Marketing Public Relations Penerimaan Peserta Didik Baru in the Middle of the Zoning System (Study at SMA Bina Mulya Gadingrejo)

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Abstract—The zoning system implemented by the government in the Penerimaan Peserta Didik Baru (PPDB) or New Student Admissions program in state schools has an impact on the number of students in private schools, especially in Sekolah Menengah Atas (SMA) or private Senior High Schools in Pringsewu Regency. Several schools experienced a decline in the number of students and there were even private high schools which were eventually closed because they did not have enough students. Competition between state schools and private schools is increasingly fierce. Until now, various breakthroughs continue to be made by each school to maintain its existence.

This research provides an explanation of the efforts of private high schools in facing competition amidst the zoning system through the Marketing Public Relations (MPR) approach. The aim of this research is to find out how the 2022 MPR PPDB process will be in the midst of the zoning system at SMA Bina Mulya Gadingrejo, Pringsewu. A qualitative approach is used to explain data obtained through interviews, observation, documentation and analysis results which are supported by Relationship Management theory.

The research results show that the MPR PPDB process in the middle of the zoning system is carried out through several stages, namely Problem Definition, Planning and Programming, Taking Action and Communication and Program Evaluation. There are three supporting strategies, namely the Pull Strategy, Push Strategy and Pass Strategy. The strategy is integrated with marketing communication tools which have a significant impact on improving the school's image and the interest of student applicants.

Keywords-- Marketing Public Relations, Penerimaan Peserta Didik Baru, Zoning System

I. INTRODUCTION

In 2018 the Ministry of Education and Culture of the Republic of Indonesia issued PERMENDIKBUD No. 14 concerning the Mechanism for Accepting New Students (PPDB) in Kindergartens, Elementary Schools, Middle Schools and High Schools. In this regulation there is a new policy regarding PPDB entry routes, namely the zoning system. Zoning is defined as dividing an area into several parts, according to the function and management objectives. The zoning system is intended for prospective students who live in the closest radius to state schools. With a zoning system, all state schools are designed to provide quality educational services evenly. Through this system, it is ensured that prospective students are easily accepted into state schools that are located close to where they live (Raharjo et all. 2020).

The zoning system is one of the PPDB program pathways that receives the most quotas compared to other pathways, namely the achievement pathway, transfer of duties to parents or guardians, and the affirmation pathway. Until now, the zoning system is still a priority in student admission programs in state schools. Specifically, there are two main objectives of zoning, namely: (1)
increasing equality and justice in accessing education; and (2) increasing equal distribution of the quality of education services. (Raharjo et all. 2020).

However, in reality, the PERMENDIKBUD actually creates new problems. The implementation of the zoning system has resulted in Sekolah Menengah Atas (SMA) sawasta or private high schools experiencing a decline in the number of students. Research conducted by Purnasih and Ali shows that there are a number of private schools that have experienced a decline in the number of new students due to the zoning system (Purnasih and Ali, 2019). Apart from that, a more worrying impact is that many private schools in several areas are threatened with closure due to a lack of students. Quoted from Tribun Lampung.com (2019), it was revealed that there are several private schools in Lampung that are threatened with closure due to a decrease in the number of students. This then happened to SMA PGRI 2 Pringsewu which finally officially closed in 2020. Based on the results of direct interviews with the Principal, the school was closed because it did not have enough students.

Currently SMA Swasta or Private High Schools in Pringsewu Regency continues to make various efforts to maintain its existence, as is done by SMA Swasta Bina Mulya Gadingrejo. SMA Swasta Bina Mulya Gadingrejo, Gadingrejo District, Pringsewu is one of the private schools affected by the zoning system. Every year SMA Swasta Bina Mulya Gadingrejo has to compete with private schools and even other state schools to get students. In the Gadingrejo District area or nearby, there are at least 5 competing schools consisting of 2 State High Schools, 1 State Vocational School and 2 Private High Schools. This situation requires SMA Swasta Bina Mulya Gadingrejo to make efforts to gain attention, trust and response from the community.

Based on the Basic Education Data (DAPODIK) of the Ministry of Education and Culture of the Republic of Indonesia dated January 25 2023, the number of general category private high school students in Pringsewu Regency over the last three years can be seen in table 1.

<table>
<thead>
<tr>
<th>School Name</th>
<th>Number of Students in 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 SMA Swasta Bina Mulya Gadingrejo</td>
<td>114</td>
</tr>
<tr>
<td>2 SMA Swasta Yasmida Ambarawa</td>
<td>103</td>
</tr>
<tr>
<td>3 SMA Swasta Muhammadiyah Gadingrejo</td>
<td>107</td>
</tr>
<tr>
<td>4 SMA Swasta PGRI Pagelaran</td>
<td>71</td>
</tr>
<tr>
<td>5 SMA Swasta Muhammadiyah Pringsewu</td>
<td>92</td>
</tr>
<tr>
<td>6 SMA Swasta Yadika Pagelaran</td>
<td>49</td>
</tr>
<tr>
<td>7 SMA Swasta 17 Pegelaran</td>
<td>41</td>
</tr>
</tbody>
</table>

Source: https://dapo.kemdikbud.go.id/progres-sma/2/121000

Based on the data above, SMA Swasta Bina Mulya Gadingrejo is the private school that has the largest number of students. Researchers suspect that this cannot be separated from the existence of an appropriate planning process and marketing communication strategy by the school.

Communication is one step in the process of creating relationships between individuals and groups (Zainal et al. 2019). An educational institution requires planned communication, both external communication and internal communication, namely between an organization and its community in an effort to maintain its reputation. In Anam's research, he stated that achieving a good reputation for an institution can be achieved through planned communication (Anam, 2020). The planned communication in question is Public Relations. According to Scoot M Culpip, Alen H. Center, and Glen M. Broom, the attitude of public relations is identifying policies and procedures of individuals or organizations with the public and planning and implementing program activities to get public attention (Ali, 2020). In Besar and Zainal's research, it was found that public relations plays a role in improving the image of an institution through professional services (Big and Zainal. 2016). Based on this definition, it can be seen
that public relations is a strategic part of planning, communicating and evaluating programs that have an impact on building the school's image.

Apart from public relations, educational institutions also need to carry out marketing. According to Kotler & Keller, marketing is defined as an organizational function and a series of processes for creating, communicating, and providing value to customers and managing customer relationships, all of which can benefit the organization (Adam, 2014). Every educational institution must have competence in marketing its educational institution so that the human resources and quality in the institution can develop and progress, therefore every educational institution needs a marketing strategy for educational services so that the school is able to survive and develop (Tjiptono, 2014).

Public Relations is the process of delivering messages in a planned manner both externally and internally, while marketing itself is an activity of sending exchange value between the owner of the value and the target he wants to achieve (Ali, 2020).

Thomas L. Harris' opinion can guide us in understanding the relationship between public relations and marketing through a concept, namely "Marketing Public Relations" (MPR). Thomas L. Harris (The Marketer's Guide to Public Relations) explains that Marketing Public Relations is a process of planning and evaluating programs that stimulate sales and customers. This is done through the delivery of reliable information and impressions that can connect institutions, products and services with the needs and concerns of society. Marketing Public Relations is closer to two-way communication traffic between institutions and society. This program aims to build people's motivation in choosing products or services offered through creative concepts (Ali, 2020).


Pull Strategy has the potential to attract public attention. The aim of this strategy is for the target to come and respond to the product or service being offered. Efforts commonly undertaken include promotion through the media and sales through advertising. Research shows that the use of social media in running a business can gain public sympathy and loyalty towards the products or services offered (Zainal, Toni, and Wardhani, 2021).

Push Strategy is a strategy to encourage and stimulate awareness and stimulate sales of clients to choose and buy the products or services offered. One form of this strategy is to carry out direct marketing or direct marketing communications to targets through brand presenters or sales marketing. In Zainal and Septi's research, they found that marketing strategies through brand presenters can encourage awareness and stimulate clients to buy the products offered (Zainal and Septi, 2017).

The Pass strategy aims to influence, persuade and create good public opinion. Pass Strategy can be carried out with an activity program based on environmental and community awareness related to institutions or companies. This activity will increase public trust and improve the image of the institution or company itself.

Marketing Public Relations strategies can be implemented through marketing communication tools or mixes which include Events, Sponsorship, Publications, News, Identity Media, Speeches, Public, Service Activities (Kotler and K.L. Keller 2009).

Previous research on Marketing Public Relations was conducted by Tresna Wiwitan which showed that there was a Marketing Public Relations tool that students were interested in, namely direct exposure to information in high school with the 'no selling' technique and providing 'enlightenment' to students to prepare themselves to enter higher education (Wiwitan, 2021). Other research conducted by Rosyadi shows that Marketing Public Relations in increasing the number of BRIZZI card users includes special events, sponsorship, BRIZZI Trans Jogja, Direct Presentation, Teller Marketing, Exhibition Events, and Advertising Strategy Bundling as well as BRIZZI co-branding. There was an increase in the number of BRIZZI card users in October which far exceeded the target (Rosyadi, 2018).

SMA Swasta Bina Mulya Gadingrejo ability to face competition in obtaining students amidst the challenges of the zoning system is interesting to study. Analysis of processes and strategies in the MPR PPDB program is the object of this research. Apart from that, the analysis of this research is supported by Relationship Management Theory. Relationship Management Theory is a theory that discusses the relationship management process between an organization and its public, both internally and externally.
Communication is positioned as a tool for building relationships, and programs are evaluated based on their impact on the organization and the public. This theory departs from the co-creational paradigm which considers communication to be used to stimulate the public to jointly create meaning (co-creator meaning) and emphasizes building relationships with all publics. The relationships or actions that occur between institutions and their public can have an impact on the economic, social, cultural or political welfare of each party (John Ledingham, 2005 in Kriyantono. 2017). The application of Relationship Management Theory in this research aims to provide a basis for research analysis in finding out the processes and forms of relationships that SMA Swasta Bina Mulya Gadingrejo builds with the public through Marketing Public Relations. Apart from that, this is also based on several SMA Swasta Bina Mulya Gadingrejo programs which establish relationships with other parties as an effort to expand communication networks and encourage the success of school programs.

The formulation of the problem in this research is the Marketing Public Relations process and strategy for Program Penerimaan Peserta Didik Baru (PPDB) or Accepting New Students Program in the Zoning System at SMA Swasta Bina Mulya Gadingrejo. Based on the presentation and explanation of the background, this research aims to analyze in depth the Marketing Public Relations PPDB process and strategy in the midst of the Zoning System at SMA Swasta Bina Mulya Gadingrejo.

II. RESEARCH METHODS

This research uses a constructivist paradigm, namely a paradigm that views reality as being built from constructions of meaning from various individuals. This paradigm directs researchers to focus on collecting data on exploring the meaning (meaning of reality) of individuals by exploring in-depth data in a dialogical manner, such as exploring the social, cultural, psychological and economic motives and contexts that lie behind the individuals being studied. Then, the data is analyzed by dialogue with various meanings so that general conclusions can be drawn (Kriyantono, 2020).

The research approach uses a qualitative approach through a descriptive strategy to explore data in the form of words or writing from informants and then present it by describing the data systematically (Kriyantono, 2020). The focus of this research is on the reality designed for MPR PPDB amidst the zoning system at SMA Swasta Bina Mulya Gadingrejo by analyzing and explaining the process and results.

The informant selection technique was carried out purposively by selecting informants who were deemed to meet the requirements according to the research topic. There are two types of informants, namely key informants and supporting informants. Key informants are the main sources who have the main information regarding the research topic. The use of supporting informants in this research aims to provide an assessment and strengthen the research results of key informants. Key informants include the Principal and Deputy Principal for Student Affairs. Supporting informants include active students from SMA Swasta Bina Mulya Gadingrejo and who were once the target of the MPR PPDB 2022, Deputy Head of Student Affairs at Sekolah Menengah Pertama (SMP) 4 Gadingrejo or Private Junior High School, Deputy Head of Student Affairs at SMPN 16 Pesawaran, Head of Blitarrejo Village and parents of SMA Swasta Bina Mulya Gadingrejo students. The process of extracting data from informants and research locations through observation, interviews and documentation techniques. Data analysis and interpretation techniques include data collection, condensation, data presentation, drawing conclusions, or verification (Kriyantono, 2020).

III. RESULTS AND DISCUSSION

A. Profile of SMA Swasta Bina Mulya Gadingrejo

SMA Swasta Bina Mulya Gadingrejo is a private school in Pringsewu Regency which is located on Jalan Raya Blitarrejo, Bina Sejahtera Mandiri Blitarrejo Community Empowerment Institution complex, Gadingrejo District, Pringsewu Regency, Lampung Province, Indonesia. Every year SMA Swasta Bina Mulya Gadingrejo designs various activity programs ranging from academics, student affairs, facilities and infrastructure as well as public relations which are integrated to become school promotional material at every moment of PPDB preparation. Apart from that, SMA Swasta Bina Mulya Gadingrejo has also achieved many achievements, from district to national level, especially from superior programs and routine programs. This is one of the attractions of SMA Swasta Bina Mulya Gadingrejo.
B. PPDB Program Profile in the Middle of the Zoning System

Penerimaan Peserta Didik Baru (PPDB) or Admission of New Students is one of the school's long-term programs managed by the Deputy Principal for Student Affairs and in collaboration with all elements of SMA Swasta Bina Mulya Gadingrejo.

PPDB activities are part of school promotional activities which are carried out continuously or on an ongoing basis. This program is usually implemented just before the new year until the middle of the year, right when new students enter. The time for implementing PPDB at SMA Swasta Bina Mulya Gadingrejo is different from other schools, especially state schools which are bound by government regulations. The SMA Swasta Bina Mulya Gadingrejo PPDB program is more flexible considering that SMA Swasta Bina Mulya Gadingrejo is a private school managed by the community. This means that the technical implementation can be designed independently. The following are the results of an interview with Eka Agus Riyanti, Deputy Principal for Student Affairs:

"Yes, PPDB is our priority program in student affairs, because this program is called the entrance for prospective students to our school and the impression that they get to know our school like that. PPDB in our school is certainly different from state schools where there are special requirements or regulations that are bound by the government, such as a zoning system. Our school has made many regulations and requirements independently, although we also understand and study government regulations specifically for state schools. PPDB activities themselves actually never stop and these activities not only discuss the registration and acceptance process, but what is no less important is the school promotion process."

"So, when it comes to registration and acceptance of students, we usually start this activity before the new year or from January to July."

However, SMA Swasta Bina Mulya Gadingrejo assessed that the zoning system in the PPDB program which was implemented nationally in 2018 had a significant impact on the number of students. SMA Swasta Bina Mulya Gadingrejo assesses that this zoning system is still a challenge that must be faced every year. Therefore, a good process is needed in managing the PPDB program as a form of school promotion. Muhammad Alimi as the school principal said that:

"Yes, this is of course our homework every year, especially since the zoning system was implemented. "This needs to be an important concern because if we cannot read the opportunities and challenges that exist in the field and cannot process the PPDB activity program, it might have a negative impact on the condition of the school."

C. MPR PPDB Process at SMA Swasta Bina Mulya Gadingrejo

The Marketing Public Relations process for Penerimaan Peserta Didik Baru amidst the zoning system at SMA Swasta Bina Mulya Gadingrejo is carried out through several stages starting from the problem defining stage, program and strategy planning, implementation and evaluation. This was conveyed directly by the Principal, Muhammad Alimi, as follows:

"We, through the Deputy Principal for Student Affairs, who runs the PPDB socialization program, always prepare it through several processes, starting from revealing the results of the previous year’s evaluation again, then we carry out planning, start implementing and re-evaluating the results which we will use as material for the future and so on."

The Deputy Principal for Student Affairs, Eka Agus Riyanti, also conveyed a similar thing:

"Every time we are going to carry out a school promotion for the Admission of New Students, we, the PPDB team, usually start by discussing various things that are opportunities and challenges, after that we continue by planning the strategies and programs that we will carry out, then implement them and at the end we close with a joint evaluation."

1) Problem Defining Stage

The Defining Problem stage is the initial stage carried out in the Marketing Public Relations process. This stage aims to search for data and facts in the field to obtain and determine problems by public relations. Public relations involves itself in research and collecting facts and data in the form of public opinion, public attitudes and public behavior.

In the Defining Problems PPDB stage in the midst of the Zoning System at SMA Swasta Bina Mulya Gadingrejo 2022, this is done by holding work meetings to discuss reports or evaluations of the 2021 PPDB work program and looking for problems
that are currently occurring in the community. After conducting discussions, the PPDB team analyzed the problems found to be solved together. As stated by Eka Agus Riyanti that:

"Usually at the beginning of the PPDB committee meeting we try to re-check the results of the previous year's PPDB work program report and adjust it to the conditions currently occurring in society. In the 2021 PPDB report, we found several problems, namely that since the zoning system was introduced, student interest in enrolling in state schools has increased, but many people also complain about education costs being less affordable, so there are students who do not continue their education. Apart from that, the PPDB team did not approach the community enough."

Based on this report, the PPDB team attempted to formulate and solve these problems by linking them to the strengths of SMA Swasta Bina Mulya Gadingrejo. As stated by Eka:

"Under such conditions, we are trying to solve this problem, such as by strengthening promotions in the environment around the school considering that there are two Junior High Schools (SMP), namely SMPN 4 Gadingrejo and SMPN 16 Pesawaran which are located close to Bina Mulya Gadingrejo PRIVATE SMA. Then by creating a school funding relief program, promoting the procurement of school uniform packages, school scholarships which are carried out directly and indirectly (through promotional media)."

2) Planning And Programing Stage

After formulating the problems and reading about the various opportunities that existed, the SMA Swasta Bina Mulya Gadingrejo PPDB team started making plans, programs and strategies. Eka explained as follows:

"In the planning stage, we discuss the concept of activities, namely targets or objectives and also methods or strategies for PPDB activities. So, that is the target for this zoning system, we are maximizing the students around the school who live in Pekon Blitarejo, Pekon Parerejo and Pekon Condong Sari. Previously we reached out to several other pekons such as Pekon Panjerejo and Pekon Bulok Karto. Targeted not only at students, but also at students' parents. This is because some students who register at SMA Bina Mulya Gadingrejo are also directed by their parents. "Then we also discussed the parties we could collaborate with, starting from SMP N 4 Gadingrejo, SMP N16 Pesawaran, the Pekon Blitarejo government and students and alumni to help make PPDB a success."

After planning, what the MPR PPDB SMA Swasta Bina Mulya Gadingrejo team did was create and implement an activity program as an effort to face competition amidst competition, gain a good image and mutual understanding. The activity program was presented by Eka as follows:

"Actually, all school activity programs, especially student affairs, lead to PPDB. This means that not all of the school's own promotional programs and activities are held only when approaching PPDB. There are routine programs that are useful for encouraging school promotional activities in PPDB."

a) MPR PPDB Strategy and Activity Program

Based on the results of an interview with Eka, the MPR PPDB SMA Swasta Bina Mulya Gadingrejo program has three MPR strategies, namely Pull Strategy, Push Strategy, Pass Strategy (Kotler, Phillip. Keller, 2009). These three strategies have types of programs that support each other.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Program Type</th>
<th>Program Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Pull</td>
<td>Event</td>
<td>· Anniversary of Bina Mulya Gadingrejo High School &amp; Graduation of class XII students</td>
</tr>
<tr>
<td></td>
<td>Sponsorship</td>
<td>· Students become flag raising officers at the Republic of Indonesia</td>
</tr>
</tbody>
</table>
In the Pull Strategy, the informants assessed that the programs in this strategy were considered to be able to attract public attention and interest to SMA Swasta Bina Mulya Gadingrejo, namely Events, Sponsorships, Publications, News and Media Identity. In the opinion of key informants and supporting informants, the SMA Swasta Bina Mulya Gadingrejo Anniversary event and class.

The next activity is sponsorship which is an activity that has a significant impact on the school's image. This activity is a form of collaboration or sponsorship by SMA Swasta Bina Mulya Gadingrejo for the Blitarejo Village Government program to hold a ceremony commemorating the Birthday of the Republic of Indonesia. The SMA Swasta Bina Mulya Gadingrejo Flag Hoisting Troop Team appeared as flag raising officers at the event which was attended by thousands of residents of Blitarejo village and its surroundings. This certainly provides an opportunity for SMA Swasta Bina Mulya Gadingrejo to promote and demonstrate its potential and achievements in the field of Pasukan Pengibar Bendera (PASKIBRA) or flag raisers in front of the community. This is in accordance with MPR's role in building brand awareness and brand knowledge. Apart from that, sponsorship is also inseparable from the relationship management process that has been built by SMA Swasta Bina Mulya Gadingrejo with the Blitarejo Village Community. The collaborative process built by both parties provides benefits for both. This is in accordance with Relationship Management Theory which places communication as a tool for building relationships, and programs are evaluated based on their impact on the relationship between institutions and society. The relationship built by SMA
Swasta Bina Mulya Gadingrejo and the Blitarejo Village Government can be said to be successful because this collaboration creates trust, commitment, satisfaction and mutual control. Furthermore, identity, publication and news media are activity programs that can always be carried out as a medium for planning, creating and distribution of information about various school programs being implemented. This activity can make it easier for people to get information without time and space limitations, especially information posted on social media.

Next is the Push Strategy which is implemented with the ability to speak directly about PPDB information to prospective new students. There were two activities, the first of which was in the form of socialization by the MPR PPDB team which was carried out in the classes of SMPN 4 Gadingrejo and SMPN 16 Pesawaran. The second is a visitation program or visiting the homes of prospective new students directly. The results of the analysis show that the implementation of this activity is very effective in persuading and building good relations between SMA Swasta Bina Mulya Gadingrejo and the community. This is because the ability to speak directly can encourage public understanding of the marketing messages conveyed by the SMA Swasta Bina Mulya Gadingrejo PPDB team. The MPR PPDB team can explain various programs and promotions at SMA Swasta Bina Mulya Gadingrejo PPDB program that suit the needs of the community. The public, both prospective students and parents, can find out and understand the programs offered directly. This is a form of providing the best service that can encourage a sense of community satisfaction. This is based on research by Kuswanto, Ramli and Widokarti that by providing the best service a sense of satisfaction will arise in customers (Kuswanto, Ramli and Widokarti, 2023). This program is one of the programs contributing to the largest number of applicants. With direct interaction and supported by good communication skills, prospective students are interested in registering. In accordance with the Marketing Public Relations concept, namely building two-way communication traffic between brands and their clients. Marketing public relations is an effort to communicate products or services through creative concepts that aim to build purchase motivation and provide satisfaction to clients (Ali, 2020).

After carrying out the two strategies above, the next step is to carry out the Pass Strategy. In this strategy there is one type of program, namely Public Service Activities in the form of social activities. The results of the analysis show that these activities are beneficial for the school's image, but these activities are not widely known and widely understood by the local community. Only a few social activities are known to the public and most people find out about these activities through social media.

3) Taking Action and Communicating Stage

This stage is the implementation of the marketing communication strategy and mix that has been prepared and determined based on the two previous stages. At this stage the strategy and Marketing Communication Mix are conveyed to the public with the aim of creating a good impression and being able to influence parties who are considered important or have the potential to provide full support to SMA Swasta Bina Mulya Gadingrejo.

4) Evaluating The Program Stage

At the Evaluating The Program stage or evaluating the entire program, the SMA Swasta Bina Mulya Gadingrejo MPR PPDB team held an evaluation meeting at the end of PPDB activities to collect various information related to program achievements, obstacles discussed and studied as preparation material for program implementation. PPDB's next activities.

Based on the results of the evaluation carried out by the MPR PPDB team at SMA Swasta Bina Mulya Gadingrejo, it was revealed that the MPR program used to make PPDB a success in 2022 is still relevant and quite effective in building a positive image and attracting public interest, even though there are several programs that cannot be managed optimally in public services. activities. The number of students is still considered sufficient and not too far from the previously planned target.

IV. Conclusion

Marketing Public Relations (MPR) Penerimaan Peserta Didik Baru (PPDB) or Admission of New Students in the Middle of the Zoning System at SMA Swasta Bina Mulya Gadingrejo in 2022 is implemented through the stages of Problem Definition, Planning and Programming, Taking Action and Communication and Program Evaluation. There are 3 strategies used, namely Pull Strategy, Push Strategy, and Pass Strategy. These three strategies are collaborated with a marketing communications mix which includes publications, events, sponsorship, news, social activities, talks in the form of visits and media identity. Research analysis found that there were significant activity programs, namely events and sponsorships, which were able to attract the attention of informants and improve the school's image. Then there are publications and identity media that are useful for increasing and
maintaining the existence of the school as well as speeches in the form of direct visits to the homes of prospective students to persuade and provide satisfaction with marketing services and registration. Meanwhile, the public service activities program requires maximum management so that it can be absorbed and integrated with other program functions.

REFERENCES


