CRISIS COMMUNICATION MANAGEMENT IN BUILDING TOURISM RESILIENCE IN BALI PROVINCE DURING THE PANDEMIC OF COVID-19

Muhamad Hidayat[A], Janette Maria Pinariya[B], Wulan Yulianti[C], Syamsul Maarif[D]

ARTICLE INFO	ABSTRACT
	Objective: This study aims to analyze crisis communication management in Bali Province. The benefit of this research is to determine the application of crisis communication management in Bali Province in realizing tourism resilience. **Theoretical framework:** This study uses the ASEAN Tourism Crisis Communications concept. **Method:** This study uses the qualitative descriptive method with data collection techniques through in-depth interviews and observation. The research location is in Bali Province involving stakeholders such as: the Bali Province Regional Disaster Management Agency, the Bali Province Disaster Risk Reduction Forum, the Bali Province Association of Disaster Experts, Bali Province Disaster Care Journalists, and the Bali Province Disaster Care Business Forum. **Results and Conclusion:** The communications delivered during Covid-19 also pass through the stages of crisis management, such as risk identification, readiness, response, and recovery. In this instance, the 1943 traditional villages in Bali Province have become an essential component of the crisis communication management process. During the Covid-19 pandemic, technology, and social media were utilized all the way down to the village level. **Implications of the research:** Crisis communication is an essential component of efforts to prevent disasters, especially the Covid-19 pandemic. During a health emergency, accuracy and rapidity of information are fundamental. Bali Province seeks collaboration between official, traditional, and religious elements in the crisis communication management process. **Originality/value:** Tourism resilience will hasten the recovery from the Covid-19 pandemic. This is accomplished through cooperation between Bali's cultural and religious systems and the provincial government. Doi: https://doi.org/10.26668/businessreview/2023.v8i7.1966

GESTÃO DA COMUNICAÇÃO DE CRISES NA CONSTRUÇÃO DA RESILIÊNCIA DO TURISMO NA PROVÍNCIA DE BALI DURANTE A PANDEMIA DE COVID-19

RESUMO

Objetivo: Este estudo tem como objetivo analisar a gestão da comunicação de crises na Província de Bali. O benefício desta pesquisa é determinar a aplicação da gestão de comunicação de crises na Província de Bali para a realização da resiliência do turismo.

Estrutura teórica: Este estudo usa o conceito de Comunicação de Crise no Turismo da ASEAN.

[A] Doctor in Communication. LSPR Communication & Business Institute. Jakarta, Indonésia.
E-mail: m.hidayat@lspr.edu1 Orcid: https://orcid.org/0000-0002-5268-8148
[B] Doctor in Communication. LSPR Communication & Business Institute. Jakarta, Indonésia.
E-mail: janette.mp@lspr.edu Orcid: https://orcid.org/0000-0002-8255-1513
[C] Master in Communication. LSPR Communication & Business Institute. Jakarta, Indonésia.
E-mail: wulan.y@lspr.edu Orcid: https://orcid.org/0009-0002-9725-2724
[D] Professor Sociology of Disaster. Indonesia Defense University. Indonesia. E-mail: syamsul.maarif@idu.ac.id

Intern. Journal of Profess. Bus. Review. |Miami, v. 8 | n. 7| p. 01-11 | e01966 | 2023.

1

Método: Este estudo usa o método descritivo qualitativo com técnicas de coleta de dados por meio de entrevistas em profundidade e observação. O local da pesquisa é a Província de Bali, com a participação de partes interessadas como: a Agência Regional de Gerenciamento de Desastres da Província de Bali, o Fórum de Redução de Risco de Desastres da Província de Bali, a Associação de Especialistas em Desastres da Província de Bali, os Jornalistas de Assistência a Desastres da Província de Bali e o Fórum Empresarial de Assistência a Desastres da Província de Bali.

Resultados e conclusões: As comunicações realizadas durante a Covid-19 também passam pelos estágios de gerenciamento de crises, como identificação de riscos, prontidão, resposta e recuperação. Nesse caso, as 1943 aldeias tradicionais da província de Bali se tornaram um componente essencial do processo de gerenciamento de comunicação de crises. Durante a pandemia da Covid-19, a tecnologia e as mídias sociais foram utilizadas até o nível da aldeia.

Implicações da pesquisa: A comunicação de crise é um componente essencial dos esforços para evitar desastres, especialmente a pandemia de Covid-19. Durante uma emergência de saúde, a precisão e a rapidez das informações são fundamentais. A Província de Bali busca a colaboração entre elementos oficiais, tradicionais e religiosos no processo de gerenciamento da comunicação de crises.

Originalidade/valor: A resiliência do turismo acelerará a recuperação da pandemia de Covid-19. Isso é feito por meio da cooperação entre os sistemas culturais e religiosos de Bali e o governo provincial.

Palavras-chave: Estratégia de Comunicação, Comunicação de Crise, Resiliência, Turismo, Pandemia da COVID-19.

LA GESTIÓN DE LA COMUNICACIÓN DE CRISIS EN LA CREACIÓN DE RESILIENCIA TURÍSTICA EN LA PROVINCIA DE BALI DURANTE LA PANDEMIA DE COVID-19

RESUMEN

Propósito: Este estudio pretende analizar la gestión de la comunicación de crisis en la provincia de Bali. El beneficio de esta investigación es determinar la aplicación de la gestión de la comunicación de crisis en la provincia de Bali para materializar la resiliencia turística.

Marco teórico: Este estudio utiliza el concepto de Comunicación de Crisis en el Turismo de la ASEAN.

Método: Este estudio utiliza un método cualitativo descriptivo con técnicas de recogida de datos mediante entrevistas en profundidad y observación. El lugar de la investigación es la provincia de Bali, con la participación de partes interesadas como: la Agencia Regional de Gestión de Catástrofes de la provincia de Bali, el Foro de Reducción del Riesgo de Catástrofes de la provincia de Bali, la Asociación de Especialistas en Catástrofes de la provincia de Bali, los Periodistas de Ayuda en Catástrofes de la provincia de Bali y el Foro Empresarial de Ayuda en Catástrofes de la provincia de Bali.

Resultados y conclusiones: Las comunicaciones durante Covid-19 también pasan por las etapas de la gestión de crisis, como la identificación del riesgo, la preparación, la respuesta y la recuperación. En este caso, los 1943 pueblos tradicionales de la provincia de Bali se convirtieron en un componente esencial del proceso de gestión de la comunicación de crisis. Durante la pandemia de Covid-19, la tecnología y los medios sociales se utilizaron hasta el nivel de las aldeas.

Repercusiones de la investigación: la comunicación de crisis es un componente esencial de los esfuerzos por prevenir catástrofes, especialmente la pandemia de Covid-19. Durante una emergencia sanitaria, es fundamental disponer de información precisa y oportuna. La provincia de Bali busca la colaboración entre elementos oficiales, tradicionales y religiosos en el proceso de gestión de la comunicación de crisis.

Originalidad/valor: La capacidad de recuperación del turismo acelerará la recuperación de la pandemia de Covid-19. Esto se consigue mediante la cooperación entre los sistemas culturales y religiosos de Bali y el gobierno provincial.

Palabras clave: Estrategia de Comunicación, Comunicación de Crisis, Resiliencia, Turismo, Pandemia de COVID-19.

BACKGROUND

The pandemic of Covid-19 has induced the worst health and financial affects due to the fact World War II. This is due to the fact that during the pandemic of Covid-19, there was a

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

2

health crisis which caused insecurity and social unrest in society [1]. One strategy for limiting Covid-19 is to stop the SARS-CoV-2 virus from spreading by avoiding social contact [2]. Without a doubt, this effort greatly affected the mobility of the community, especially in the field of tourism which requires people to travel from one place to another. Hence, the economic sector in Bali Province was particularly disturbed as the region is highly dependent on the tourism industry. Due to The pandemic of Covid-19's severe impact on the whole tourist sector, which has led to the current worldwide tourism crisis, all nations are now required to impose stringent regulations on their residents' travel abroad, including to Bali. Of course, this situation indirectly reduces tourist visits drastically and has an impact on the social life of residents as well [3], [4].

The impact of the disruption of the tourism sector in Bali Province results in the increase in poverty. This is evidenced by the exceedingly high open unemployment rate (TPT) of 5.63 percent, economic growth in the third quarter contracted - 12.28 percent [5]. One effort that must be made in a health emergency situation is to implement effective risk and crisis communication. Risk communication aims to make the correct decisions and reduce the threat of harm. Risk communication is critical in building resilience and mobilizing communities to take action. Furthermore, communication during a pandemic must be performed continuously. At the same time, crisis communication should become an integral part of the strategic decision-making process during a health emergency. This may also result in higher quality decision-making which is produced by policy makers [6], [7], [8], [9].

During The pandemic of Covid-19, various parties have argued that there was a communication disaster or infodemic. Such a phenomenon occurred due to the emergence of information which cannot be accounted for during the pandemic. Infodemic is one of the obstacles particularly in the tourism sector in building resilience during a pandemic [10].

The tourism sector may be well-developed if the tourism industry and areas have resilience against natural and non-natural disasters such as The pandemic of Covid-19. Tourism resilience efforts can minimize damage and losses from the tourism sector that occur due to disasters. Create successful content as a human-driven and facilitated by technology is process during the Covid 19 pandemic to improve tourism business. Stakeholders involved in the tourism sector must play an active role in disaster management planning at various stages starting from pre-disaster, during a disaster, and post-disaster [11],[23], [12].

This study aims to analyze crisis communication management in building tourism resilience in Bali Province during The pandemic of Covid-19.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

3

LITERATURE REVIEW

Communication Crisis

Crisis situations which are not well-coordinated with stakeholders may result in chaos and prolong the recovery process [13]. The right crisis communication strategy can produce positive behavior from stakeholders in responding to crisis threats, thus the situation during a crisis is able to be more conducive. The development of the digital world reflects the increasing importance of social media in dealing with current crisis events. Organizations need to carefully incorporate social media into their crisis communications plan to consider creating mechanisms to support stakeholder information dissemination and identify key influencers first. Relations with stakeholders must always guarded by the organization, especially when a crisis occurs [14], [24], [25]. In tourism literature, the perception of risk has been shown to be an important factor influencing the choice of a tourist destination. Tourists are unlikely to visit places they believe to be unsafe. In addition, the image of the destination is formed in the minds of tourists through information collected over a period of time which can be shaped by external factors, for example, exaggerated mass media coverage after a disaster will slow down the recovery of the tourist destination[15].

Crisis Management System

ASEAN Tourism Crisis Communications states that there are four stages which must be considered when building a crisis management system. These stages are as follows: (a) detect risks. This process detects risks at source to improve preparation/prevent crisis or to detect any new risks arising at the tail-end of a crisis; (b) readiness. Prepare plans and perform simulation exercises; (c) response. Execute operational and communication plans in a crisis situation; (d) recovery. Implement plans and projects to go back to normalcy after a crisis [16].

Tourism Resilience

The global tourism sector is quite vulnerable to numerous types of crisis events and external factors. This fact has been proven in the last two decades, crises that rocked global tourism such as the events of 11 September 2001 related to the terrorist attack, the SARS outbreak in 2003, the world economic downturn in 2008–09, the MERS outbreak in 2015, and the COVID-19 outbreak in 2019.The pandemic of Covid-19 has once more become a reminder that tourism resilience needs to be considered and strengthened in order for it to be able to accelerate the recovery of the tourism industry if a crisis threatens to occur [17], [18].

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

4

Vulnerability is closely linked to resilience. A reaction to the results of a hazard, consisting of resistance and adaptation, is resilience. After that, a system's vulnerability is described because the situations created via way of means of physical, social, economic, and environmental factors or processes that make it more susceptible to the effects of future hazards. Adaptive capacity plays an important role in the process of tourism resilience as well, such as through elements of knowledge and experience in dealing with difficulties (institutional memory), innovative learning as a result of learning, and connectedness with parties inside and outside the community. [18], [19].

Fig. 1. The 4R Loop
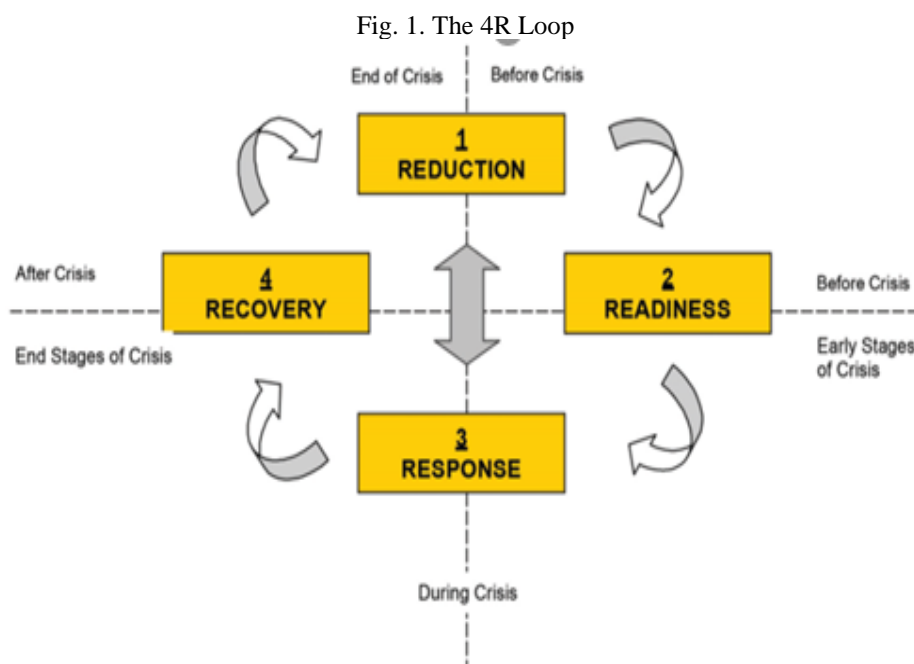
Source: ASEAN Tourism Crisis Communications Manual (2015)

METHODS

This study uses a descriptive qualitative approach using a case study strategy. According to Creswell and Poth [20], a case study is an approach in qualitative research conducted by researchers to explore a single or multiple interrelated case or system through in-depth data collection techniques involving multiple sources such as observation, interviews, and document studies. The case investigated in this study is communication management in building tourism resilience in Bali Province. Primary data was collected from the results of focus group discussions (FGD) involving stakeholders such as the Balinese indigenous people who live in disaster-prone areas, the Regional Disaster Management Agency of Bali Province, the Bali Province Disaster Risk Reduction Forum, and the Indonesian Young Entrepreneurs Association (HIPMI) of Bali Province. Further, secondary data obtained from literature study.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

5

RESULTS AND DISCUSSION

Bali Province is an area that is highly dependent on the tourism sector. During The pandemic of Covid-19, poverty in Bali Province increased because economic activity, especially in the tourism sector, was disrupted (BPS 2020). This is in accordance with what was explained by the Indonesian Young Entrepreneurs Association (HIPMI) of Bali Province, namely:

Bali is almost 80% dependent on tourism and as we all know, this Covid has hit the tourism sector hard. So, of course, the domino effect is that the business sector in Bali is all affected. Bali is in the last rank position of economic growth, where we are now in the 34th position of 34 economic growth

COVID-19 is not only a health crisis but also a socio-economic and political crisis that has a serious impact on the lives of people. Loss of jobs and income is a major crisis and is a challenge that the government faces to respond to policies that must be implemented to help people [21] (Jaziri & Miralam 2021).

Building a resilient tourism industry and area requires comprehensive steps, especially in disaster-prone areas [11]. Bali Province is an area prone to disasters ranging from natural disasters to non-natural disasters such as pandemics.

Community involvement plays a very important role in crisis communication management in dealing with Covid-19. In essence, crisis communication aims to warn and prepare the community for the threat of a crisis and assist people to get through the crisis they are facing [22], [13]. This was also explained by the Head of the Bali Province Disaster Risk Reduction Forum in the following:

Bali has a strong bond between the government, indigenous peoples and religious elements. Certainly, elements of indigenous peoples and religion are very large occurrences in Bali. This applies to many sectors of life including disaster management. We are also aware that we must have disaster resilience especially in the tourism sector, because this sector is indeed our economic strength in Bali. For this reason, community involvement is very strong in Bali.

The crisis caused by Covid-19 is a crisis which is difficult to deal with as it directly affects numerous sectors of life. This is a challenge for policy makers [14]. The key to implementing crisis communication is the accuracy of the information and the accuracy of the information conveyed to stakeholders. There are four stages that must be taken into consideration whilst constructing a crisis management system. During every such stage, chance

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

6

detection, readiness, response, and recovery, it is necessary for the Crisis Management Team (CMT) to work closely with the Crisis Communication Team (CCT) to manage and communicate appropriate situations in certain circumstances [16]. This was conveyed by the Head of the Regional Disaster Management Agency (BPBD) of Bali Province as follows:

Detect risk. Bali has a Disaster Risk Reduction Forum, the Business World Disaster Care (*Dunia Usaha Peduli Bencana*), Disaster Care Journalists (*Wartawan Peduli Bencana*), and the Association of Disaster Experts from academics and other penta helix elements collaborating in efforts to detect risks in various sectors, especially in the tourism sector. Detecting risks quickly and accurately greatly influences us in responding to a crisis situation and determining the correct crisis communication strategy to deal with a pandemic.

Readiness. Since the emergence of the first cases appeared in March, Bali Province immediately formed the Gotong Royong Task Force in April 2020, the Governor optimized 1493 Traditional Villages in Bali to deal with Covid-19 including to help the tourism sector in Bali. The Gotong Royong Task Force includes a communications team as well. We also prepare communication messages to be conveyed through community leaders such as religious and traditional leaders, the mass media and utilize social media

Response. To assist in preparedness in the tourism business sector in Bali, we held an integrated preparedness training to include the tourism sector in order to obtain a disaster preparedness certificate. This training is a forum for communication between the tourism business world and other stakeholders as well. In particular for Covid-19 in Bali, a tightly strict system is applied for implementing health protocols in order for the tourism sector to continue operating. The government has also issued a CHSE certificate indicating that the tourism sector is excellent at managing its tourist destinations and tourists are guaranteed cleanliness, health and environmental sustainability.

Recovery. Bali Bangkit (Bali Rises) and Bali Era Baru (Bali New Era). Two slogans that we always voice for efforts to restore the economy in Bali, including the tourism sector, which is the spearhead of strength in Bali. We communicate these two slogans to stakeholders thus they are able to collaborate with each other. Recovery is also performed through the social media of various related agencies in the Province of Bali, especially the Tourism Office.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

7

Fig. 2. Tourism Crisis Communication Management in Bali Province
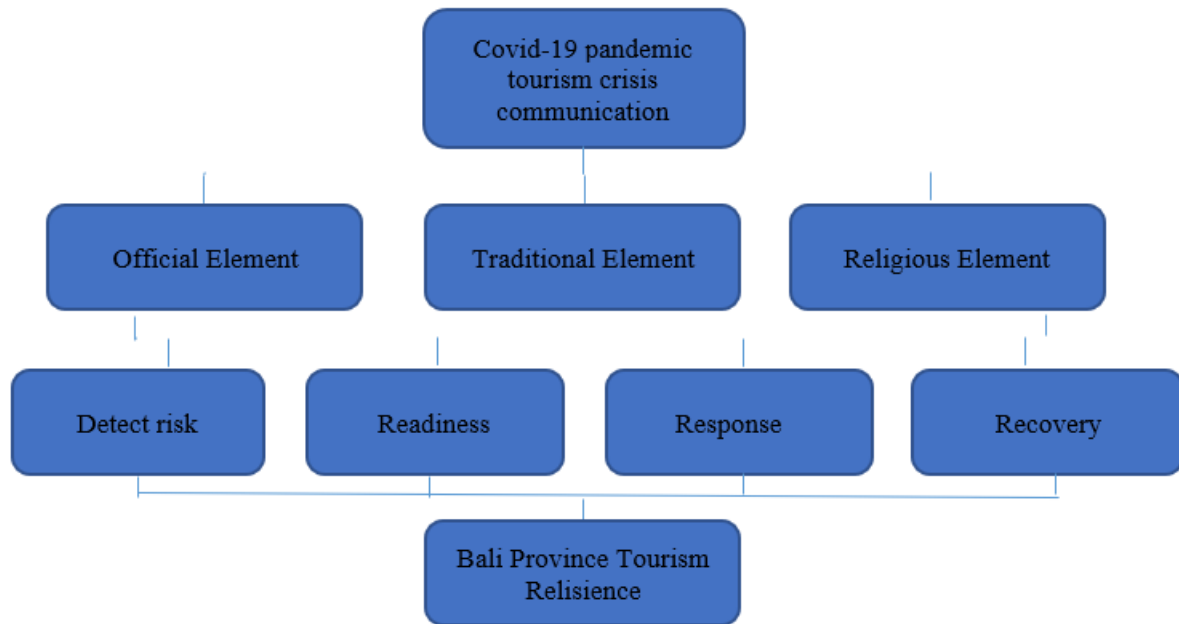
Source: Hidayat et al. 2022

CONCLUSION

Crisis communication management in Bali Province in the tourism sector utilizes the role of numerous stakeholders to create resilience in the tourism sector. Crisis communication is an important aspect in efforts to deal with disasters, especially The pandemic of Covid-19. Accuracy and speed of information is necessary during a health emergency. Bali Province seeks collaboration between official elements, traditional elements, and religious elements in the crisis communication management process.

The messages conveyed during Covid-19 also go through the process of crisis management stages such as detect risk, readiness, response, to the recovery stage. The role of the 1943 traditional villages in this case has become the strength of the crisis communication management process in Bali Province. The use of technology as well as social media during The pandemic of Covid-19 was utilized down to the village level. One of these efforts was carried out to respond to the obstacles that occurred during The pandemic of Covid-19, one of which was the large amount of fake news which resulted in an infodemic during the health emergency and occurred in Bali Province as well.

Ultimately, tourism resilience efforts must be conducted by the Bali Provincial Government due to the reason that tourism is the most important sector to boost the economy. Tourism resilience will accelerate recovery after The pandemic of Covid-19 as well.

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

8

ACKNOWLEDGMENT

REFERENCES

ASEAN Tourism Crisis Communications Manual (Incorporating Best Practices of PATA and UNWTO). Southeast Asia Nations (ASEAN) 2015.

B. F. Liu, et al., Evolving Best Practices in Crisis Communication: Examining U.S. Higher Education's Responses to The pandemic of Covid-19. Journal of International Crisis and Risk Communication Research, 4 (3), 451–484, 2021. https://doi.org/10.30658/jicrcr.4.3.1.

Badan Pusat Statistik Bali. Results of the Covid-19 Impact Survey on Social Demographics and Business Actors in Bali Province. Bali: Badan Pusat Statistik Bali; 2020.

Bourassa, K. J., Sbarra, D. A., Caspi, A., Moffitt, T. E. 2020. Social Distancing as a Health Behavior: County-Level Movement in the United States During The pandemic of Covid-19 Is Associated with Conventional Health Behaviors. Annals of Behavioral Medicine. 54 (8):548–556. Doi: 10.1093/abm/kaaa049.

C. M. V. Burgos, D. R. G. Padgett. Using Twitter for crisis communications in a natural disaster: Hurricane Harvey. Heliyon. 2020. :https://doi.org/10.1016/j.heliyon.2020.e04804

Creswell JW, Poth CN. 2018. Qualitative Inquiry & Research Design: Choosing Among Five Approaches. 4th Ed. Los Angeles, CA: SAGE Publications, Inc.

Han, H., Lee, S., Kim, J. J., Ryu, H. B. 2020. Coronavirus Disease (COVID-19), Traveler Behaviors, and International Tourism Businesses: Impact of the Corporate Social Responsibility (CSR), Knowledge, Psychological Distress, Attitude, and Ascribed Responsibility. Sustainability. 12. 8639; doi:10.3390/su12208639.

Hidayat, M. Muljono, P. Maarif, S. Amiruddin, S. 2022. Indigenous Village-Based Disaster Communication in COVID-19 Management. Open Access Macedonian Journal of Medical Sciences. 2022 Feb 16; 10(E):1045-1049. https://doi.org/10.3889/oamjms.2022.8304.

Hidayat, M. Muljono, P. Maarif, S. Amiruddin, S. Manajemen komunikasi risiko dalam penanganan covid-19 berbasis masyarakat. JPPI (Jurnal Penelitian Pendidikan Indonesia). Vol.7, No.4, 2021, pp. 678-683 DOI: https://doi.org/10.29210/020211373

J. A Duro, A. P. Laborda, M. Fernandez. Territorial tourism resilience in the COVID-19 summer. Annals of Tourism Research Empirical Insights. Vol 3, Issue 1, May 2022, 100039. https://doi.org/10.1016/j.annale.2022.100039

Intern. Journal of Profess. Bus. Review. | Miami, v. 8 | n. 7 | p. 01-11 | e01966 | 2023.

9

J. M. Pinariya, W. Yulianti, J. Mitha, and P. N. Larasaty, "Create Successful Content Media as Crisis Mitigation in Tourism Industry During Covid-19 Pandemic," *Jurnal Komunikasi Ikatan Sarjana Komunikasi Indonesia*, vol. 5, no. 2, pp. 254–261, Dec. 2020, doi: 10.25008/jkiski.v5i2.474.

K. Hall, M. Wolf. Whose crisis? Pandemic flu, 'communication disasters' and the struggle for hegemony. Health. Vol. 25(3) 322–338, 2021. Doi: 10.1177/1363459319886112.

K. Sano, H. Sano. The effect of different crisis communication channels. Annals of Tourism Research. Vol 79, Nov 2019, 102804. https://doi.org/10.1016/j.annals.2019.102804

Kar B and Cochran DM. 2019.Risk Communication and Community Resilience. New York (US); Routledge.

L. Nabiyah, Saharuddin. The Influence of Adaptive Capacity on the Resilience of Tourism Sector Business Actors during The pandemic of Covid-19 (Case: Business Actors in Cibuntu Tourism Village, Pasawahan Sub-District, Kuningan District). Jurnal Sains Komunikasi dan Pengembangan Masyarakat Vol. 06 (05) 2022 | 515-528 https://doi.org/10.29244/jskpm.v6i5.1062

L. Okafor, U. Khalid, S. Gopalan. COVID-19 economic policy response, resilience and tourism recovery. Annals of Tourism Research Empirical Insights. Vol 3, Issue 2, Nov 2022, 100073. https://doi.org/10.1016/j.annale.2022.100073

Maarif S. 2012. Pikiran dan Gagasan Penanggulangan Bencana di Indonesia. Jakarta (ID); BNPB

O. Shalih, M. P. Tambunan, R. P. Tambunan. Membangun Ketahanan (Resiliensi) Bencana Pada Kawasan Pariwisata (Studi Kasus: Kabupaten Pandeglang Pasca Tsunami Selat Sunda 2018). The 6 th Annual Scientific Meeting on Disaster Research 2019 International Conference on Disaster Management. Proceeding Book Vol 1.

P. R. Berke, T. J. Campanella. Planning for Postdisaster Resiliency. The Annals of The American Academy. 604. 2006. DOI: 10.1177/0002716205285533

R. Jaziri, M. S. Miralam. The impact of crisis and disasters risk management in COVID-19 times: Insights and lessons learned from Saudi Arabia. Ethics, Medicine and Public Health. Vol 18, Sep 2021, 100705. https://doi.org/10.1016/j.jemep.2021.100705

S. Dhar, I, Bose. Victim crisis communication strategy on digital media: A study of The pandemic of Covid-19. Decision Support Systems. Vol 161, Oct 2022, 113830. https://doi.org/10.1016/j.dss.2022.113830

Suastra, I. W. 2017. Balinese Local Wisdom and Their Implications in Science Education at School. International Research Journal of Management, IT & Social Sciences. 4 (2), 48-57. https://sloap.org/journals/index.php/irjmis/article/view/446.

Sutton J, Renshaw SL, Butts CT. 2020. COVID-19: Retransmission of official communications in an emerging pandemic. PLOS ONE.15(9).

W. Yulianti and R. Febrianno Boer, "Manajemen krisis public relations dalam menangani penolakan imunisasi measles rubella," *Profesi Humas.* vol. 4, no. 2, pp. 290–311, 2020. ISSN: 2541-3678

W. Yulianti, M. Boer, A. Yunia, and J. M. Pinariya, "Respon Krisis Twitter PLN saat Listrik Mati Massal Tahun 2019 untuk Mempertahankan Reputasi Perusahaan," *Warta ISKI*, vol. 5, no. 1, pp. 10–21, Jun. 2022, doi: 10.25008/wartaiski.v5i1.149.