



Branding Strategy Based on 5M Management in Improving the Existence and Competitiveness of Islamic Education Institutions

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Abstract:

This study aims to identify the challenges faced by Madrasah Aliyah Nurul Jadid in increasing public trust by using the 5M method as an image management strategy. This study uses a qualitative case study approach to understand how internal and external factors build public trust in the madrasah. The research findings show that internal challenges include improving Human Resources (HR), applicable systems, marketing strategies, and providing supporting facilities. Meanwhile, external challenges are related to the readiness of the community to understand and adapt to the system implemented in the madrasah. It is necessary to implement 5M-based image management, which includes Man (human), Method (method), Material (resources), Money (funding), and Media (communication tools). The results of this study provide an in-depth understanding of the strategy for building public trust contextually based on the social and cultural conditions of Madrasah Aliyah Nurul Jadid. These findings can be a reference for further research to strengthen the concept of image management in various educational institutions.

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Introduction

The challenges of educational institutions in the current era are high competition so that there are many offers of educational institution services, increasing demands from customers or students, especially on quality and cost, and advances in communication, information and computer technology (Lulu et al., 2024). It is a concern for educational institutions, especially MA Nurul Jadid, to understand the challenges and limitations of developing and maintaining their existence.

Mawardi, as the head of public relations of MA Nurul Jadid, explained that madrasas must be able to take the best steps in order to compete in this competition. Seeing the current conditions of competition in educational institutions, Islamic educational institutions should

have a marketing strategy that can be collaborated with a business strategy that refers to increasing competitiveness (Karsono et al., 2021).

This competitiveness strategy is needed to maintain the existence of an educational institution, including madrasahs. In 1938, Carl Jung said that in improving the branding of educational institutions, 12 characters needed to be displayed to attract consumers, namely starting from a caregiver, creator, everyman, explorer, hero, innocent, jester, lover, magician, outlaw, ruler, and sage (Hikmah, 2021). A study by Cheng, Trivitt, and Wolf revealed that religious schools need a branding strategy to communicate the distinctive programs that differentiate them from similar schools.

Islamic educational institutions tend to adjust their branding to mainstream religious values and have historical roots in an area more attractive to students (Diba et al., 2021). As the Principal of MA Nurul Jadid, Lukman said that in 2018, MA Nurul Jadid established an innovation by holding a Tahfidz program to improve the quality of students with Islamic boarding school values. However, in the 2021-2022 academic year, the program experienced a decline in interest. It can be concluded that if only relying on the roots of the background of the formation of an educational institution, of course, it will only be a characteristic and will only be considered backward by society.

Competition in education to recruit new students will undoubtedly increase every year. Therefore, a precise strategy is needed to increase public trust. Changes caused by the increasing number of educational institutions are a new challenge for each institution, especially MA Nurul Jadid, to innovate in order to be able to exist and have a competitive advantage in meeting the complexity of community demands and developments in the era and be able to compete in improving branding image. If educational institutions can answer this challenge, they will remain as institutions trusted by the community (Baharun et al., 2020).

In order to answer this, it is time for Madrasah Aliyah Nurul Jadid to build intensive communication with its stakeholders so that mutual interaction can be established between them. The community can fulfil what is needed by the madrasah, and vice versa; various community needs for educational activities can be fulfilled directly and indirectly (Khadavi, 2024). In building mutual interaction, intensive communication is needed to influence each other, and there is a reciprocal relationship.

From a customer perspective, organizations must determine the market segments and customers targeted for the organization or business entity (Sakdiyah et al., 2024). This certainly requires educational institutions to find ways to answer society's challenges to continue to maintain the existence of these educational institutions. Therefore, one way to keep educational institutions alive is using the 5M theory (Man, Method, Material, Money, Media). The 5M theory is one of the concrete management elements in managing a company or educational institution for future sustainability.

Harrington Emerson dalam Phiffner John F. dan Presthus Robert V. pada tahun 1996 Harrington Emerson in Phiffner John F. and Presthus Robert V. in 1996 emphasized that management has five elements (5M), namely: (1) Man; (2) Money; (3) Materials; (4) Machines; and (5) Methods. Man refers to human resources (HR) owned by the organization. Money, in this case, the source of funding, is one of the important elements for achieving goals because everything must be calculated rationally. Materials are materials used in achieving company goals. Machines are technology and infrastructure that provide convenience, generate greater profits, and create work efficiency. The method determines how to carry out a task by providing various considerations to targets, available facilities and use of time and Money and business activities (Saputro & Pramudyo, 2022).

Public trust must be fought for because forming a good image influences Madrasah

Aliyah Nurul Jadid's existence in education. There are many studies on increasing public trust in educational institutions, including the results of research by Carnawi et al. (2024) that, to obtain a favourable public view, increasing public trust is an important thing to be considered and built by educational institutions.

Likewise, Firda and Fitriatin (2024) conveyed what was conveyed about building good communication to build the image of the madrasah. Increasing consumers' trust in educational services will greatly influence educational institutions' ability to maintain their existence in addition to the research above. Azizah & Mahmudin (2024), in their research, also revealed that the image of educational institutions is very much needed to maintain the existence of the educational institution. A good image will be obtained with reasonable marketing steps; using the right marketing mix concept will change the public's view of the educational institution.

From the studies above, it means that good management will get good results, too. The existence of educational institutions will be maintained by building good love in the eyes of the community. Departing from this, the researcher is interested in focusing his study on the use of the 5M method in building the image of educational institutions, especially Madrasah Aliyah Nurul Jadid, in order to maintain the existence of the madrasah; that is what makes this study unique.

Metode

This study uses a qualitative case study method with a multi-site design. Case studies in this study are in-depth research on individuals, one group, one organization, and one activity program within a specific time. Data collection techniques were carried out through three main approaches: 1) participant observation, where the researcher is directly involved in MA Nurul Jadid's activities to obtain more in-depth information about the education branding strategy; 2) in-depth interviews with the Principal of MA Nurul Jadid, the head of administration and public relations admin and related administrators to explore their views on the challenges and strategies applied in pesantren education, and 3) documentation (Wahid et al., 2020).

This study describes the implementation of several problem-solving procedures studied by presenting data on the 5M method in improving the trust, image and existence of Madrasah Aliyah Nurul Jadid so that the object of the problem can be exposed. The object of the study is the use of the 5M method carried out by Madrasah Aliyah Nurul Jadid to answer society's challenges.

The data in this study were obtained from field notes from observations, interviews, and document reviews related to applying the 5M method at Madrasah Aliyah Nurul Jadid. The collected data was selected and grouped into relevant categories to ensure its accuracy and validity without losing value. The process of presenting the data was done systematically to provide a comprehensive picture of the implementation of the 5M method and its impact on the madrasah. This presentation aims to facilitate understanding and allow more accurate conclusions to be drawn. The data compiled includes a description of the implementation of the 5M method in various madrasah activities, its impact on public trust and the image of the madrasah, and the challenges faced in implementing the 5M method.

From the data presented, an in-depth analysis is carried out regarding the effectiveness of the 5M method in increasing the trust, image, and existence of the madrasah (Baharun et al., 2022). Conclusions were drawn based on patterns found in the data and verified through triangulation from various sources: observation, interviews, and documents. Thus, the results of this study can provide clear insights into how the 5M method is adopted and applied in the educational context of Madrasah Aliyah Nurul Jadid.

Results and Discussion

The Challenge Of Building Ma's Image Nurul Jadid

Nowadays, educational institutions in Indonesia are developing significantly. The Central Statistics Agency (2022) stated that there are at least 217,283 schools in Indonesia. This large number makes parents think twice about where to send their children to school (Angga, 2020). Institutions that cannot compete and innovate will be left behind and will not be noticed by the public. Therefore, an institution must take steps to answer the challenges in building an image or public trust in the services that educational institutions will provide.

From this, Mawardi as the head of public relations for MA Nurul Jadid explained that the real challenges to the analogy of the existence of Islamic educational institutions, especially Madrasah Aliyah Nurul Jadid, are: (1) internal challenges, where Madrasah Aliyah Nurul Jadid must improve the system in force in the madrasa by adapting to what society needs, (2) external factors, how society can understand the development of educational institutions, especially Madrasah Aliyah Nurul Jadid. Therefore, Madrasah Aliyah Nurul Jadid needs a step or solution.

Of the two challenges faced by Madrasah Aliyah Nurul Jadid, of course, there is a need to regulate the steps that will be taken to improve the community's image or sound views. According to Harrington Emerson, five elements of goal management are interrelated (Atram & Weshah, 2022), namely:

Man = human involvement as a driver who has a role, thoughts, hopes and ideas

Money = availability of adequate funds

Materials = objects or raw materials needed in making something

Machines/Media = work machines needed in the production process

Methods = procedures, work methods established by an organization

From the several elements above, to fix the system at Madrasah Aliyah Nurul Jadid, it is undoubtedly necessary to adjust to the readiness of the community with what will be run by the madrasah; according to Ratnasari, the program or system is prepared based on an analysis of community needs and community readiness in facing the system that educational institutions will run. Implementing an effective and optimal program will build public trust in the madrasah (Rosyida et al., 2024)

Moore argues that the root of the opinion-formation process is attitude. Attitude is a person's feelings or moods about people, organizations, issues or objects. In short, attitude is a way of seeing a situation. The attitude expressed is an opinion. Cultural, racial, and religious backgrounds often determine a person's attitude (Yasin et al., 2024). Then, in applying this, Lukman Hakim, as the head of Madrasah Aliyah Nurul Jadid, explained that by studying the absolute trust of the community in the madrasah, the madrasah needs to unite the actions that will be taken and estimating what actions will not be taken by knowing the background of the area they come. So, caution needs to be regulated and considered.

In addition, the same opinion was also conveyed by Mawardi as the head of public relations of Madrasah Aliyah Nurul Jadid, adding that by studying and knowing the background of the area they come from, comprehensive, focused and continuous information can be obtained, which can then be used to plan a program for madrasah relations with the community, in addition, the madrasah can also find out some objective data about the strengths and weaknesses of a madrasah component. In managing the Madrasah Aliyah Nurul Jadid system to gain trust, of course, it will invite challenges to be resolved. Here we present a table related to the challenges faced by Madrasah Aliyah Nurul Jadid in increasing public trust, as follows:

Tabel 2. Challenges of Nurul Jadid Islamic High School in Building Image

Regarding ASCA National, the image management implementation process includes 5 M: Mans, MethManMaterial, Money, and Media. Oveand all, the challenges of Madrasah

No	Challenges In Building Image	5 M
1	Implementation of learning in accordance with the applicable majors and curriculum.	Method
2	Learning at Madrasah Aliyah Nurul Jadid is able to produce output that understands all knowledge.	Method
3	Forming quality human resources with the system that will be implemented.	Mans
4	Prepare a budget that is in accordance with the work program.	Money
5	Consistent implementation of work programs by teachers and employees in accordance with the work program at the madrasah.	Mans
6	Not a few people are not ready to face the system that applies in madrasahs.	Mans
7	Social media and print media as tools to introduce madrasahs to the general public.	Media
8	The choice of media in introducing madrasahs must be in accordance with the community's ability to understand it.	Media
9	Availability of facilities appropriate to learning in madrasahs.	Material
10	The community's unpreparedness for the costs that must be incurred in choosing Madrasah Aliyah Nurul Jadid.	Money
11	Lack of a sense of resignation or confidence by the community in educating students at Madrasah Aliyah Nurul Jadid.	Mans
12	Forming several organizations to train students in the knowledge they have gained.	Method

Aliyah Nurul Jadid are as follows:

Mans

Phiffner Jonh F. and Presthus Robert V. (1960) quoted Harrington Emerson's opinion that men or humans refer to human resources owned by the organization. In management, the human factor is the most determining. Humans set goals and carry out the process of achieving goals. Without humans, there is no work process because humans are working creatures. Based on increasing the value of the madrasah is determined by the role of innovative, creative and professional human resources who can read the desires of the community. Therefore, the improvement and development of human resources are always carried out with several objectives, including obtaining human resources who are experts in their fields, who have specific qualifications, both pedagogical, personal, professional and social qualifications and other qualifications that are adjusted to the vision and mission of the madrasah (Appau et al., 2024). Arifin emphasized that educational institutions must form quality human resources to increase public trust, which is influenced by students, employees, and teachers, as seen from learning outcomes and how they carry out their duties.

As conveyed by Lukman Hakim th, the Head of Madrasah Aliyah Nurul Jadid, in the implementation of increasing public trust in Madrasah Aliyah Nurul Jadid, it is necessary to form quality human resources, we need to make improvements for students, teachers and

employees because these three elements are human resources in the madrasah. Several steps are carried out when recruiting teachers and employees at Madrasah Aliyah Nurul Jadid, considering this is very important. Halimas Sa'diah also conveyed this: Recruitment is one of the most important activities in human resource management because it is the beginning of activities carried out by the madrasah organization to find and attract job applicants with the motivation, abilities, expertise, and knowledge needed to cover the deficiencies identified in teacher and staff planning (Sa'diyah, 2022).

Lukman Hakim, the head of Madrasah Aliyah Nurul Jadid, said that the recruitment process is carried out by determining the source and method of recruitment. Madrasah is divided into several sources and methods, namely internal sources, including prospective career workers obtained from existing workers who have worked at the school using a closed method, meaning that the foundation will give new tasks to these workers based on their abilities and work achievements that have been done. Alternatively, in other words, internal candidates are obtained by the leadership providing or nominating several people as candidates to be promoted with several stages of selection. At the same time, external sources consist of people who are not yet school workers who will be recruited. In the recruitment process, the madrasah strives to apply the principles of professionalism and transparency.

In addition, he added that the selection stages carried out at Madrasah Aliyah Nurul Jadid start from the proposal from the Principal, which is compiled based on each formation needed, then discussed in a foundation meeting, especially in the personnel field, advertised or socialized to the community, after which an administrative selection is held. The test stages include written exams, micro-teaching, interviews and Al-Quran tests. After the required personnel are selected, a commitment is signed with the foundation and an interview with the foundation; even though they have been accepted, they still have to do an internship for 1000 hours to get an assessment during the internship, not enough from there, they still have to have a contract for 2 months, during the 2 months if it is considered good, they will get a Permanent Madrasah Teacher Decree (GTM) from the madrasah.

This is emphasized by Veitzal Rivai, who states that the selection or recruitment process decides which applicants will be accepted. This process begins when the applicant applies for a job and ends with an acceptance decision. The selection process must consider three important things: job analysis, HR planning and recruitment (Mubarroq & Santosa, 2021).

In addition to forming professional teachers and employees, producing devoted, faithful, knowledgeable and noble students is necessary. Davidson argues that the challenge of education today is to facilitate students in acquiring skills in such a way that can be applied in the real world (Ita et al., 2024).

From the statement, Muhammad Na'im explained that truancy behaviour is highly believed to predict the emergence of student delinquency. If a student has low self-control over himself, then the student will not be able to manage himself, including managing his intelligence. This is in line with constructivist learning, where understanding is obtained because of the interaction between problems and the learning environment; students finding their solutions to the problems they face will also increase their achievements so that they will be more stimulated. He also added that implementing teaching and learning activities (KBM) is an important element, as well as mastery of subject matter, leadership, and exemplary behaviour as a teacher and in leading in class. Then teachers who excel need to be supported because the teaching profession requires skills, so there needs to be cooperation from all parties, be it students, their parents, educators or education personnel, and also not forgetting the environment. If everyone supports each other, a teacher will try their best to educate and teach their students because one of the goals of the organization, especially the

world of education, is that the level of achievement and intelligence of their students will continue to increase from one stage to the next according to what is targeted. Professional teachers are needed and have high work motivation, so high student achievement will also be obtained.

However, in addition to the above, which Madrasah Aliyah Nurul Jadid must fix, it is necessary to look at the target community. The community now thinks the program or system being run feels heavier than other madrasahs. They argue that madrasahs under Islamic boarding schools' auspices will be more burdensome for new students because they must focus on two learning methods. This anxiety gives rise to an attitude of less surrender and reduces the community's confidence in the programs and systems running at Madrasah Aliyah Nurul Jadid.

Money

Peterson O. F.'s statement states that Money is one element that cannot be ignored. Money is a means of exchange and a means of measuring value. The size of the results of activities can be measured by the amount of Money circulating in the company. Therefore, Money is an important tool for achieving goals because everything must be calculated rationally (Arumi et al., 2024). Money in the world of education is a cost. Education costs are important in the implementation of education. The education process cannot run without financial support. Education costs are one of the instrumental input components that are very important in implementing education, especially in schools (Qodir, 2024).

Making a budget and determining the costs for the program's implementation is very important for the smooth realization of the Madrasah Aliyah Nurul Jadid program. This will be related to how much Money must be provided to finance employee salaries, teachers, and tools needed and must be purchased. The budget allocated to running several programs must be prepared realistically so there is no thought of embezzlement of funds and black marks against the madrasah.

This is clarified by Fathor Rosi's statement as the treasurer of Madrasah Aliyah Nurul Jadid that educational institutions, like other business fields, face the same problem regarding production costs. However, there are some specific difficulties regarding applying production cost calculations. Educational production is defined as a special service unit. The costs that must be incurred include years of study or hours of study so that the costs in preparing expenses are compared to income. Among the important costs in the education system are space, equipment, books, materials, and salaries of teachers and employees. In addition, the costs incurred by the madrasah are included in every activity held by the existing program or department.

This is in line with Hartutik's statement that, in organizing quality education, financing is needed with accurate calculations so that it is by the required quality. Education financing is a cost that must be incurred, namely the calculation or cost incurred to finance all school activities relevant to education (Prihanarko & Hidayati, 2023).

In addition, he added that sources of education costs in madrasahs can be obtained from routine budgets and APBN (development budget), education support funds (DPP), and student SPP. Our country is under the auspices of Islamic boarding schools, so we must propose submitting funds to the treasurer of the Islamic boarding school for funds from Islamic boarding schools. Student payments, such as SPP, currently use the Flad system, which integrates all payments with the Islamic boarding school. This approach is implemented because Madrasah Aliyah Nurul Jadid operates under the auspices of the Islamic boarding school. Our student SPP payments use a different system from other

madrasahs, usually paying SPP every six months. However, it is done every three months here, so there are four payments in one educational period or two semesters.

The financial reporting system implemented in madrasahs to Islamic boarding schools utilizes two methods. First, report all expenses through an online system by inputting all expenses through Google Drive with an account that the Islamic boarding school treasurer has created for the reason of storing reports so that they are not lost and to facilitate control over the madrasah regarding the expenditure of costs from the funds that have been allocated. Second, a written report including all evidence of expenditure from funds that the madrasah has obtained.

This perspective is met with opposition from the community. Many argue that the increasing funds required by Madrasah Aliyah Nurul Jadid directly impact semester fees, making them more expensive each year. As a result, public interest in choosing Madrasah Aliyah Nurul Jadid for higher education services has declined. Additionally, it is widely recognized that economic disparities within society contribute to this issue.

Media

Meanwhile, George R. Terry argues in his book "Principle of Management" that media or tools provide convenience, generate greater profits, and create work efficiency (Idwan et al., 2024). This strategy is adopted from the business world, where marketing focuses on consumer satisfaction, which can be seen from a strategy based on social media using a logical basis of thought. In other words, if educational institutions that process educational marketing cannot adapt to the current era, then these educational institutions will not be valid to continue to exist.

This is in line with the opinion of Mawardi as the Head of Public Relations of Madrasah Aliyah Nurul Jadid to introduce Madrasah Aliyah Nurul Jadid to the general public to inform the existence of Madrasah Aliyah Nurul Jadid as an educational institution certainly requires a tool such as media. The use of social media as a marketing tool in the world of education in the era of the Industrial Revolution 4.0 is a very appropriate choice because it is increasingly easily accessible to various groups (Susanto & Hermina, 2025). The development of the era forces Madrasah Aliyah Nurul Jadid to use social media as a tool for marketing to the public, considering that today's culture in everyday life is inseparable from online things.

Implement school education marketing strategies through social media, which are very popular in society and online: Facebook, Instagram, and YouTube. Marketing on Facebook is divided into two there are fan pages and groups; if we use fan pages here, actually the group is more general; if the group is not only used by Madrasah Aliyah Nurul Jadid but also by the Islamic boarding school, Instagram there are journalist friends who are active in social media-based education marketing, and for YouTube who manage teachers who have a basic in IT. So, we focus on three social media: Facebook, Instagram, and YouTube.

In addition, he also explained that Madrasah Aliyah Nurul Jadid is challenged with how to influence society with online techniques. However, Madrasah Aliyah Nurul Jadid must also remain active in print media marketing because not many people are still technologically illiterate or do not understand it. The use of print media such as brochures and banners, brochure media can be distributed everywhere, and banner media can be placed in strategic places. We also use other print media such as newspapers, bulletins, and magazines. Sometimes, all of that is known as the world of the press. About madrasahs, the press is said to be a powerful and valuable information dissemination tool; the advantage of disseminating information through print media/press is that it can reach an extensive public,

can be studied by the public quickly, and there is more feedback from the public. Often, we use print media such as daily newspapers; what we include in daily newspapers are student achievements in various competitions and the development of madrasas. Apart from that, we also publish a bulletin called KHARISMA, which we distribute not only within the madrasah environment but also to other madrasahs outside.

In conducting the introduction, Madrasah Aliyah Nurul Jadid must carefully divide the two techniques; the community's existence in understanding marketing is also not the same. Not many rural communities complain. They cannot find out only with online and print media because they are indeed backwards in technology, reading, and writing.

Method

Moony James D. (1954) stated that, method/method or way, where in carrying out various activities to achieve goals, humans are faced with various alternatives that must be chosen one of them. So, by choosing a suitable method or way of activity from the various alternatives available, the implementation of management in achieving goals will run properly and successfully (Al Anshori et al., 2022). In planning, there is strategic planning, which aims to maintain the continuity of the organization so that the organization continues to progress and develop. Likewise, learning will never achieve the desired goals in a learning organization without a good planning strategy. In the context of learning, planning can be interpreted as the process of compiling learning materials, using learning media, using learning approaches or methods, and assessments in a time allocation that will be carried out at a particular time to achieve the specified goals (Arlina et al., 2024).

Improving the output quality from Madrasah Aliyah Nurul Jadid cannot be separated from the directed learning method by applicable provisions. At this time, it is challenged by curriculum changes that are the basis of learning. Learning is currently emphasized as producing quality output by the program or major students choose at the madrasah. Learning will be considered successful if the output results are the foremost being studied.

Muhammad Nasir clarified this as the head of the curriculum of Madrasah Aliyah Nurul Jadid that In order for the implementation of the learning curriculum in the madrasa to run well and by the existing program or department, it is necessary to compile components of the learning curriculum planning device, including Determining Time Allocation and Effective Weeks, Compiling Annual Programs (Prota), Compiling Semester Programs (Promes), Compiling Learning Syllabus, Compiling Learning Implementation Plans (RPP) which are not much different from other madrasahs.

Now, madrasahs have important homework from the Islamic boarding school Education Bureau. Madrasahs are required to create graduate students who are indeed capable in their fields of study, so the system aims to produce students/santri who are not only able in the religious field but also able to master general knowledge according to the majors they choose at the madrasa. So now, it is not only relying on the line of instruction but also functioning in the line of coordination with the Islamic boarding school.

Planning is just a wind if it is not implemented and there is no action from the madrasah. The implementation of the curriculum explained that it contains learning management and leadership activities carried out by teachers in the classroom and student management and the stage of providing learning materials that can be identified in several steps, such as explaining to students the teaching objectives that students must achieve, explaining the primary material to be discussed, discussing the main material that has been written, for each primary material discussed it is necessary to provide concrete examples, questions, and assignments to students. This aims to improve and find out how far students

understand the lessons they get.

The above statement is emphasized by Nurul Anam, Implementation or directing, namely the process of implementing the learning curriculum so that it can be carried out by all parties in educational institutions and the process of motivating so that all parties can carry out their responsibilities with full awareness and high productivity. Implementing the learning curriculum is the process of teaching and learning in the classroom, which is the core of educational institutions' activities.

Furthermore, he explained that establishing student organizations aligned with their chosen program or major is essential for enhancing the knowledge gained from learning outcomes. This initiative aims to assess students' mastery of conceptual systems in their field, develop their independence and skills, and cultivate a sense of enjoyment that fosters motivation for learning and a strong work ethic. There are several student organizations in the madrasah besides the OSIM organization, such as Excom as a forum for students who choose science majors, ASPS as a forum for social studies students in organizing, and the FORSAS organization as a place for language majors.

Sukmawati emphasized that modern madrasah education is theoretical and practice-based, a direct method implemented innovatively. As part of the madrasah curriculum, extracurricular education takes up more than formal hours. The talent interest education program based on a broad-based education approach starts from a change in the educational paradigm from subject-oriented education to education oriented towards mastering life skills (Zubair & Ibrahim, 2024).

The above method is contrary to the public's view. The public wants the output of Madrasah Aliyah Nurul Jadid to produce students capable of learning in various fields, both religious and general knowledge. They think that madrasahs are different from schools; they can combine general and religious knowledge to be applied to learning.

Material

According to Harold Kerzner (1995), materials consist of semi-finished materials (raw materials) and finished materials. In the business world, to achieve better results, in addition to humans who are experts in their fields, they must also be able to use materials as a means because materials and humans cannot be separated; without materials, the desired results will not be achieved (Mahmud et al., 2022). Materials in education include adequate facilities and infrastructure, both directly and indirectly. In this case, those directly related to the educational process include building facilities, study rooms/classrooms, educational tools/media, tables, and chairs. While infrastructure that is not directly related, such as yards, gardens, parks and roads to schools.

Obtaining quality output from learning outcomes certainly requires completeness in the learning system, which will also affect students' comfort in participating in learning. Hence, the completeness of facilities must be developed by Madrasah Aliyah Nurul Jadid. The materials in question are the completeness of benches and chairs in the classroom and sound systems in foreign language learning. This was emphasized by M. Ridwan, the head of the Madrasah Aliyah Nurul Jadid infrastructure facilities, stating, first we conducted an observation of the infrastructure facilities by directly seeing the damaged items, both severely damaged, lightly damaged so that later there would be no errors or waste in procurement. Observation of needs or infrastructure analysis needs to be carried out carefully; damaged items or unsuitable for reuse must be re-procured to support an effective, efficient, innovative, and enjoyable teaching and learning process.

After the observation or analysis of needs is carried out, the observation results are

submitted to a meeting with all employees and teachers to determine the needs; this meeting is internal. Furthermore, we submit the infrastructure facilities the madrasah needs based on the results of the needs determination meeting. The needs that have been determined will be continued by the Principal as a submission stage to the Islamic boarding school, considering that all the needs of the madrasah are regulated and provided by the Islamic boarding school. The submission to the Islamic boarding school is internal, so what will happen next is unknown. Kartiko also emphasizes that procuring educational facilities and infrastructure is an activity to provide all types of facilities and infrastructure according to needs to achieve previously determined educational goals (Kamtini et al., 2024).

In addition, he also added that, in the use or utilization of infrastructure such as rooms or classes, many classrooms in one high school must be at least by the number of study groups, have facilities that allow adequate lighting for reading books and to provide a view outside the room, have adequate doors so that it is easy for students and teachers to leave the room in case of danger and can be appropriately locked when not in use. In addition, there is one science laboratory at Tunas Gloria Christian High School, which is 6 meters in length and 5 meters in width. This science laboratory combines three laboratories simultaneously, namely the Physics, Chemistry, and Biology labs; these three subjects have 1 lab. Moreover, they are used together. The officers or those in charge of the lab are three teachers specializing in Physics, Chemistry, and Biology. The utilization of the lab follows the lesson schedule, ensuring that students have structured access to the facilities for practical learning and experimentation under the guidance of these teachers. According to Zulkifli et al., (2024) and Mubarok et al, (2023), the classroom and laboratory are rooms that function as places for theoretical and practical learning activities that do not require special equipment and/or with special equipment that is easy to present.

The data presentation above proves that the 5M method is a step by Madrasah Aliyah Nurul Jadid in building a good image to maintain its existence. Unlike previous studies, Roziqin and Rozaq will form a favourable public image so that educational institutions will be better in the eyes of the public. Different from that, Absori prioritizes good communication and interaction with the community in order to get a good image in the eyes of the public; in addition, Sabila and Kholiq revealed that a good image of an educational institution would be obtained with reasonable marketing steps the use the right marketing mix concept will change the public's view of the educational institution. In this study, in building a good image of Madrasah Aliyah in the eyes of the public, the 5M method is further developed by taking into account opportunities and things needed by the community and matching internal and external development so that there is no misunderstanding, especially the public's view of Madrasah Aliyah Nurul Jadid, this is what is the capital to form a good image for the existence of the institution.

Conclusion

Based on the results of the research study above, it can be concluded that the challenges faced by Madrasah Aliyah Nurul Jadid in increasing public trust using the 5M method are divided into two, namely, internal factors and external factors. The internal factor itself is how Madrasah Aliyah Nurul Jadid makes improvements in human resources, the system in force in the madrasa, marketing efforts and facilities in the madrasa. The external factor is how the community can understand and be ready to face the system in force in the madrasa. Image management needs five elements, or what is known as 5M: *Man, Method, Material, Money, and Media*.

The results of this study cannot be generalized for all educational institutions that are building public trust. However, the results of this study are specific because they are adjusted

to the socio-cultural environment surrounding it, especially with the unique characteristics of Madrasah Aliyah Nurul Jadid. Therefore, the limitations of the results of this study can be used as further research so that a solid conception will be built to build character for students in all educational institutions.

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