

Analysis of PLN's Crisis Communication Strategy on the Power Outage that Occurred in DKI Jakarta Province

Wahyu Try Hartanto¹, Christian Wiradendi Wolor², Marsofiyati³

¹Digital Office Administration, Universitas Negeri Jakarta, Indonesia

²Universitas Negeri Jakarta, Indonesia

³Universitas Negeri Jakarta, Indonesia.

Abstract

This study aims to analyze the crisis communication strategy implemented by PT PLN in dealing with power outages in DKI Jakarta Province, using the Situational Crisis Communication Theory (SCCT) approach. As the main electricity provider in Indonesia, PLN faces major challenges in maintaining the reliability of electricity supply. Power outage incidents, such as blackouts, cause public distrust that can damage the company's image. This study focuses on PLN's response to negative sentiment on social media that emerged during the power outage. This study uses a descriptive qualitative method with data collection techniques in the form of interviews, observations, and sentiment analysis on social media. The results show that PLN implemented the SCCT strategy by combining the 'Excuse', 'Rebuild', and 'Bolstering' approaches to minimize the negative impact on the company's image. Sentiment analysis shows that the communication strategy used was able to calm some groups of people, although criticisms regarding the speed and quality of communication still exist. This study provides important insights for companies in designing effective crisis communication strategies, especially in the context of power outages in urban areas.

Keyword: crisis communication; PLN; power outage; SCCT; social media; corporate image

1. Introduction

Electricity is a vital need that supports modern life in society, both in Indonesia and around the world. Without electricity, various aspects of life, from household activities to large industries, cannot run properly. Along with the development of technology and the advancement of civilization, the demand for electricity continues to increase. In Indonesia, PLN as the main electricity provider has a central role in ensuring the availability of electricity for the community. Based on BPS data in 2022, PLN has powered 97.73% of households in Indonesia through its electricity network, which covers around 65 million households. With such a large coverage, PLN faces challenges big to not only expand the electricity infrastructure but also maintain the reliability and consistent quality of electricity services.

However, the provision of electricity in Indonesia is not free from various challenges, including power outages that can occur at any time. In addition, power outages can damage the company's reputation and cause public distrust of the performance of PLN (State Electricity Company). As the main electricity provider in Indonesia, PLN inherently has a great responsibility to handle this situation wisely and responsively. Technical disruptions, extreme weather, or even energy policy issues are some of the sources of power outages. In situations like this, PT. PLN is forced to not only restore power supply as quickly as possible, but also to communicate with the community, customers, and related parties in an appropriate and efficient manner.

Knowing that the percentage of the community served by PLN is very large, then the reliability of the service is very important. If there is a power outage, it can disrupt the communication and business systems of the community that have been going on for some time. Quoting Endro through an interview with Info Bekasi (2024), the power outage that occurred in Bekasi on 09/29/24 was quite disruptive to the lives of residents. Many complained that the power outage caused the oxygen in the fish pond to not function and residents had difficulty accessing clean water. "The lights have been out since 13.50 WIB, this afternoon the PLN officer said it would only be 3 hours, but until now it hasn't turned on yet." Said Endro. The same thing was also felt by residents in Bangun Sari, Tanjung Morawa who experienced a power outage for seven hours (Detiksumut, 2024).

Since electricity is an essential need for modern society, it is essential to support various daily activities. The reliability of electricity supply is an important indicator to evaluate the quality of public services and the economic growth of a region. As a state-owned electricity company, PT PLN (Persero) has a big task to ensure that the electricity supply runs well and smoothly. However, power outages still often occur in various places, including in DKI Jakarta Province. Power outages, both temporary and large-scale, can have a major impact on economic, social, and public security activities. In addition, power outages also have the potential to damage the company's image and cause public distrust of PLN's performance. Throughout history, the largest blackout case that ever occurred was the total blackout (Blackout) of PLN Java Island in 2019.

One of the biggest blackout incidents in Indonesian history was the total blackout in Java Island in 2019, which affected millions of residents in the provinces of Banten, DKI Jakarta, West Java, DIY Yogyakarta, Central Java, and East Java. The 2019 Java Island Blackout was a power outage incident originating from PLN throughout Java Island. The provinces affected

by the blackout were Banten, DKI Jakarta, West Java, parts of DIY Yogyakarta, Central Java, and East Java. This blackout disrupted millions of people, so it was classified as a significant national problem and affected important elements such as telecommunications and transportation. In this context, crisis communication becomes a very important aspect. Hardjana (1998) explains that crises occur periodically when adequate precautions were not taken. With the advent of digital media and the internet, information about a crisis spreads quickly and has the potential to damage a company's reputation if not handled properly. The rapid spread of information on social media makes it easy for the public to access and comment on incidents that occur. Therefore, how a company responds to a crisis is crucial in rebuilding public trust and minimizing negative impacts.

Research conducted by Nurulhuda et al. (2022) shows that in dealing with power outages in Java, PLN uses a crisis communication strategy based on Situational Crisis Communication Theory (SCCT). In this case, PLN uses the 'Excuse' strategy by explaining the cause of the blackout, as well as the 'Rebuild' strategy by apologizing to the public. They also use the 'Bolstering' strategy by highlighting the efforts made to improve conditions, as well as the 'Victimization' strategy by describing PLN as a party that was also affected by the incident. Similar research by Choerunissa and Nugraha (2020) also shows PLN's efforts in dealing with the blackout crisis in Central Java. However, there has been no research that analyzes communication strategies in the Jakarta area when a blackout occurs.

Based on this explanation, this study entitled "Analysis of PLN's Crisis Communication Strategy in Power Outages that Occurred in DKI Jakarta Province" aims to analyze the effectiveness of the crisis communication strategy used by PLN in responding to power outage incidents in DKI Jakarta Province. This study will explore the strategies used by PLN in providing communication to the community in the province of DKI Jakarta.

This study aims to analyze the crisis communication strategy implemented by PLN Jakarta Branch during the power outage in DKI Jakarta Province. The formulation of the problem to be discussed includes how PLN implements a crisis communication strategy based on the Situational Crisis Communication Theory (SCCT), public sentiment on social media towards the strategy, and the effectiveness of the communication carried out in responding to negative issues that arise. By understanding these aspects, it is hoped that this study can provide important insights into PLN's response to the crisis and how it affects public perception.

The benefits of this study are expected to provide significant contributions theoretically and practically. Theoretically, this study will complement knowledge in the field of crisis management and communication on social media, as well as open up opportunities for the development of more effective communication strategies. Practically, the results of this study can be a reference for companies and communication practitioners in designing crisis communication strategies that are appropriate to the unique conditions of each organization, so that they can improve their ability to deal with critical issues that may arise.

2. Literature Review

2.1 *Situational Crisis Communication Theory (SCCT)*

Situational Crisis Communication Theory (SCCT) is an important framework for understanding and managing crisis communications. SCCT, developed by Coombs & Holladay (2002) emphasizes how stakeholders assess an organization's responsibility during a crisis, which then influences perceptions and responses to that organization. The greater the

responsibility associated with an organization in a crisis, the more negative the public's perception of that organization (Coombs, 2006). This theory focuses on protecting the public from harm, rather than simply protecting the company's reputation (Kriyantono, 2012). Additionally, SCCT highlights the importance of strategic responses in a crisis by considering how the public attributes responsibility for the crisis (Ham & Kim, 2019).

According to SCCT, crisis communication should be strategic and designed to improve the situation for stakeholders and the organization. (Coombs, 2015) asserts that an effective crisis response must be tailored to the level of organizational responsibility and the reputational risk arising from the crisis. In addition, the ethical responsibility in responding to a crisis lies in providing instructional and adaptive information to stakeholders. This is important because crises often create an information vacuum, so affected individuals need to be informed about the steps to take to protect themselves physically, cope psychologically with the crisis, and understand that the organization cares about their well-being.

2.2 Corporate Image

The definition of image originates from communication science, which is defined as a "public image" or general perception held by the public about an organization or individual (Jefkins, 1983). Then, the image in the context of a business company is explained by previous literature as a representation of the company both in appearance and behavior that is composed of the actions of the actors in the organization (Alessandri, 2001). Along with the development of technology and social media, the company's image is also increasingly influenced by digital interaction and two-way communication with the public. Pertiaz & Sunaryo (2023) show that social media plays an important role in building a company's image by improving communication and relationships with customers. Based on the explanation above, the definition of a company's image can be interpreted as a mental image seen by the public due to the behavior or actions taken by a company.

Corporate image is greatly influenced by how a company responds to crisis communication, where commitment to integrity and transparency are key to maintaining good relationships with consumers and stakeholders (Widawati & Elbana, 2024). Initial public perception of a company has a significant impact on the company's image when a crisis occurs, where the public becomes more critical of the company's strategy in dealing with the crisis (Choerunnisa & Nugraha, 2020). If a company does not understand how to maintain its corporate image, a negative image can result in decreased loyalty, loss of trust, and changes in consumer decisions to use the services offered (Abidin et al., 2019).

3. Material and Method

This study uses a descriptive qualitative methodology to analyze the crisis communication strategies implemented by PT PLN during the power outage in DKI Jakarta Province. This design aims to explore in-depth information about PLN's communication management in crisis situations. To obtain information related to how PT PLN implements crisis communication strategies in DKI Jakarta Province, the researcher conducted observation activities at:

Company Name	: PT PLN (Persero)
Type	: Government
Address	: Jl. PLN No.6, Gandul, Kec. Cinere, Depok City, West Java 16514
Call	: (021) 7542646

The reason the researcher chose PT PLN (Persero) Public Relations division as the place to conduct the observation was because the PLN Public Relations division was directly involved in handling the communication crisis experienced by PT PLN during the blackout that occurred in DKI Jakarta.

The research sample consists of various parties involved in the blackout incident, including PLN customers and PLN officers. The sample selection was carried out purposively to ensure that the information obtained was relevant and representative of the situation being studied. The instruments used in this study include in-depth interviews and observations. Interviews were conducted to gather individual views and experiences related to PLN crisis communication, while observations were used to obtain contextual data on the blackout situation.

The research procedure begins with data collection through interviews and direct observation during the blackout incident. After that, data was also collected from social media to analyze public sentiment towards the communication delivered by PLN.

Data analysis in this study uses a descriptive qualitative approach to understand the crisis communication strategy implemented by PT PLN during the power outage in DKI Jakarta Province. The process begins with data collection through in-depth interviews with customers and PLN officers, as well as direct observation of the blackout situation. The interviews conducted were then transcribed to facilitate analysis, and the collected data were categorized based on relevant themes, such as the communication strategy used by PLN, the public's response to the blackout, and the impact on the company's image. In addition, public sentiment analysis was conducted by evaluating comments on social media to understand public perceptions of the communication delivered by PLN.

In thematic analysis, categorized data was analyzed to identify patterns and relationships between PLN's communication strategy and public sentiment. Comments on social media were grouped into positive, negative, or neutral categories, providing a clear picture of public reaction. The results of this analysis help in evaluating the effectiveness of the crisis communication strategy implemented, as well as identifying PLN's weaknesses and strengths in managing crisis situations. Finally, this study draws conclusions regarding the impact of the communication strategy used on the company's image and public trust, and provides recommendations for future improvements so that PLN can be more responsive and effective in dealing with crises.

3.1 Design Study

In order to analyze the crisis communication strategies implemented by PT PLN during the power outage in DKI Jakarta province, this study uses several instruments to collect data from various sources. These instruments include questionnaires, interviews, and observations, with the aim of gaining a comprehensive understanding of public perception and the effectiveness of PLN's communication. The following is a detailed explanation of the survey instruments used in this study :

3.1.1 Questionnaire

A. Respondent demographics

Respondents are people living in the Jakarta area who were affected by the power outage by PLN.

B. Assessment of PLN Communication

1. How clear and timely was the information you received regarding the power outage?
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
2. Do you feel that PLN's communication during power outages is better ?
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree

3.1.2 Interview

A. Interview Questions for Head of Public Relations and PLN Public Relations Staff

1. How did PLN Jakarta Branch identify the main causes of the power outage in DKI Jakarta?
2. What steps did PLN take to respond quickly to the power outage crisis?
3. How did PLN convey information about the causes and solutions to the power outage to the public?
4. How important is social media in disseminating information related to the power outage?
5. What are the main challenges faced by PLN in responding to public complaints on social media during the power outage?
6. How does PLN assess the effectiveness of the crisis communication strategy implemented in the power outage in DKI Jakarta?
7. Has PLN taken preventive measures to avoid similar blackouts in the future?
8. How does PLN maintain its reputation after the power outage crisis?
9. How important is coordination with government agencies and other parties in handling the power outage in Jakarta?
10. How does PLN handle negative feedback from the public regarding crisis management?

3.1.3 Observation

Conducting observations in the news media regarding public sentiment towards power outages and PLN's crisis communication efforts.

3.2 Data Analysis

3.2.1 Questionnaire

A. Public Sentiment Survey

Number of Respondents : 25 people

Methodology : Online questionnaire about PLN communication during blackouts.

B. Questionnaire Question

- 1) Do you feel that the information about the power outage from PLN is clear and timely ?
 - Strongly Agree
 - Agree
 - Neutral

- Disagree
 - Strongly Disagree
- 2) Do you feel that PLN responds quickly to public complaints ?
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- 3) How satisfied are you with the way PLN conveys information during the power outage ?
- Strongly Satisfied
 - Satisfied
 - Neutral
 - Disagree
 - Strongly Dissatisfied

3.2.2 Interview

A. Interview Subject : Head of Public Relations and Public Relations Staff of PLN

B. Main Questions :

- 1) How did PLN Jakarta Branch identify the main causes of the power outage in DKI Jakarta?
- 2) What steps did PLN take to respond quickly to the power outage crisis?
- 3) How did PLN convey information about the causes and solutions to the power outage to the public?
- 4) How important is social media in disseminating information related to the power outage?
- 5) What are the main challenges faced by PLN in responding to public complaints on social media during the power outage?
- 6) How does PLN assess the effectiveness of the crisis communication strategy implemented in the power outage in DKI Jakarta?
- 7) Has PLN taken preventive measures to avoid similar blackouts in the future?
- 8) How does PLN maintain its reputation after the power outage crisis?
- 9) How important is coordination with government agencies and other parties in handling the power outage in Jakarta?
- 10) How does PLN handle negative feedback from the public regarding crisis management?

3.2.3 Observation

A. Platform : Social media (Twitter, Facebook, Instagram).

B. Content Type: Media news.

4. Result

4.1 Questionnaire Results

A. Public Sentiment Survey

Number of Respondents : 25 people

Methodology : Online questionnaire about PLN communication during blackouts.

B. Questionnaire Question

- 1) Do you feel that the information about the power outage from PLN is clear and timely?
 - Strongly Agree : 4%
 - Agree : 0%
 - Neutral : 4%
 - Disagree : 72%
 - Strongly Disagree : 20%
- 2) Do you feel that PLN responds better to public complaints ?
 - Strongly Agree : 12%
 - Agree : 0%
 - Neutral : 8%
 - Disagree : 72%
 - Strongly Disagree : 8%
- 3) How satisfied are you with the way PLN conveys information during the power outage ?
 - Strongly Satisfied : 4%
 - Satisfied : 0%
 - Neutral : 16%
 - Disagree : 68%
 - Strongly Dissatisfied : 12%

4.2 Interview Results

The answers to questions submitted to the Head of Public Relations and Public Relations Staff of PLN for the needs of researchers in finding data related to research cases

- **Head of Public Relations of PLN (Persero)**

- 1) Identification of Causes of Blackouts

PLN Jakarta Branch identified the main causes of power outages through our monitoring system. We utilize technology to detect disruptions in real time and conduct data analysis to understand the root cause.

- 2) Crisis Response Steps

We implement rapid emergency protocols, including assigning a rapid response team to carry out repairs and communications. In a crisis situation, each team member knows their role and responsibilities.

- 3) Information Delivery

We convey information regarding the causes and solutions to our blackouts through various channels, including social media, official websites, and mobile applications. We strive to be transparent and proactive in providing updates to the public.

- 4) The Role of Social Media

Social media is very important in disseminating information. We use these platforms to reach the public directly and quickly, especially to address information circulating in the community.

- 5) Challenges in Social Media

The main challenge is handling criticism and complaints that spread quickly. We continue to strive to respond quickly and effectively, although sometimes there are negative comments that are difficult to avoid.

- 6) Communication Strategy Assessment

We conduct regular evaluations of the communication strategies implemented. Feedback from the public and sentiment analysis on social media are our references in assessing effectiveness.

7) Preventive Actions

Preventive actions include improving infrastructure and staff training. We also conduct crisis simulations to ensure that all parties are ready to face emergency situations.

8) Maintaining Reputation

We maintain the company's reputation with transparency and responsibility in every situation. Consistent communication and efforts to improve services are key.

9) Coordination with Agencies

Coordination with the government and other parties is very important. We work closely with relevant agencies to ensure a coordinated and effective response during the blackout.

10) Handling Negative Feedback

We have a special team that focuses on analyzing and responding to negative feedback. We prioritize a quick and empathetic response to public complaints.

• **Staff 1 Public Relations of PLN**

1) Crisis Handling Comparison

Crisis handling in 2019 was different from now, because we learned from that experience. Communication protocols are now faster and focused on interaction with the community.

2) Response to Public Criticism

After the 2019 blackout, we improved communication with the community. We responded to criticism through social media and held dialogue sessions to listen directly to public complaints.

3) Use of SCCT Strategy

We still use the 'Excuse', 'Rebuild', and 'Bolstering' strategies. We adjust the context to current events to be more relevant and effective in responding.

4) Impact of the 2019 Blackout

The 2019 Blackout had a significant negative impact on the company's image. We took steps to improve our image by increasing transparency and responsibility.

5) Compensation Policy

PLN implemented a compensation policy for affected customers. Public responses varied, but many appreciated the effort as a form of our responsibility.

• **Staff 2 Public Relations of PLN**

1) Identify Causes

We are also involved in collecting data from the field to help identify causes. Every report from customers is valuable for our analysis.

2) Response Steps

We collaborate with the technical team in conveying information. This ensures that the information we provide is accurate and reliable.

3) Information Delivery

We also use infographics and videos to clarify the information conveyed to the public. This helps to reach a wider audience.

4) Social Media Challenges

In addition to managing criticism, we also face challenges in overcoming misinformation that is often circulating. Educating the public is part of our strategy.

5) Strategy Evaluation

We conduct surveys to get feedback from the public about the communications we do. This helps us to continuously improve the quality of our crisis communications.

4.3 Observation Results

- A. Platform : Social media
- B. Content Type : Media news.

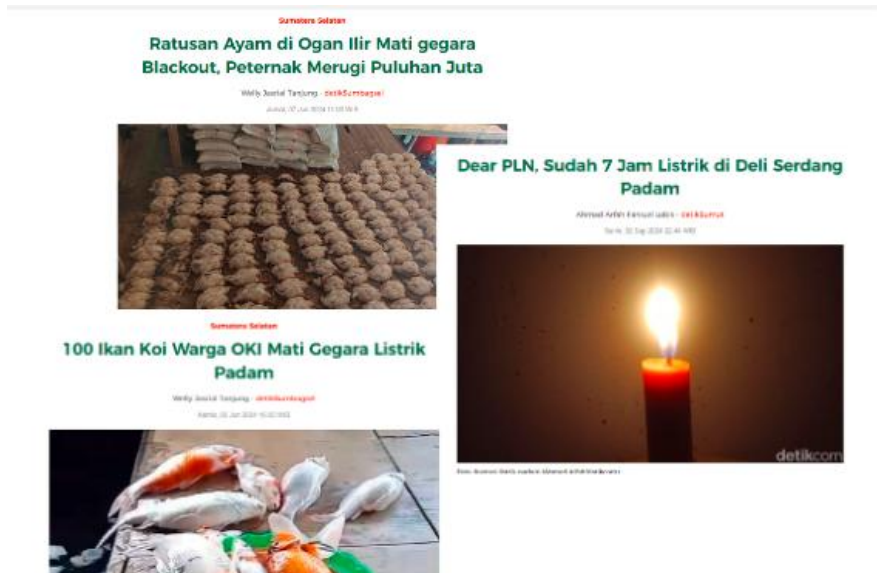


Figure 1.1 Media Coverage related to PLN Power Outages Throughout Indonesia (Source: Detik.com)

The image above shows several news clips published by the media about the power outages that occurred in Indonesia, especially those handled by PLN. The news with the title "Hundreds of Clouds in Ogan Ilir Due to Blackout, Farmers Lose Tens of Millions" illustrates the losses experienced by farmers due to the blackout. In addition, there is a news story titled "Dear PLN, Electricity in Deli Serdang Has Been Out for 7 Hours," which shows public complaints about the length of the blackout that occurred, highlighting the frustration of residents who are disrupted by the instability of the electricity supply. The last image shows a statement about "100 Koi Icons of OKI Residents Due to Power Outage," which emphasizes the impact of the blackout on people's daily lives, especially in terms of their businesses and hobbies, such as raising koi fish. Overall, these images reflect the various public reactions and impacts caused by the power outage, and show the importance of effective communication from PLN to address this issue. These news stories illustrate public dissatisfaction and the need for PLN to improve its services and response to customer complaints.

5. Discussion

5.1 Public Response to Power

The results of the study show that the power outages that occurred in DKI Jakarta Province caused significant dissatisfaction among the public. The majority of respondents, namely 68%,

stated that they were very dissatisfied with the steps taken by PLN in handling this problem. This reflects the high expectations of the public for stable and responsive electricity services. This dissatisfaction can be further understood through interviews and social media analysis, where many respondents complained about the lack of clear and fast information from PLN.

5.2 Ineffective Crisis Communication

Analysis of the communication strategies implemented by PLN shows that the existing crisis communication is not yet fully effective. The public wants communication that is not only fast, but also transparent and informative. In many cases, the information provided by PLN is slow and does not include the details needed by the public, such as the duration of the outage and the steps taken to overcome it. This has the potential to worsen dissatisfaction, because the public feels ignored and does not get proper attention from the authorities.

5.3 Economic and Social Impacts

Power outages not only affect daily comfort, but also have an impact on the community's economy. News stories showing losses to koi fish farmers and hobbyists reflect that power outages can cause significant financial losses. This suggests that PLN must consider the broader impacts of power outages, including how they affect small businesses and local communities.

6. Conclusion, Implication, and Recommendation

6.1 Conclusion

Based on the research conducted on "Analysis of PLN's Crisis Communication Strategy on Power Outages that Occurred in DKI Jakarta Province", it can be concluded that PT PLN has implemented various effective crisis communication strategies in dealing with power outages. This study shows that PLN uses the Situational Crisis Communication Theory (SCCT) approach by implementing the 'Excuse', 'Rebuild', and 'Bolstering' strategies. This aims to minimize the negative impact on the company's image and restore public trust that has been eroded due to the blackout incident.

The strategies implemented by PLN include:

1) Excuse strategy

PLN explains the cause of the blackout transparently, communicating that the incident was caused by factors beyond their control, such as extreme weather or technical problems.

2) Rebuild strategy

PLN apologizes to the public and seeks to rebuild trust by demonstrating a commitment to improving services. This includes an explanation of the steps taken to prevent similar blackouts in the future.

3) Bolstering strategy

PLN highlights the efforts that have been made to improve the situation, such as infrastructure improvements and increased service capacity.

Although PLN has implemented these strategies, analysis of public sentiment on social media shows that there is still significant criticism of the speed and effectiveness of their communication. Many people feel that the information delivered is not fast enough and informative enough, resulting in dissatisfaction. This emphasizes the importance of PLN implementing proactive and responsive communication in order to better respond to public expectations.

6.2 Implication

6.2.1 Theoretical Implications

Theoretically, these findings enrich the understanding of the application of Situational Crisis Communication Theory (SCCT) in the context of power outages, showing how organizations can adapt their communication strategies based on specific situations. The results of this study are in line with previous studies by Nurulhuda et al. (2022) and (Choerunnisa & Nugraha, 2020), which also examined PLN's crisis communication. These findings open up opportunities for further research in crisis communication management, especially in the public sector, and encourage the development of new models that consider the dynamics of social media in crisis response.

6.2.2 Practical Implications

Practically, this study provides guidance for PT PLN and other organizations to design more effective crisis communication strategies. By emphasizing the importance of transparency, accountability, and the use of social media, these findings can help organizations increase public engagement and better manage information during crisis situations. Communication policies formulated based on the results of this study can create better channels for dialogue with the community, thereby building trust and strengthening the organization's image in the eyes of the public.

6.3 Recommendation

Further research is recommended to explore the application of Situational Crisis Communication Theory (SCCT) in the context of power outages, including an analysis of the types of crises that affect PLN's communication strategy. A regional comparison study between PLN's strategies in DKI Jakarta and other regions can identify best practices. For sentiment analysis, combining data from various social media platforms will provide a more comprehensive picture of public reactions. Longitudinal research is needed to evaluate the long-term impact of communication strategies on PLN's image. In addition, it is important to investigate the role of technology in improving crisis communication, as well as assess stakeholder engagement to strengthen messages and public trust.

7. References

- Abbas, M. (2023). Pengaruh Kualitas Layanan Dan Kepuasan Terhadap Loyalitas Nasabah Bank Bri Unit Makassar. *SEIKO: Journal of Management & Business*, 6(1). <https://journal.stieamkop.ac.id/index.php/seiko/article/view/6286>
- Abidin, Z., Nursanti, S., Hakim, H. L., & Saragih, P. U. H. B. (2019). Pengaruh kegiatan marketing public relations “saturday barbeque night” terhadap pembentukan citra swiss bel inn hotel karawang. *Journalism, Public Relation and Media Communication Studies Journal (JPRMEDCOM)*, 1(1), 50–61.
- Alessandri, S. W. (2001). Modeling corporate identity: A concept explication and theoretical explanation. *Corporate Communications: An International Journal*, 6(4), 173–182.
- Alharbi, W. (2023). AI in the Foreign Language Classroom: A Pedagogical Overview of Automated Writing Assistance Tools. *Education Research International*, 2023, 1–15. <https://doi.org/10.1155/2023/4253331>
- Andreson, M. J., & Silitonga, P. (2024). KUALITAS PELAYANAN DAN CITRA MEREK MENINGKATKAN KEPUTUSAN TINGGAL: PERAN KOLABORASI SEBAGAI VARIABEL MEDIATING. *Jurnal Ekonomi dan Bisnis*, 2(7), 812–824.

- Ashari, R. H., & Mawardi, M. K. (2017). *Kebijakan Perluasan Akses Pembiayaan pada USAha Kecil dan Menengah (UKM) di Jawa Timur* [PhD Thesis, Brawijaya University]. <https://www.neliti.com/publications/188562/kebijakan-perluasan-akses-pembiayaan-pada-usaha-kecil-dan-menengah-ukm-di-jawa-t>
- Aziz, A. A. (2024). *STRATEGI KOMUNIKASI HUMAS APVI (ASOSIASI PERSONAL VAPORIZER INDONESIA) DI MEDIA SOSIAL INSTAGRAM DALAM MENINGKATKAN CITRA ROKOK ELEKTRIK SEBAGAI ALTERNATIF ROKOK TEMBAKAU* [PhD Thesis, Universitas Pembangunan Nasional Veteran Jakarta]. <https://repository.upnvj.ac.id/29596/>
- Bahri, A. S., Badawi, B., Hasan, M., Arifudin, O., Darmawan, I. P. A., Fitriana, F., Arfah, A., Rambe, P., Saputro, A. N. C., & Puspitasari, I. (2021). *Pengantar penelitian pendidikan (sebuah tinjauan teori dan praktis)*. <https://repository.penerbitwidina.com/es/publications/349458/pengantar-penelitian-pendidikan-sebuah-tinjauan-teori-dan-praktis>
- Ban, Z., & Lovari, A. (2021). Rethinking crisis dynamics from the perspective of online publics: A case study of Dolce & Gabbana's China crisis. *Public Relations Inquiry, 10*(3), 311–331. <https://doi.org/10.1177/2046147X211026854>
- Benoit, W. L. (2018). Crisis and Image Repair at United Airline s: Fly the Unfriendly Skies. *Journal of International Crisis and Risk Communication Research, 1*(1), 11–26.
- Bogdan, R., & Taylor, S. J. (1990). Looking at the bright side: A positive approach to qualitative policy and evaluation research. *Qualitative sociology, 13*(2), 183–192.
- Bukar, A. L., Tan, C. W., Yiew, L. K., Ayop, R., & Tan, W.-S. (2020). A rule-based energy management scheme for long-term optimal capacity planning of grid-independent microgrid optimized by multi-objective grasshopper optimization algorithm. *Energy conversion and management, 221*, 113161.
- Castro, E. A. M. (2023). Analysis of problem solving ability of first middle school students in learning science. *Integrated Science Education Journal, 4*(2), 43–53.
- Choerunnisa, S., & Nugraha, A. R. (2020). Strategi Manajemen Krisis Humas Pln Uid Jabar Dalam Menangani Blackout Jaringan Jawa Bagian Tengah. *Communiverse: Jurnal Ilmu Komunikasi, 5*(2), 137–150.
- Coombs, W. T. (2004). Impact of Past Crises on Current Crisis Communication: Insights From Situational Crisis Communication Theory. *Journal of Business Communication, 41*(3), 265–289. <https://doi.org/10.1177/0021943604265607>
- Coombs, W. T. (2015). The value of communication during a crisis: Insights from strategic communication research. *Business horizons, 58*(2), 141–148.
- Coombs, W. T., & Holladay, J. S. (2012). The paracrisis: The challenges created by publicly managing crisis prevention. *Public relations review, 38*(3), 408–415.
- Coombs, W. T., & Holladay, S. J. (2002). Helping Crisis Managers Protect Reputational Assets: Initial Tests of the Situational Crisis Communication Theory. *Management Communication Quarterly, 16*(2), 165–186. <https://doi.org/10.1177/089331802237233>
- Coombs, W. T., Holladay, S. J., & White, R. (2020). Corporate crises: Sticky crises and corporations. Dalam *Advancing crisis communication effectiveness* (hlm. 35–51). Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780429330650-5/corporate-crises-timothy-coombs-sherry-holladay-rick-white>

- Coombs, W. T., & Tachkova, E. R. (2023). Integrating Moral Outrage in Situational Crisis Communication Theory: A Triadic Appraisal Model for Crises. *Management Communication Quarterly*, 37(4), 798–820. <https://doi.org/10.1177/08933189221151177>
- Dominic, E. D., Mahamed, M., Abdullah, Z., & Hashim, N. B. (2022). A quantitative study on scct: Examining the relationships between crisis response strategy, crisis history, and crisis type on organisational reputation: nigerian perspective. *International Journal of Academic Research in Progressive Education and Development*, 11(4). <https://ijarped.com/index.php/journal/article/view/1522>
- Eaddy, L. L. (2023). Unearthing the Facets of Crisis History in Crisis Communication: A Conceptual Framework and Introduction of the Crisis History Salience Scale. *International Journal of Business Communication*, 60(4), 1177–1196. <https://doi.org/10.1177/2329488420988769>
- Eriksson, M. (2018). Lessons for Crisis Communication on Social Media: A Systematic Review of What Research Tells the Practice. *International Journal of Strategic Communication*, 12(5), 526–551. <https://doi.org/10.1080/1553118X.2018.1510405>
- Fazza, H., & Mahgoub, M. (2021). Student engagement in online and blended learning in a higher education institution in the Middle East: Challenges and solutions. *Studies in technology enhanced learning*, 1(2). <https://stel.pubpub.org/pub/01-02-fazza-mahgoub-2021>
- Galletta, S. (2017). Law enforcement, municipal budgets and spillover effects: Evidence from a quasi-experiment in Italy. *Journal of Urban Economics*, 101, 90–105.
- Ham, C.-D., & Kim, J. (2019). The Role of CSR in Crises: Integration of Situational Crisis Communication Theory and the Persuasion Knowledge Model. *Journal of Business Ethics*, 158(2), 353–372. <https://doi.org/10.1007/s10551-017-3706-0>
- Handayani, N., & Kurniawati, D. (2021). KOMUNIKASI PEMASARAN DAN KEPUASAN PELANGGAN:(Studi Korelasional tentang Pengaruh Komunikasi Pemasaran Produk BrunBrun Paris terhadap Kepuasan Pelanggan pada Mahasiswa Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara). *Komunika*, 17(1). <https://talenta.usu.ac.id/komunika/article/view/6804>
- Hasan, A. F., Sarwani, S., & Ramadhani, M. M. (2021). Strategi Komunikasi Radio dBs 101, 9 FM Banjarmasin Dalam Menarik Partisipasi Pendengar Pada Program Request Lagu. *Jurnal Mutakallimin: Jurnal Ilmu Komunikasi*, 4(1). <https://ojs.uniska-bjm.ac.id/index.php/mutakallimin/article/view/4939>
- Helm, S., & Tolsdorf, J. (2013). How Does Corporate Reputation Affect Customer Loyalty in a Corporate Crisis? *Journal of Contingencies and Crisis Management*, 21(3), 144–152. <https://doi.org/10.1111/1468-5973.12020>
- Irwanto, I., & Cangara, H. (2024). PEMANFAATAN PLATFORM MEDIA SOSIAL DALAM MERESPON KRISIS KOMUNIKASI: STRATEGI PUBLIC RELATIONS PT. PLN PADA KASUS PEMADAMAN LISTRIK SULAWESI SELATAN. *JURNAL BADATI*, 6(1), 180–200.
- Jefkins, F. (1983). What is Public Relations? Dalam F. Jefkins, *Public Relations for Marketing Management* (hlm. 1–11). Palgrave Macmillan UK. https://doi.org/10.1007/978-1-349-06925-5_1

- Kriyantono, R. (2012). Measuring a company reputation in a crisis situation: An ethnography approach on the situational crisis communication theory. *International Journal of Business and Social Science*, 3(9). https://www.researchgate.net/profile/Prof-Kriyantono/publication/291292424_Measuring_a_company_reputation_in_a_crisis_situation_An_ethnography_approach_on_the_Situational_Crisis_Communication_Theory/links/576ca2b008ae9bd709960d22/Measuring-a-company-reputation-in-a-crisis-situation-An-ethnography-approach-on-the-Situational-Crisis-Communication-Theory.pdf
- Kriyantono, R., & McKenna, B. (2019). Crisis response vs crisis cluster: A test of situational crisis communication theory on two crisis clusters in Indonesian public relations. *Malaysian Journal of Communication*, 35(1), 222–236.
- Li, Y., Yang, K., Chen, J., Gupta, S., & Ning, F. (2019). Can an apology change after-crisis user attitude? The role of social media in online crisis management. *Information Technology & People*, 32(4), 802–827. <https://doi.org/10.1108/ITP-03-2017-0103>
- LIN, M. B. (2016). *LIMITATION PERIOD IN LATENT DEFECTS* [PhD Thesis, Universiti Teknologi Malaysia]. <http://eprints.utm.my/77710/1/MazuanLinMFAB2016.pdf>
- Liu, B., Zheng, D., Zhou, S., Chen, L., & Yang, J. (2022). VFDB 2022: A general classification scheme for bacterial virulence factors. *Nucleic acids research*, 50(D1), D912–D917.
- Liu-Lastres, B., & Johnson, A. M. (2019). *Managing the reputation of cruise lines in times of crisis A review of current practices*. <https://scholarworks.iupui.edu/bitstream/handle/1805/26241/Liu-Lastres2019Managing-AAM.pdf?sequence=1>
- Lofland, J. (1974). Styles of reporting qualitative field research. *The American Sociologist*, 101–111.
- Lyle, M. R. (2019). Information Quality, Growth Options, and Average Future Stock Returns. *The Accounting Review*, 94(1), 271–298. <https://doi.org/10.2308/accr-52076>
- Mariyudi, M. (2017). *HASIL PENILAIAN SEJAWAT SEBIDANG (PEER REVIEW) KARYA ILMIAH: JURNAL NASIONAL Pengaruh CSR perusahaan terhadap citra merek dan loyalitas merek*. <https://repository.unimal.ac.id/5743/>
- Masfufah, N., & Soebiantoro, U. (2021). Pengaruh citra merek dan kepercayaan konsumen terhadap kepuasan konsumen. *FORUM EKONOMI: Jurnal Ekonomi, Manajemen dan Akuntansi*, 23(4), 765–772.