 4.0 era, namely descriptive, predictive, and prescriptive AI-based data analysis; integrated social media management that supports two-way communication; empowerment of influencers based on identification taking advantages of measurement tools; and content creation utilizing various media platforms.

This study seeks to fill the research gap by synthesizing the aspects of public relations that have been elaborated as a basis for research, and offers novelty in discovering the correlation between the strategic role of public relations in higher education in managing the reputation and image of the institution, with the advent of the PR 4.0 era as defined by previous researchers. Hence, the research questions that arise are: (1) How does public relations of Indonesian higher education institutions carry out their strategic functions in the midst of the PR 4.0 era? (2) What strategies, models, or methods are used in this context? (3) To what extent does the public relations of Indonesian higher education institutions keep up with the development and implementation of AI and other aspects

referring to PR 4.0? This study will provide academic significance, namely providing an overview of the position of Indonesian universities regarding the strategic role of public relations on the PR 4.0 evolution map. The results and findings of this study can serve as a basis for further research, particularly in relation to strengthening the role of public relations in Indonesian higher education institutions in the AI era, to identify areas that are still weak and have potential for development.

METHOD

The research was conducted using a qualitative systematic literature review methodology, evaluating data from previous research findings in a structured manner to answer the research questions (Chigbu et al., 2023). This methodology identifies and assesses relevant research works in order to collect and analyze empirical data from these studies (Snyder, 2019). A systematic literature review can provide an overview of current knowledge or trends in the domain being studied (Kraus et al., 2024). The literature review process for this study involved five key steps, i.e. (1) research formulation; (2) search and identification of literature; (3) literature review; (4) data analysis; and (5) interpretation.

The first stage is the research formulation stage, including the formulation of research problems and objectives, as well as defining research questions. The next stage, namely literature search and identification, was conducted using structured search strategies and processes to find relevant literature (Snyder, 2019). This strategy involves (1) determining the sources and methods of literature search (including repositories, databases, and search engines); (2) determining search criteria (search terms, search keywords, search phrase); (3) determining inclusion & exclusion criteria. Primary literature was sourced from repositories and databases such as Portal Garuda (Garba Rujukan Digital), Mendeley Web Catalog, Crossref, and Google Scholar. The keywords (search terms) for primary literature searches consist of combinations of the words or phrases “public relations,” “higher education,” “university,” “image,” and “reputation” using logical operators or Boolean operators “AND” and “OR”. The inclusion and exclusion criteria used in the literature search strategy are: (1) type of scientific journal articles, proceedings, or conference papers; (2) published within the last five years (2020-2025); (3) prioritized on research conducted using a qualitative method based on case studies involving direct observation and interviews with university public relations officers, professionals, or practitioners; and (4) research conducted at state universities (PTN) and private universities (PTS) in Indonesia.

The final two stages are data analysis and interpretation to draw conclusions. The data analysis process was carried out by thoroughly examining each article that has been filtered into primary data sources. This in-depth examination was carried out to find relevant data needed in the information synthesis process based on topics correlated with the research questions.

RESULTS AND DISCUSSION

The review process of all literature sources based on search and identification criteria resulted in 23 titles that were appropriate and relevant to the research objectives. From

the literature, primary data was obtained in the form of case study results including a total number of 25 higher education institutions in Indonesia, consisting of 9 state universities (Table 1) and 16 private universities (Table 2).

Table 1. List of State Higher Education Institutions in the Primary Data

No.	Institution's Name	Location
1	Universitas Pembangunan Nasional Veteran Jakarta	Jakarta
2	Universitas Negeri Padang	Padang
3	Universitas Mulawarman	Samarinda
4	Universitas Indonesia	Depok
5	Universitas Gadjah Mada	Sleman
6	Universitas Andalas	Padang
7	Politeknik Negeri Semarang	Semarang
8	Institut Agama Islam Negeri Kudus	Kudus
9	Institut Agama Islam Negeri Madura	Pamekasan

Table 2. List of Private Higher Education Institutions in the Primary Data

No.	Institution's Name	Location
1	Universitas Teknologi Sumbawa	Sumbawa
2	Universitas Tarumanagara	Jakarta
3	Universitas PGRI Wiranegara	Pasuruan
4	Universitas Pelita Harapan	Tangerang
5	Universitas Nurul Jadid	Probolinggo
6	Universitas Muslim Indonesia	Makassar
7	Universitas Muhammadiyah Jakarta	Tangerang Selatan
8	Universitas Insan Cita Indonesia	Jakarta
9	Universitas Indonesia Timur	Makassar
10	Universitas Fajar	Makassar
11	Universitas Bung Hatta	Padang
12	Universitas Bina Nusantara	Jakarta
13	Universitas Andi Djemma	Palopo
14	Sekolah Tinggi Ilmu Administrasi Mandala Indonesia	Jakarta

15	Perguruan Tinggi Muhammadiyah	Malang, Surakarta	Yogyakarta,
16	Akademi Farmasi Surabaya	Surabaya	

From these literatures, it was found that higher education institutions emphasize the role of public relations in carrying out their functions by conducting specific missions or cases to achieve specific goals. Majid et al. (2024) stated the specific role of public relations in carrying out a strategy to improve university reputation related to the implementation of the MBKM (“*Merdeka Belajar Kampus Merdeka*”) program. Ardina (2024) specifically raises the role of public relations in managing reputation and image within the scope of issue management. Sugiharso & Setianingrum (2021) highlight the strategic role of public relations management in carrying out the mission of forming a specific image of a “World Class University” institution. Mallappiang et al. (2021) highlight the vital role of public relations regarding the university’s efforts to overcome the crisis situation in order to reverse the negative image and public trust that had previously declined due to its status as an inactive university. Widianingsih & Cahyani (2020) emphasize the efforts of public relations in addressing communication challenges to build reputation and manage the identity transformation of a university transitioning from a private university (PTS) to a state university (PTN). In addition to these five research works, other primary literature from 2020 to 2024 also identifies the general role of public relations in establishing effective communication as a basis for managing the reputation and image of universities. The communication strategies applied include persuasive communication, assertive communication, and paradigmatic communication (Amalia, 2020); and peripheral route persuasion based on the elaboration likelihood model (Hidayat et al., 2024).

In terms of public relations methods, tactics, and instruments, some specific tools found in the research literature include the use of creative elements in preferred social media platforms (Santosa & Oktavianti, 2023; Wikansari & Setyanto, 2023; Daryono & Firmansyah, 2021); implementation of cyber PR (Utaminingsih et al., 2023); digital storytelling techniques (Cahyani & Widianingsih, 2020; Widianingsih & Cahyani, 2020); and the use of social listening (Widianingsih & Cahyani, 2020). Corporate identity also has an important role in building a strong image, through the consistent application of corporate identity elements such as logos, slogans, and other visual identity elements across all communication channels (Khoirunnisak et al., 2024). Other dominant public relations instruments include publications in digital media (including websites and online mass media), the use of social media, media monitoring, and basic public relations activities, namely fostering relationships with all stakeholders. Media relations also remain a key tool that can be maximized by managing it in a comprehensive manner (Thacia & Setyanto, 2023). In addition, traditional public relations media and activities are still used, such as newspaper and other print media, as well as conventional media monitoring and clippings (Khoirunnisak et al., 2024; Misran et al., 2024; Susilowati et al., 2022; Basofi, 2020; Hairunnisa, 2020).

Several literatures mention the obstacles faced by university public relations. First is the management of corporate image that are segmented across other units, coupled with the

limited authority of the public relations department (Patrianti, 2020). Second, obstacles in terms of the lack of use of information technology, causing difficulties in the utilization of technology-based analytical tools due to limited skills (Dipa et al., 2022). Some of these obstacles can also result in poor crisis management skills. Furthermore, it was found that some universities do not consider public relations to be a strategic management function, but rather merely a technical operational unit, compounded by insufficient human resources in terms of both quantity and capability, resulting in poor public relations performance (Alamsyah & Firdausy, 2024; Khoirunnisak et al., 2024; Fauzalia & Harmonis, 2022; Dipa et al., 2022). On the contrary, planned, structured, and organized public relations management leads to reputation enhancement, proven to have a positive impact on institutions, notably in terms of increasing the number of new students (Syakur & Panuju, 2020).

DISCUSSION

Findings from studies on higher education institutions that place special emphasis on public relations functions to achieve specific goals have confirmed the importance of public relations at the strategic level. These studies empirically demonstrate that public relations plays a crucial role in achieving strategic objectives directly related to the reputation and image of higher education institutions, whether in efforts to build and shape a positive image, anticipate potential reputational risks, or restore a negative image. These findings address the first research question, that public relations performs strategic functions through PR communication efforts to achieve institutional goals in maintaining the reputation and image of higher education institutions.

Public relations has many strategies and tactics that can be applied in efforts to manage reputation and image. The same applies to the resources and communication tools used to achieve these goals. An analysis of the findings from studies on public relations strategies, methods, and tactics reveals that, in general, the use of digital PR or cyber PR is currently more prominent. This is evident in most literature highlighting the utilization of online media and social media as primary communication tools. The widespread use of social media platforms is due to their ability to facilitate two-way communication, which is considered ideal, aligning with the two-way symmetrical model of public relations (Grunig et al., 2009; Myers, 2021). These findings are in accordance with the definition of PR 3.0 which is described as the era of social media (Arief & Saputra, 2019). However, the use of digital PR does not mean eliminating traditional PR. This is shown by the use of PR 1.0 and PR 2.0 methods. Media relations activities also play an important role as a strategic instrument to achieve publicity goals. In addition, the function of relations in the context of fostering and managing good relationships directly with various stakeholders is also inherent as a vital fundamental role of public relations. These findings answer the second research question regarding the strategies, methods, or tactics commonly used by Indonesian university public relations in managing the image and reputation of the institution.

Examining the findings regarding the obstacles faced by university public relations, all of these findings are in accordance with the results of previous research which described the

obstacles generally experienced by university public relations in carrying out the function of managing reputation and image. These obstacles are (1) lack of effective communication; (2) a crisis that is not well managed; (3) lack of use of information technology; and (4) lack of coordination between sections (Erlin et al., 2024). Furthermore, the existence of universities that do not place public relations in a strategic position, shows that these universities are in a vulnerable condition because they do not maximize the potential to increase competitiveness. In fact, public relations that only focuses on the technical operational level can result in institutions losing strategic capabilities in the midst of business competition (Lubis, 2021). Finally, findings regarding the insufficient capabilities of human resources, which have resulted in the difficulty of technology adaptation, are in stark contrast to the depiction of the PR 4.0 era, which is characterized by advanced technologies such as AI and big data.

CONCLUSION

This study reveals the strategic role of public relations in Indonesian higher education institutions amid the evolution of PR 4.0, which is described as the era of AI. The results of the study confirm the vital and crucial role of public relations in higher education institutions in managing the reputation and image of the institution. Public relations professionals have strategic functions ranging from shaping the specific image of a university to achieve specific goals, changing perceptions and restoring public trust following negative perceptions, to managing the university's corporate identity as a key asset in creating competitive advantages amid competition with other higher education institutions.

Public relations of Indonesian universities have generally taken advantage of digital PR or cyber PR. The use of online media and social media signifies the adaptation of PR from the traditional era to the PR 2.0 and PR 3.0. This transformation can be adapted well as it supports the ideal public relations model, namely the two-way symmetrical model. In utilizing these new media, university public relations develop creative strategies and tactics to enhance the effectiveness of communication. However, there are findings that indicate that university public relations have not yet fully transitioned to the PR 4.0 era. All universities included in the study still tend to focus on PR 3.0 and PR 2.0 patterns, and even PR 1.0. None of the primary literature explicitly reveals the application of AI as the main technology used intensively by university public relations. In this study, it was found that only a few top-tier Indonesian universities have implicitly and to a limited extent utilized AI and big data through the implementation of social listening technology and analytical tools as support systems in public relations communication activities.

This study can serve as a reference for universities to develop their public relations management capabilities. University public relations need to improve their technological adaptation in line with the transformation towards the PR 4.0 era and beyond. The role of public relations at the managerial and strategic decision-making levels is essential to ensure that institutions remain competitive. This study also proposes recommendations for future researchers to address the limitations of this research, which is the primary data that only covers 25 higher education institutions out of thousands of universities in

Indonesia. Future research in the field of public relations should also incorporate elements indicated in the PR 4.0 criteria, particularly the more intensive application of AI technology.

BIBLIOGRAPHY

Alamsyah, N., & Firdausy, S. (2024). Strategi Humas dalam Mempertahankan Citra Universitas Fajar. *Jurnal Komunikasi*, 17(1).

Amalia, V. (2020). Strategi Komunikasi Humas dalam Meningkatkan Public Trust di Perguruan Tinggi. *AL-TANZIM: Jurnal Manajemen Pendidikan Islam*, 4(1). <https://doi.org/10.33650/al-tanzim.v4i1.812>

Ardina, N. (2024). Issue Management in Maintaining Digital Campus Reputation (Insan Cita Indonesia University Case Study in Facing Cyber Attacks in 2022). *Jurnal Ilmiah Komunikasi Makna*, 12(2), 73–84. <https://doi.org/10.30659/JIKM.V12I2.39882>

Arief, N. N., & Saputra, M. A. A. (2019). Kompetensi Baru Public Relations (PR) pada Era Artificial Intelligence: Case Study Praktisi PR di Indonesia. *Jurnal Sistem Cerdas*, 2(1). <https://doi.org/10.37396/jsc.v2i1.19>

Basofi, I. (2020). Manajemen Humas IAIN Madura dalam Menarik Minat Masyarakat. *KABILAH: Journal of Social Community*, 5(1). <https://doi.org/10.35127/kbl.v5i1.3970>

Cahyani, I. P., & Widianingsih, Y. (2020). Digital Storytelling dan Social Listening: Tren Aktivitas Kehumasan Perguruan Tinggi dalam Pengelolaan Media Sosial. *Jurnal Ilmiah Komunikasi Makna*, 8(1). <https://doi.org/10.30659/jikm.v8i1.9292>

Chigbu, U. E., Atiku, S. O., & du Plessis, C. C. (2023). The Science of Literature Reviews: Searching, Identifying, Selecting, and Synthesising. *Publications*, 11(2). <https://doi.org/10.3390/PUBLICATIONS11010002>

Daryono, D., & Firmansyah, M. B. (2021). Public Relations Promotion Strategy for Higher Education in the Era of Society 5.0. *Praniti Wiranegara (Journal on Research Innovation and Development in Higher Education)*, 1(1). <https://doi.org/10.53602/pwjridhe.v1i1.16>

De Heer, F. (2020). *Exploring the Understanding of University Brand Equity: Perspectives of Public Relations and Marketing Directors*. 22(7), 49–57. <https://doi.org/10.9790/487X-2207034957>

Dipa, A. K., Hafiar, H., & Rahmat, A. (2022). Pola Pengelolaan Media Komunikasi Publik Perguruan Tinggi dalam Membentuk Online Reputation. *Jurnal Ilmu Komunikasi UHO: Jurnal Penelitian Kajian Ilmu Komunikasi dan Informasi*, 7(2), 292–316.

Erlin, E., Andriani, L., Andriani, D., Nurmaya, N., Wahyuningsih, A., Febrianti, I., & Rahmatul Burhan, M. (2024). Peran Manajemen Humas dalam Membangun Citra di Lembaga Pendidikan. *Journal of Governance and Public Administration*, 2(1), 1–9. <https://doi.org/10.70248/JOGAPA.V2I1.1504>

Fauzalia, D., & Harmonis. (2022). Strategi Humas dalam Membangun Citra Perguruan Tinggi Muhammadiyah. *Perspektif*, 1(4). <https://doi.org/10.53947/perspekt.v1i4.158>

Grunig, L. A., Grunig, J. E., & Dozier, D. M., 2009, *Excellent public relations and effective organizations: A study of communication management in three countries* (Digital Printing), New York: Taylor and Francis.

Gusri, L., Arif, E., & Dewi, R. S. (2020). Cyber Public Relations Readiness of Private Universities in West Sumatera to Welcome the Industrial Era 4.0. *Proceedings of the 6th International Conference on Social and Political Sciences (ICOSAPS 2020)*, 247–252. <https://doi.org/10.2991/ASSEHR.K.201219.037>

Gutiérrez-Villar, B., Alcaide-Pulido, P., & Carbonero-Ruz, M. (2022). Measuring a University's Image: Is Reputation an Influential Factor? *Education Sciences*, 12(19). <https://doi.org/10.3390/EDUCSCI12010019>

Hairunnisa. (2020). Analisa Kegiatan Humas Universitas Mulawarman dalam Meningkatkan Reputasi Lembaga. *Jurnal Penelitian Pers dan Komunikasi Pembangunan*, 24(2), 101–115. <https://doi.org/10.46426/jp2kp.v24i2.141>

Hidayat, O., Aggasi, A., & Cahyani, D. (2024). Komunikasi Publik Humas Universitas Teknologi Sumbawa dalam Meningkatkan Citra Positif. *Al-Hikmah Media Dakwah, Komunikasi, Sosial dan Kebudayaan*, 15(1), 34–44. <https://doi.org/10.32505/hikmah.v15i1.9154>

Khoirunnisak, C. M., Farihah, I., & Syamsiani, I. N. (2024). Strategi Kehumasan dalam Membangun Citra IAIN Kudus sebagai Perguruan Tinggi Islam Terapan di Era Digital. *Al-Jamahiria: Jurnal Komunikasi dan Dakwah Islam*, 2(2), 186–197. <https://doi.org/10.30983/al-jamahiria.v2i2.8700>

Kraus, S., Bouncken, R. B., & Yela Aránega, A. (2024). The Burgeoning Role of Literature Review Articles in Management Research: An Introduction and Outlook. *Review of Managerial Science*, 18(2), 299–314. <https://doi.org/10.1007/S11846-024-00729-1/METRICS>

Lubis, M. (2021). Peran Strategis dan Kompetensi Public Relations Rumah Sakit Indonesia di Era Disruptif. *WACANA: Jurnal Ilmiah Ilmu Komunikasi*, 19(2), 202–213. <https://doi.org/10.32509/.v19i2.1084>

Macnamara, J. (2010). Public communication practices in the Web 2.0-3.0 mediascape: The case for PRevolution. *PRism*, 7(3).

Majid, A., Zelfia, Mustari, A. M., Amir, I. F., & Idris, M. (2024). Navigating the MBKM Landscape: UMI's Adaptive Public Relations and Rhetoric Strategies for Reputation Enhancement (2020-2023). *American Journal of Humanities and Social Sciences Research*, 8(10), 125–133.

Mallappiang, N., Agustang, A., & Idkhan, A. M. (2021). Keberadaan Humas dalam Menunjang Tridharma Perguruan Tinggi Universitas Indonesia Timur Makassar. *Jurnal Governance and Politics*, 1(2).

Misran, N., Mujahid, M., & Fitriana, F. (2024). Strategi Humas dalam Pembentukan Citra Perguruan Tinggi Swasta. *MUKASI: Jurnal Ilmu Komunikasi*, 3(4), 367–375. <https://doi.org/10.54259/MUKASI.V3I4.3106>

- Myers, C., 2021, *Public Relations History: Theory, Practice, and Profession*. New York: Routledge.
- Patrianti, T. (2020). Mengelola Citra dan Membangun Reputasi: Studi atas Peran Public Relations di Universitas Muhammadiyah Jakarta. *KAIS: Kajian Ilmu Sosial*, 1(1), 44–55.
- Risal, R., Sukmawati, S., Hasdin, H., Kulyawan, R., Makmur, W., & Nasran, N. (2025). Effectiveness of the Public Relations Role of the Palu Pratama Tax Service Office (KPP) in Increasing Public Awareness of Paying Taxes. *AURELIA: Jurnal Penelitian dan Pengabdian Masyarakat Indonesia*, 4(1), 655–663.
- Rosidin, A. B., & Hamid, A. (2020). Media Online dan Kerja Digital Public Relations Politik Pemerintah Provinsi DKI Jakarta. *WACANA: Jurnal Ilmiah Ilmu Komunikasi*, 19(2), 164–174. <https://doi.org/10.32509/v19i2.1046>
- Sandova, I., Karen, N. S., Putri, W. D., Yudistia, N., & Havifi, I. (2025). Mempertahankan Citra dan Reputasi dalam Krisis: Studi Kasus PT Kimia Farma Tbk. *Buana Komunikasi (Jurnal Penelitian dan Studi Ilmu Komunikasi)*, 6(1), 1–8. <https://doi.org/10.32897/BUANAKOMUNIKASI.2025.6.1.3973>
- Santosa, I., Suteja, B. R., & Budi, S. (2024). Pemonitoran Paparan Merek Terfokus Menggunakan Pemodelan Topik dan Formulasi Kueri. *Jurnal Teknik Informatika dan Sistem Informasi*, 10(1). <https://doi.org/10.28932/jutisi.v10i1.8395>
- Santosa, S., & Oktavianti, R. (2023). Berpikir Kreatif Humas di Media Sosial Instagram dalam Membangun Citra Positif Perguruan Tinggi. *Prologia*, 7(1). <https://doi.org/10.24912/pr.v7i1.15790>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/J.JBUSRES.2019.07.039>
- Sugiharso, D. E., & Setianingrum, V. M. (2021). Manajemen Humas Perguruan Tinggi Negeri untuk Mewujudkan Reputasi Brand “World Class University.” *Commercium*, 4(3), 51–61.
- Susilowati, S., Armelsa, D., & Duneti, D. (2022). Strategi Hubungan Masyarakat Pascasarjana Sekolah Tinggi Ilmu Administrasi Mandala Indonesia (STIAM) dalam Membentuk Citra Positif. *Jurnal Public Relations (J-PR)*, 3(1). <https://doi.org/10.31294/jpr.v3i1.1009>
- Syakur, A., & Panuju, R. (2020). Peran Strategis Public Relation dalam Pengembangan Reputasi Pendidikan Tinggi: Studi Kasus Promosi di Akademi Farmasi Surabaya. *Briliant: Jurnal Riset dan Konseptual*, 5(1). <https://doi.org/10.28926/briliant.v5i1.439>
- Thacia, A. S. P., & Setyanto, Y. (2023). Strategi Membangun Citra di Universitas Swasta Melalui Media Relations (Studi pada Humas Universitas Tarumanagara). *Prologia*, 7(2), 285–293.
- Thompson, G., 2020, *Post-Truth Public Relations: Communication in an Era of Digital Disinformation*. London: Routledge.

- Tsenkova, M. (2022). Traditional Communication Models and New Technologies in PR Communication. *Media and Language Journal*, 1(13), 31–49. <https://doi.org/10.58894/UBBR8431>
- Utaminingsih, R. R. B., Taviyastuti, Rini, N., & Hasyim, R. F. (2023). Effect of Communication Effectiveness and Implementation Cyber Public Relations on Image Formation Politenik Negeri Semarang. *Admisi dan Bisnis*, 24(1), 9–22. <https://doi.org/10.32497/AB.V24I1.4347>
- Widianingsih, Y., & Cahyani, I. P. (2020). Digital Storytelling Melalui Media Sosial dalam Aktivitas Kehumasan pada Perguruan Tinggi Alih Status. *CHANNEL: Jurnal Komunikasi*, 8(2). <https://doi.org/10.12928/channel.v8i2.16446>
- Wikansari, D., & Setyanto, Y. (2023). Humas dalam Meningkatkan Citra Perguruan Tinggi Melalui Media Sosial Instagram. *Kiwari*, 2(2). <https://doi.org/10.24912/ki.v2i2.24006>