

IMPLEMENTATION OF LECTURER COMMUNICATION STRATEGIES IN BUILDING STUDENT UNDERSTANDING OF PTNBH AT THE BANDUNG INSTITUTE OF TECHNOLOGY (ITB) WEST JAVA

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Abstract

The purpose of this study is to determine the communication strategy of lecturers in building understanding of PTNBH at the Bandung Institute of Technology. Communication is a fundamental thing in human life, even communication becomes a phenomenon for the formation of a society or community integrated by information, where each individual in the society itself shares information sharing to achieve common goals. In simple terms, communication can occur if there is a similarity between the person who conveys the message and the person who receives the message. The research method that researchers use is a descriptive research method with a qualitative type through historical methods, namely research that studies a principle that occurs in the present and in the past based on the traces obtained. As a result of the research that has been carried out, it can be concluded that the things behind ITB implementing its public communication strategy are in building a common understanding of various matters related to the change in the status of PTN to PTN-BH. The institution, in this case the ITB Public Relations, carries out interaction activities through a public communication strategy where everyone can respond to each other and monitor the situation so that a common understanding of the background of changes in the status of the institution is formed; The public communication strategy is also carried out in reducing and providing solutions to the unrest that occurs in the ITB academic community. In this study, stakeholders focused on ITB students Departing from intense interactions, various integrated habits of all ITB academics were constructed to achieve common goals (success).

Keywords: *Communication Strategy, Student Understanding, PTNBH*

INTRODUCTION

Communication is a fundamental thing in human life, even communication becomes a phenomenon for the formation of a society or community integrated by information, where everyone in the society itself shares information *sharing* to achieve

common goals. In simple terms, communication can occur if there is a similarity between the person who conveys the message and the person who receives the message.

In this case, what is divided is a common understanding through the exchange of messages. Communication as *a verb* in English means *communicate* which means to exchange thoughts, feelings, and information, as well as to make know and have a sympathetic relationship (Zerfass et al., 2018). Whereas in nouns, *communication* means the exchange of symbols, messages, and information, as well as the process of exchange between individuals through the same symbol system (Haris & Amalia, 2018).

SarahTrenholm and Arthur Jensen, cited by Wiryanto (2008) in their book *Introduction to Communication Science*, defines that communication is "*A process by which a source transmits a message to a receiver through some channel*". (Communication is a process by which the source conveys a message to the recipient through various channels).

According to Theodorson in the book *Introduction to the Science of Communication* says that: "Communication is the process of transferring information from one person or group using certain symbols to a person or group. The process of transferring such information always has a certain effect. Effective communication is always characterized by good interpersonal relationships"(Nurhadi & Kurniawan, 2017; Theodorson, 2014)

Based on the definition according to several experts above, it can be explained that communication is a process when a communicator conveys his stimuli or stimuli which are usually in the form of language symbols / symbols to the communicant, not only telling something but also trying to influence a person or group to perform actions or change certain behaviors.

The definition of communication that has been described by several experts / experts clearly describes communication between people will occur if someone conveys a message to others with a certain intention, meaning that communication will only occur if it is supported by the source of the message, media, recipients and effects. Inthis case, students or teachers must be able to convey messages or communication properly. The existence of students at a university is an important asset. Not only as consumers who buy educational services, but students have a function as social control, agents of change and development in the future. Educating students is educating the "future" of the nation, so it is necessary to realize how important the existence of students in a university is. With their

intellectual abilities, students often be critical so that they are able to control social life around them. Various criticisms, suggestions and solutions are submitted to solve problems in society. It is not uncommon for students to be initiators as well as perpetrators of change, although the "means" used lead to demonstrations, free pulpits and sometimes even anarchists. Related to the change in the status of state universities to legal entities or PTN-BH in recent years has caused a "strong" reaction from students at various state universities in Indonesia. The status of PTN-BH often causes unrest among students. This makes every state university try to establish understanding and meet the expectations of its students, among others by trying to instill a positive understanding of the status of PTNBH itself. Various actions and reactions are high but also at the level of government and legislative institutions. In general, falsification occurs in aspects of governance, resources and finance where these aspects are supporting the implementation of PTN-BH. Independence in this management is a shared responsibility of the managers, but with a limited understanding of handling all aspects is not optimal. The translation of "autonomy" into the "unlimited" freedom of each PTN-BH in managing the financial system raises various prejudices such as the determination of the highest Contribution to the Implementation of Education (SPP), the loss of student rights such as practicum money, extra-curricular activity funds and others. Complaints from education workers who have lost some of the rights they usually get, one of which is the education allowance or Performance Allowance (Tukin). The disproportionate payroll system of lecturers consequently reduces morale (Wisman, 2017).

As stated by the Head of Public Relations of ITB: "I tell the story that was internal first, mom, this internal is of course the *stakeholders* are students, lecturers and employees. *Well*, of course it may be experienced by other colleges, yes, the change of something that is usually A then suddenly then suddenly then becomes B, there is a dynamic of resistance, unpreparedness, unpreparedness, shock. *Now* that's also what we experienced, which is a lot of pros and cons, namely in the lecturers it's also sharp, so the differences are related to that." What was conveyed by Mrs. Siti Nuryati, S.TP., M.Si is the reality that occurs in almost all state universities that change their status to PTN-BH. For students in general, the presence of PTN-BH builds various perceptions and actions. PTN-BH makes universities no longer concentrate on the Tridharma of Higher Education because they have to follow the demand of the "market".

The role of University Public Relations plays a very important role in anticipating and handling this problem, one of which is by managing maximum public communication by PTN Public Relations, as well as handling reputation through digital communication (Maudia et al. 2018), also in (Ilmiati 2016) PR institutions play a role in maintaining and constructing a good image of higher education, Research (Herdiana and Khoiruddin 2016) also stated the importance of public relations in improving image External. The anxiety that occurs among students and other PTN *stakeholders* is due to the lack of maximum socialization carried out by the PTN regarding the change of status to PTN-BH this is the importance of public relations, in research (Annisarizki 2015) public relations does have problem solvers in communicating with institutions and the public, if public relations is blocked which occurs then the students and academicians affected then look for information about PTNBH themselves from various sources and formed erroneous and different opinions. This condition raises dissatisfaction and gives rise to pro and con attitudes towards managers.

The function of Public Relations according to *The British Institute of Public Relations*, in (Efendi, 2021) is a steady, planned and continuous effort to create and foster a common understanding between the organization and its audience. In carrying out its functions, PTN Public Relations must be sensitive to public opinion and must be quick to respond to it. If various opinions are allowed to spread without control, it can cause what happens generally based on the "lack of" understanding of university *stakeholders*, especially students, regarding the change in the status of PTN to PTNBH in Indonesia.

Legal Entity Higher Education (PTN-BH) is one of the concepts of organizing a university that provides flexibility for the university to regulate itself. The autonomy granted was originally a government solution to emphasize the determination of the status of the previous university, namely BHMN. The concept of PTN-BH or Legal Entity Higher Education is a trust and an achievement given to selected PTN-PTN in maintaining the quality and achievements of its students both at the national and international levels. The autonomy given to state universities allows these universities to regulate the implementation of education as much as possible, especially in improving the quality of lecturers and students. PTN-BH can regulate itself and be given flexibility in the implementation of its household to produce quality education.

METHOD

The research method that researchers use is a descriptive research method with a qualitative type through historical methods, namely research that studies a principle that occurs in the present and in the past based on traces obtained with an understanding of the implementation of lecturer communication strategies in building student understanding of PTNBH at the Bandung Institute of Technology (ITB) west java (Njie & Asimiran, 2014). This research uses a descriptive method of qualitative research type analysis. This is because the research aims to understand and explore information about the development to determine the communication strategy of lecturers in building understanding of PTNBH at the Bandung Institute of Technology. Furthermore, this descriptive method is a method in a study to solve, obtain information about a situation, assess and determine the symptoms found, see or analyze the relationship between existing variables. It contains efforts to describe, record, analyze and interpret conditions that now occur or exist. The descriptive method has two main characteristics, namely the concentration of attention on the problems that existed at the time the research was carried out (at the present time) or problems that are actual; and describing the facts of the investigated problem as it is, accompanied by a strong rational interpretation (Lambert & Lambert, 2013).

RESULTS AND DISCUSSION

Result

The results of the study explained the things that are the background of ITB Public Relations in implementing its public communication strategy. ITB implements PTN-BH because their institution is considered worthy to have PTN-BH status. Based on Government Regulation Number 67 of 2013, the requirement for a PTN to have PTN-BH status is to have carried out higher education activities and the management of universities well in the financial sector, one of which is that it has achieved an Unqualified Opinion (WTP) for 2 consecutive years. ITB previously had the status of BHMN so that the changes that occurred were also not too significant, but the status of PTN-BH made the institution more "stable" in making improvements (Muchtar & Herdiana, 2018).

When the status of PTN-BH at ITB was enforced by government regulation No. 65 of 2013 concerning the status of the Bandung Institute of Technology which has management in academics. as a Legal Entity University (PTN BH) has been signed by the

president of the Republic of Indonesia dated October 14, 2013. Based on this, ITB the institution immediately made various improvements in the management of the campus as a whole. Although it is not easy for them to try to organize the right public communication system, as stated by the source of the Head of Public Relations ITB, "If in the early days of 2013 at that time it was indeed the most conventional media, newsletter was the mainstay. And that is a frequency from year to year that it continues to change," Mrs. Siti explained that their public communication strategy is dynamic, in the sense of changing with the progress of the times and technology.

ITB Public Relations adjusts the use of media in their public communication to media that is widely used by ITB students, this is done so that information can be right on target. However, some conventional media that are considered effective are still used by them. "In addition to print media, this era is still social media. Print is still there, but reduced, we are improving it on *social media*. Because it is indeed the most effective. In the student world, students are true line users. So we're playing on the line."

Information through internal print media and leaflets is still used by ITB Public Relations even though there are not many of them. "Most prints we put in the canteen. But actually it's also rare, we still publish it but in limited quantities, we share it more via social media." Mrs. Siti added that social media monitoring by the Public Relations admin lasted almost 24 hours. Monitoring the timeline through social media Line, Whatsapp group, Twitter, and Facebook to the maximum because it keeps up with the times. This method is done so that the university management continues to maintain the flow of information that takes place at all levels or bureaucracy, especially students. According to ITB Public Relations, all efforts are made in building a common understanding of various matters related to the change in the status of PTN to PTN-BH.

Researchers analyzed the results of the research above using the construction theory of Berger and Luckman realities, based on the results of a study from (Karman, 2015) in the Journal of Research and Development of Communication and Informatics of the HR Research and Development Agency of the Ministry of Communication and Information. As Karman cites, Peter L. Berger and Thomas Luckmann's book entitled: "*The Social Construction of Reality*", Berger and Luckmann describe a situation of interpersonal communication in which each individual observes each other but also responds to each other's habits so that all communication participants (participants) can anticipate and

depend on the habits of others. In connection with this research, the institution / ITB carries out its interaction activities through a public communication strategy where each individual can respond to each other and monitor the situation so that a common understanding of the background of changes in the status of the institution is formed. Departing from intense interactions, various integrated habits of all ITB academics are constructed to achieve common goals (success) (Bachman et al., 1995).

The steps taken related to the public communication strategy are policy changes due to the change in campus status to PTN-BH, including: managing communication groups, entering into Whatsapp groups of the ITB academica community, both lecturer groups, staff groups and student groups, accommodating complaints related to PTN-BH to then find solutions. Become a bridge between institutional policies and *stakeholder* expectations. Providing a face-to-face forum for various problems that cannot be solved through the media. Provide a complaint service box. All are done whether face-to-face or not, both in formal and informal forums (Zaval & Cornwell, 2017).

The discussion through the theory of construction of reality is related to the background of ITB Public Relations in carrying out public communication strategies in an effort to equalize perceptions in order to achieve a common understanding of the status of PTN-BH which must be addressed jointly by all academicians, especially students. The repetitive behavior of the ITB Public Relations in conducting public communication through various media, especially media that reach ITB students, can be said to be an intensive "*habit*". So it woke up to the specialty which is ITB's public communication strategy called "typical". All efforts to build habits together with students so that a kind of "rule" has been created that public communication carried out by ITB Public Relations related to PTN-BH must be completed to reach all its targets, especially ITB students.

Strategy of Lecturer ITB in Socializing PTN-BH to Students

The approach taken is through *stakeholders* who are internal and external parties of the company, such as the government, competitor companies, the surrounding community, the international environment, institutions outside the company (NGOs and the like), minorities and the like. In this study, *stakeholders* were focused on ITB students. Jones, Thomas and Andrew (Thomas et al., 2008) state that companies have relationships with many interest groups that influence and are influenced by company decisions. This theory emphasizes the nature of a relationship in process and output for companies and

stakeholders, The interests of all legitimacy *stakeholders* have an essential value, and do not form interests that are dominated by each other. And this theory also focuses on managerial decision making (Umar, 2016).

So in the relationship between theory and this research is emphasized on *stakeholder orientation*, where in its operations ITB with the status of PTN-BH is directed to prioritize partiality towards *stakeholders*, both internal and external, holding applicable regulatory rules, and being transparent in many actions. Thus, the management of PTN-BH manages and controls universities not only based on economic motives but also social motives.

Conveyed by the Head of Public Relations of ITB, that: "So this autonomy has an impact on ITB's ability to have a business that is expected to increase the level of welfare of lecturers and staff, these things we convey we communicate, we even mentioned, we have a *holding company*, moving in anything, in one year how much he can get from his businesses." The explanation of the Head of Public Relations of ITB illustrates that public communication activities carried out to *stakeholders* are not limited to regulatory issues, but also things that can provide good hope. ITB students are involved in managing these businesses because all cooperation is related to their scientific fields.

Furthermore, the Head of Public Relations explained that the business venture has been realized even though it has not been fully realized, "The realization is in some, it is not intensive but there are programs whose models are thematic. For example, September Cheerful, there is one special incentive formula given in the month. The term September Cheerful has become a common popular thing. Secondly, the common pride if we have a business together, it is like we have a livestock business, rice, we have produced seeds, have our own land, cooperate with the local government (Local Government), harvest and the results are sold. So don't let the community never nyicipin that has been produced by the campus. So it is given a package of natura, meat, rice, but it is not every month. At least once a year, we can take the moment before Eid"

The provision of packages of business results is not limited to lecturers and staff, but students also taste it. This kind of equity creates an attitude of mutual respect between university managers and students. The picture above is an effort motivated by the desire to realize the same "welfare", at least to improve the social and economic conditions of all ITB academics. The step conveyed by the Head of Public Relations above is to realize

common hopes. Until now it has not been entirely successful, but thanks to the continuous interaction slowly but surely that in the end the institution will be able to achieve their expectations as much as possible.

Analysis of the *Stakeholder Theory* approach explains that through intensive and unlimited public communication to internal and external parties, the ITB Public Relations department tries to invite *stakeholders* (students) to support the PTN-BH implementation programs at ITB. The existence of *stakeholders* is a consideration for their managerial decision making (Soyomukti, 2012).

Students' Understanding of the Existence of PTN BH at ITB

Related to the problems of ITB stakeholders, one of which is students, the relationship is naturally built by ITB with students. The Head of Public Relations of ITB said that the ITB Public Relations division also manages a regional-based student organization group. This is because many students are not members of formal organizations. The purpose of the Public Relations division by participating in the student communication group is to be able to monitor the issues that are discussed in the group. If there is information or discussion that is not completed in the group on social media, the Public Relations division will facilitate the discussion directly.

Actually, there are quite a lot of channels or media used by ITB Public Relations, ranging from conventional media to digital media. Everything is done to form an integrated understanding related to the implementation of PTN-BH, as stated by the Head of Public Relations ITB: "... Even though there are many channels, but the name of the students of thousands, sometimes has different patterns. The most difficult thing for us is managing *social media* communications that are not integrated with us. This is the one that is still heavy". However, he admitted that the good relationship that has been established with student institutions is very helpful for the Public Relations Division when there is negative information related to ITB policies that was not detected before. Student initiatives to share information with each other, creating a solid relationship between Public Relations and students.

Efforts to form student understanding of the application of PTN-BH at ITB are manifested in the formation of programs that can improve student achievement. As stated by the Rector of ITB and quoted by the Head of Public Relations of ITB that: "The

advantage of PTN-BH is the flexibility of universities in managing institutions, especially those whose target is to achieve quality. For example, academic activities, the opening of new study programs that turned out to be needed by the market. PTN-BH has many institutional problems that will have an impact on quality. More dynamic in managing student needs. Later after graduation they want to be what they want to be, it needs to be guided. When you are a student until graduation, there is career guidance."

ITB students' understanding of the application of PTN-BH was formed and was the result of the efforts of ITB Public Relations public communication activities which were so "intense." BEM ITB President Panji Laksono in an interview with the author, explained that students understand that the change in the form of PTN to PTN-BH has positive and negative sides. The advantage of this change in status according to Panji is that PTN-BH supports students and lecturers to excel, because this is also able to boost PTN's achievements. On the other hand, the disadvantage of PTN-BH as it is known is the reduced financial support from the government so that PTN must be able to manage its finances independently. This has an impact on the PTN operational funds charged to students. When asked further about his opinion on the commercialization of PTN Education, Panji explained, ".. i am not saying that education is commercialized, because indeed PTN has the right to regulate this it is related to finances. I don't think *it's* because ITB already has a *holding company* owned by ITB." Panji's understanding of the positive change in the status of PTN-BH ITB is a form of good relationship that has been built between the Public Relations Division and BEM Student Institutions.

Another activist from the ITB Student Executive Board (BEM) explained that as a student he understood that there was a negative side to changing his status to PTN-BH, but there were other policies from the Ministry of Research, Technology and Higher Education that they did not agree with. He added, ".. this is related to the ministry of research, technology and higher education, so bem friends throughout Indonesia are studying (how) the ministry of research, technology and higher education determines UKT. The determination of UKT is intended so that the student burden does not accumulate in the initial semester. When the change to PTN-BH was a bit funny, the Ministry of Research, Technology and Higher Education then allowed the base money for independent routes." According to him, the independent entry route is not in line with the spirit of UKT which cuts base money. Because according to him again, the independent entry route makes PTN-BH have the flexibility to determine the base money, here is the

liberalization side of education which is criticized by the BEM Alliance throughout Indonesia. He added, "I don't *take the blame* for this to the ITB institution specifically, because it *should be* the government, the Ministry of Research, Technology and Higher Education." The communication line that continues to be built both ways between public relations and student organizations, makes students understand the background of a PTN-BH making decisions, especially regarding sensitive matters such as the determination of UKT and base money. The leaders of student organizations at ITB feel very grateful for having a good relationship with Management through the Public Relations Division. Their coordination and collaboration have so far succeeded in warding off negative news that develops in the community so as not to bring down the good name of ITB. Panji said that some time ago there was almost a riot of regional students at the ITB Baranagsiang campus, "yesterday, which was recently on the Baranagsiang campus, it was also a handler for student services was also fast. I got it from the students, the RPH came from on it." But thanks to the Communication Group Line, the information was soon discovered and instantly overcome.

The hope of students related to the change in the status of PTN-BH is that by organizing independent higher education management, the quality of higher education implementation will continue to be improved. Don't forget the coor of high competence, namely the Tridharma of Higher Education. The autonomy of universities in terms of finance is expected to be able to improve the quality of education, research and not forget community service. All achievements and achievements of universities are expected to have a direct impact on the environment and society. Do not let the image of PTN-BH become bad because of the issue of commercialization of education.

Discussion

The function of communication According to Onong Uchjana Effendy in the book *Dimensions of Communication*, which is quoted from the book *Interpersonal Skills* defines that the function of communication (Lasswell, 1948) there are four important points, including the following (Ferguson, 2018):

1. *Public Information*

The function of communication is to convey information related to an event, idea, or behavior conveyed to the community. Information is conveyed to the public

through various communication channels, but usually more through the mass media.

2. *Public Education*

Communication acts as an educational tool that can provide good and correct information and knowledge through ideas or thoughts conveyed to the community to increase the progress of society.

3. *Public Entertainment*

Communication also serves as a means of entertaining others.

4. *Public Persuasion*

The function of communication is also as a means to influence society by changing the course of thought and behavior (Efendi, 2021).

Forms of Communication

According to Deddy Mulyana in his book entitled *Communication Science an Introduction* there are several forms of communication (Soyomukti, 2012), including:

1. *Interpersonal Communication* is a communication interaction with oneself that is carried out consciously or unconsciously. For example, when we think. This communication becomes the cornerstone of interpersonal communication and the field of communication in other contexts.
2. *Interpersonal Communication* is communication between individuals face-to-face so that a process occurs in which everyone understands the reactions of others, both verbal and nonverbal, directly.
3. *Group Communication*

A group is a group of human beings with the same goal, interacting with each other to achieve a common desire by knowing each other so as to see themselves as part of the group. For example, groups in this case are family, closest friends, neighbors, discussion groups, and so on.

Group communication usually races on communication carried out in such small groups.

1. *Public Communication*

Is communication that occurs between a speaker and a large audience and does not know each other, for example, such as communication that occurs in seminars,

public lectures, speeches, or lectures that are public in nature. This communication usually takes place formally (Ferguson, 2018).

2. *Organization Communication*

A communication process that occurs in an organization is both formal and informal and takes place through a network that is larger in nature than group communication. Formal communication is a communication that is referenced according to the organizational structure, for example top-down communication, upward communication, and horizontal communication. Informal communication does not depend on the organizational structure, for example, communication between peers (Van Osch et al., 2015).

3. *Mass Communication*

Communication that uses mass media as a means of communication, both print media such as magazines and newspapers, as well as electronic media such as television and radio. This media is managed by an institution or an institutionalized person. The message in this medium is generally conveyed simultaneously, cursorily, and quickly, especially in electronic media (Guo et al., 2016).

The elements of communication according to Onong Uchjana Effendy in the book entitled *Communication Dynamics* include:

1. Communicator: is a person who conveys or sends an information or message.
2. Message : is a statement conveyed by the sender to the recipient and supported by meaningful symbols/ symbols.
3. Communicant : is a person who receives messages from the source/communicator.
4. Media/Channel : is a means that supports the running of messages if the communicants are far away or in large numbers.
5. Effect: is the impact resulting from the influence of the message.

Communication Strategies in Public Relations

Implementation in public relations requires a strategy in each of its activities. As according to Cutlip's theory, Center and Broom cited by Rosady Ruslan states that there

are four steps in a public relations strategy which is an activity planning process that is the basis for implementing a strategy (Sethi, 2014). The four steps include:

1. *Defining the problem*, in this case the public relations must be able to carry out monitoring activities for an opinion or information, as well as behaviors and attitudes related to the object being studied.
2. *Planning and programming*, in this stage a publicist examines the situation based on things that happen around and how things should be done in planning.
3. *Acting and communicating*, a publicist in this stage must be able to determine what and who will do or communicate a program to the public.
4. *Evaluating the program*, in this process involves an assessment of the implementation and results of a program that has been carried out. The results of the research in this evaluation can be used to find information in the early stages so that activities in future implementations can be even better.

Thus, the strategy used in public relations is important to determine the success or failure of a communication process and become a support for a publicist in carrying out his duties, principals, and functions.

Inter-Component Relationships in Communication Strategy

Communication strategies in their preparation require a thought by considering supporting factors as well as inhibiting factors (Bachman et al., 1995). It is even better to pay attention to all the components in the communication strategy as well as the supporting and inhibiting factors in each of these components. The things that must be considered in the preparation of a communication strategy include:

a. Recognize communication goals

The thing that must be learned first before launching communication is that it is necessary to know and learn who will be used as a communication system. It relies on the purpose of communication so that the communicant not only knows the information by informative methods, but can perform certain actions through persuasive methods.

b. Selection of communication media

Communication media are very numerous, ranging from traditional to modern as it is today. For achievement towards communication goals, you can choose one or a

combination of several media used, depending on which goals will be achieved, impressions to be achieved or impressions conveyed, and the techniques to be used

c. Assessment of the purpose of communication messages

Communication messages have a certain purpose such as determining the techniques to be used, the content to be conveyed, and the language that must be used. Communication messages consist of the *content of the message* and *symbols*. The content of the message in communication can be one, but the emblems it uses can vary.

d. The role of the communicator in communication

There are two important factors that must be considered in communicants when delivering a message, namely the credibility of the source and the attractiveness of the source. Based on these two factors, a communicator must be empathetic (*empathy*) in the face of his communicant (Istiyanto, 2005).

CONCLUSION

Communication strategies in their preparation require a thought by considering supporting factors as well as inhibiting factors. It is even better to pay attention to all the components in the communication strategy as well as the supporting and inhibiting factors in each of these components. Based on the results of research that has been carried out, it can be concluded that the things behind ITB implementing its public communication strategy are in building a common understanding of various matters related to the change in the status of PTN to PTN-BH. The institution, in this case the ITB Public Relations, carries out interaction activities through a public communication strategy where each individual can respond to each other and monitor the situation so that a common understanding of the background of changes in the status of the institution is formed; The public communication strategy is also carried out in reducing and providing solutions to the unrest that occurs in the ITB academic community. Starting from intense interactions, various integrated habits of all ITB academics are constructed to achieve common goals (success). Their public communication strategy is dynamic, in the sense that it changes with the times and technology. Bandung Institute of Technology socialize the application of PTN-BH to students is *stakeholder orientation*, where in ITB operational activities with PTN-BH status is directed to prioritize partiality towards *stakeholders*, both internal and

external, holding applicable regulatory rules, and being transparent in many actions. Thus, the management of PTN-BH manages and controls universities not only based on economic motives but also social motives. The form of socialization is to mobilize all existing capabilities and media, ranging from print, electronic to digital media. In delivering information, it is carried out intensively until it enters every Whatsapp group and Line of students, education staff and lecturers to answer any troubling problems due to the change in status to PTN-BH (Berger & Luckmann, 2016). It is hoped that through intensive and unlimited public communication to internal and external parties, the ITB Public Relations department will try to invite *stakeholders* (students) to support the PTN-BH implementation programs at ITB. The existence of *stakeholders* is a consideration for their managerial decision making. ITB students' understanding of the existence of PTN-BH in ITB is that the change in the status of PTN-BH is believed to be an improvement step for the situation and condition of state universities. ITB students' understanding of the application of PTN-BH was formed from the intensive public communication activities of the ITB Public Relations Division. This research provides an understanding for the development of PTN-BH which is applied to encourage students to get achievements and innovations, but does not forget the essence of the Higher Education Tridrama, namely, education, research and service. The choice to become a PTN-BH started from a good intention, namely, achieving the quality of management in higher education.

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