

Organizational Communication Strategy For Quick Public Response Service In Cilandak Sub-District, South Jakarta In Improving The Image

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ABSTRACT: This study was conducted to analyze the organizational communication strategy for the Quick Public Response (CRM) service in Cilandak Sub-District in improving the image. A communication strategy is an organizational plan to manage the strategy of the newly developed ideas, combined with the recipient of the message through the media, and achieve the effect of good communication goals. The data analysis technique used was descriptive qualitative analysis through observation and interviews. The sources of data were primary and secondary data. The field research data collection method was in the form of observation, interviews, and literature study. The interview technique was carried out in a structured manner. The resource persons in this study were 6 people, i.e., the Head of Cilandak Sub-district, Head of the Government Section of the Cilandak Sub-District Office, Communication Lecturer at the Stiami Institute of Social Sciences and Management, Service Staff of the Cilandak Sub-District Office, and the people of Cilandak Sub-District. From the results of this analysis, the organizational communication strategy of the CRM service in Cilandak District in improving the image has implemented research indicators in accordance with the objectives of the CRM service.

Keywords: Organizational Communication Strategy, CRM Service, Organizational Image



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INTRODUCTION

Everyone needs services. Humans need services to meet various needs that they cannot meet. Even in extreme cases, merit is inseparable from human life. Therefore, the services provided to the community require certain qualities. Services provided by managers through their apparatus, although not for profit, but the quality of service that meets the guidelines, expectations, and needs of the service recipient community must be prioritized (Riyanto et al., 2020; Valiev & Voronin, 2016; Welch & Feeney, 2014) .

Based on Law of the Republic of Indonesia number 25 of 2009, it is explained that "the state is obliged to serve all citizens in order to fulfill their basic rights and needs in the framework of public services, as well as build public trust in public services provided by public service officials in the context of improving public services. Protect rights, emphasize obligations, and assume national

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responsibilities in the management of public services as an effort to ensure good governance, improve the quality, and delivery of public services in accordance with general principles of government, and protect all citizens from abuse of authority in the delivery of public services."

It is also reinforced by the Decree of the Minister of State Apparatus Empowerment number 63 of 2003, that "public services are all service activities carried out by public service providers as an effort to meet the needs of service recipients and the implementation of statutory provisions."

The complaints service is a never-ending problem. New breakthroughs to support online-based complaint services are very important to overcome problems in the community and improve the quality of current complaint services. The government continues to involve the community in the development process. Bureaucratic reform is one of the first steps to help government programs organize an effective and efficient organizational system, with increased capacity for good and responsible services (Alshurideh, 2022; Chi, 2021).

Community Response Fast Service, hereinafter referred to as CRM service, is an integrated system for SKPD/UKPD/BUMD to more easily coordinate and complete citizen response. This online complaint platform makes it easier for citizens to broadcast problems in the city by implementing transparency through real-time monitoring of all incoming reports through 14 official channels provided by the DKI Jakarta Provincial Government. There are 289 types of problems that fall into the complaint category, ranging from garbage problems, floods, congestion, public facilities, to culture and population welfare. CRM can also be accessed through CRM applications on Android systems or dashboard.smartcity.jakarta.go.id websites and all reports submitted by citizens can be monitored in real-time from pengaduanwarga.jakarta.go.id website (Filippetti & Cerulli, 2018; Foss, 2018; Kim, 2020; Pires & Gonçalves, 2022).

According to the graph displayed, complaints received through CRM since 2017 until this data was withdrawn and processed by researchers on June 11, 2022, complaints received in total from 5 villages under the auspices of Cilandak District have received a total of 7,977 complaints and all have been completed in handling. There have been only 21 complaints to Cilandak sub-district since 2017, Lebak Bulus sub-district with 1,042 complaints, Pondok Labu sub-district with 1,994 complaints, West Cilandak sub-district with 2,048 complaints, South Cipete village with 1,730 complaints, and South Gandaria village with 710 complaints.

All incoming complaints have been processed by the relevant Regional Apparatus Organization (OPD). In handling reports, OPDs must give priority to all complaints, both large and small. However, with the system already online, the follow-up process and procedure has become easier and simpler. In addition, there are standard operating procedures regarding time limits that OPDs must adhere to. However, if it is difficult to complete a large report, there is additional time for follow-up if needed.

According to Middleton in (Saputri, 2019: 5396) "communication strategy is the best combination of all elements of communication, from communicator, message, media, receiver to influence, and optimal communication will be able to achieve its goals." For Cilandak sub-district, it is very important to build an organizational communication strategy to respond to community complaints that come through CRM channels.

Cilandak Subdistrict, South Jakarta Administration City, consisting of 5 urban villages, 45 Community Pillars and 476 Neighborhood Pillars, is a work unit that aims to improve the quality of public services through information and communication with the use of multimedia in a

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balanced, fast and appropriate manner, in accordance with current technological developments. The main responsibility of Cilandak sub-district is the formulation, coordination and control of community service policies at the sub-district level.

According to (Restanti, 2015: 99) "a positive image reflects performance that is carried out consistently based on ability." With public trust in filing complaints online, research was conducted with the aim that people trust and know more about the CRM platform, which is reflected in the benefits it has, ranging from ease of use to transparency of the complaint process.

The government is still relatively lacking in the provision of public services, so qualitatively it is not in accordance with what the public expects. There are still some public complaints about the government's direct services. These complaints can be felt and seen directly in the service area, as well as complaints and reactions from the public through the media. If the government does not respond to public complaints, it will cause an unfavorable image of the government itself.

In the implementation in Cilandak sub-district, there are still many people who complain that offline services do not understand the SOP for these services, some even claim to have never received information sent directly from Cilandak sub-district. Researchers also looked at problems that occurred during the initial observation period in Cilandak District, such as frequent communication failures in communicants and communicators, strong ego sector among employees, still visible service discrimination, there are still many employees who give up their main duties and functions as employees and do not master service standards, and low levels of public satisfaction with public services.

This is a consequence of the incompetence of the services provided. Similarly, the results of the study "Governance and Decentralization Survey (GDS)" (2014) show that "public service practices in Indonesia in general are still far from the principles of good governance."

The image of the organization is closely related to public satisfaction and trust in the quality of services provided by the public organization. According to (Pasolong, 2021: 315) "service quality is usually important in describing the performance of public service organizations. Many of the negative opinions formed about the institution stem from public dissatisfaction with the quality of service." The better the quality of service provided by the apparatus, the higher the trust of the community (higher trust). When the community receives good service and is satisfied with the service, the trust of the community is higher and the image of the organization will be more positive. As the results of research conducted by Saputri and Putri (2019) that a communication strategy that has been carried out well will be able to create a positive image and gain public trust.

To help prepare this, researchers attach several related studies that discuss several related theories as research and comparison material. As proof of the originality of this study, researchers reviewed previous studies to find out where the similarities and differences between the studies that have been done, including:

1. Naldi Vadillah. 2021. Communication Strategy in Socializing the People's Online Aspiration and Complaint Service (LAPOR) Website Program in Makassar City.

"This study aims to explain communication strategies in the socialization of the LAPOR program (people's online aspiration service website) Makassar City. This type of research is qualitative research using survey techniques, namely observation, interviews and literature studies with 4 informants. The data continues to be analyzed interactively until completion. The results showed that the communication strategy of the LAPOR Program in Makassar had an impact on the

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complaints received so far. One of the communication strategies implemented with the help of very progressive advances in information technology, one of which is the creation of brochures or short videos about LAPOR. This is going well even though there are still many inhibiting factors, but this can be minimized with supporting factors."

2. Fitria Putri Mahanani, Maria Febiana Christanti, and Uljanatunnis. 2020. Organizational Communication Strategy HSSE Function of PT Pertamina Patra Niaga in Maintaining Corporate Image. *Journal of Communication Library* Vol. 3(1): March 2020, pp. 100-111.

"The purpose of this study is to determine the organizational communication strategy carried out by the HSSE (Health, Safety, Security and Environment) function of PT Pertamina Patra Niaga to prevent risks that may arise and affect the company's image. This research uses an exploratory qualitative approach with a case study method. This method was chosen because this study only focuses on the HSSE function at PT Pertamina Patra Niaga. The data used is a combination of documents, interviews and observations by researchers on the HSSE function of PT Pertamina Patra Niaga. The results of this study show that the HSSE function of PT Pertamina Patra Niaga is an important function to maintain the company's image. This function is trained on the importance of security considerations in high-risk organizations. In fulfilling the main duties and functions of HSSE, this function carries out various communication strategies within the organization to maintain security aspects for all company stakeholders with the aim of maintaining the company's image."

3. Nurul Fitriani. 2020. Organizational Communication Strategy of the Regional Secretariat of Bengkalis Regency in Improving Employee Performance".

"The problem behind this research is the poor performance of staff at the Bengkalis Regency Regional Secretary. Factors inhibiting the performance of these staff include low organizational communication skills in the Bengkalis Regency Secretary. Therefore, this study focuses on how the organizational communication strategy of the Bengkalis Regency Secretariat improves employee performance. To answer the research question, researchers use a qualitative approach with descriptive analysis. Data were obtained through interviews and documentation. After the investigation, it can be stated that the Bengkalis Regency Secretary through his leadership implements a strategy to improve employee performance by setting goals through the implementation of the vision and mission to be achieved and implemented; The efforts of the head of the work unit at the Regional Secretary have begun to improve performance. The results of this study also show that the organizational communication strategy to improve employee performance in the Bengkalis Regency Secretary office is running well vertically overall."

4. Ayudia, A., & Wulandari, S. 2021. Public Relations Communication Strategy in improving the image of the Probolinggo City Government. *Journal of Office Administration: Education and Practice*, 1(2), 249-268.

"The purpose of this study is to find out how the image of the Probolinggo City Government, analyze what communication strategies are used by Public Relations in improving the positive image of the Probolinggo City Government and analyze what factors can affect the performance of the Probolinggo City Government. The theories used in this study are Communication, Communication Strategy, Government Public Relations, Public Relations, the Role of Public Relations and Positive Image. This research uses qualitative methods. There are 2 informants, one informant is the Head of the Communication and Information Office of the Probolinggo City Government and 1 other informant is a staff of the Communication and Information Office of the Probolinggo City Government. Data collection techniques by conducting interviews and direct

observations to the field as primary data and literature sources as secondary data. The data analysis technique used consists of 3 procedures, namely data reduction, data presentation and data verification. Based on the results of the research conducted, it can be concluded that the image of the Probolinggo City Government in the eyes of the community is good. Communication strategies used such as maintaining communication patterns, planning and arranging tasks as public relations of the Probolinggo City Government, as well as maintaining openness and information provided to the public can affect the image of the Probolinggo City Government. Based on this, it can be seen that the factors that affect the positive image of the Probolinggo City Government are by improving the service system, maintaining good communication and cooperation between members of the Probolinggo City Government or with the community as well as information disclosure to the community."

5. Salsabilla Nurul Saputri, Yuliani Rachma Putri, S.Ip., MM. (2019) Organizational Communication Strategy Kitabisa.com in Improving Corporate Image. e-Proceedings of Management, Vol.6(2). p. 5393.

"Kitabisa.com is one of the online fundraising platforms in Indonesia, which achieves its social goal of creating a forum for Indonesians to raise funds transparently, and adopts its own communication strategy in the online fundraising process to promote the positive attitude of the people to move Indonesia forward. Kitabisa.com aims to help people distribute their donations to other communities in need. Kitabisa.com has been positively trusted by Indonesians who work in the online social sector. The purpose of this study is to find out how the communication strategies used Kitabisa.com in improving the image or opinion of the Indonesian people to have more Kitabisa.com trust about social views about online donations. The focus of the research is related to Kitabisa.com communication strategy to improve a positive corporate image among the Indonesian people. One of them is the analysis and establishment of the communication strategy being evaluated. By using communication theory, organizational communication, communication strategy and imagery. This research uses a qualitative approach with interviews, documentation and observation. The results showed that Kitabisa.com implemented a good communication strategy, with communication strategy steps with stages carried out, namely the problem formulation stage, the communication strategy determination stage, the communication strategy stage and the final evaluation."

6. Jesper Falkheimer. 2014. The power of strategic communication in organizational development.

"The purpose of this study is to describe and reflect on strategic communication and its importance for organizational development and service science. The main driving force behind the growing interest in strategic communication is the organization's need for legitimacy in order to function in late modern society. The analysis concluded that there is likely a synergy between strategic communication (which follows a holistic and ritual communication approach) and service science. Four arguments for focusing strategic communication on organizational development are its relevance to organizational efficiency, image, identity, and transparency. Further empirical research is needed. Over the years, communication has been seen primarily as a transmission system and an organizational function for production and distribution. In this document, strategic communication is considered a critical process of organizational management."

METHOD

Based on the definitions above, researchers in this study use descriptive research methods with a qualitative approach, which is a research method that serves to describe in detail and in depth

certain social phenomena that are the subject of research. This type of research describes research using descriptive data such as written and spoken words of the objects studied and observable behavior, namely the effectiveness, role and communication strategy of CRM service organizations in Cilandak District in improving image.

This research can be defined based on the level of explanation that "descriptive research is research conducted to determine the value of an independent variable, be it one or more without any comparison. or relatedness with other variables" (Sugiyono, 2017: 42).

Qualitative research according to (Sugiyono, 2017: 9) "is used in natural object conditions, where researchers are the main means, and data collection techniques are carried out by triangulation. Data analysis is inductive and qualitative research emphasizes its importance rather than generalization."

So it can be concluded in this case, researchers are central means, full participation and data collection, and other means have a supportive influence.

RESULT AND DISCUSSION

1. Organizational communication strategy in CRM service system in Cilandak District, South Jakarta

A communication strategy is an organizational plan for managing a business strategy in which new ideas are developed, combined with the receiver of messages through the media, and achieving the effect of good communication goals. As Effendy (2017: 32) argues, communication strategy is basically "planning and managing to achieve goals. However, the strategy must be able to identify operational tactics, not just act as an avenue to provide direction."

From the verbatim analysis of the interview conducted by Mr. Djaharuddin, M.Si; Mrs. Dewi Lestari, MM; and Mr. Dhani Salman, M.Ikom it can be concluded that the communication strategy of CRM services in Cilandak District in improving its image through several steps such as holding regular coordination meetings with several sectors and related elements such as lurah, section heads, sector heads, unit heads, and implementation unit heads, which are held weekly, monthly or as needed. This is in line with the results of research previously conducted by Meisani (2021) that "the communication strategy of Public Relations in improving the company's image at PT. Pos Indonesia in Garut Regency is by carrying out two communications, namely internal and external communication."

Cilandak District also utilizes information technology including using cyberspace such as Facebook, Twitter, Instagram and creating a personal account on behalf of Cilandak District5412, which functions as a medium for delivering information about Cilandak District, so that the information to be conveyed to the community easily arrives and always provides fast and precise information.

In addition, Cilandak District opens an offline complaint post in the District every Saturday from 09.00 to 12.00 which is broadcast through local RTs and RWs, so that people who cannot access CRM services online can still make complaints.

This research uses the theory of Hafied Cangara (2015) with a research approach consisting of Research, Planning, Implementation, Evaluation, and Reporting. Therefore, the stages of CRM service communication strategy in Cilandak District in improving the image are as follows:

a. Research

The purpose of this study was to determine the communication strategy in Cilandak District in improving image. This stage is also the fact-finding stage. Stages to find out the problems faced by Cilandak District, public opinion and conditions that determine the state of the organization. Thus, the creation of CRM

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services serves to realize the right of DKI Jakarta residents to make complaints by visiting the official channels provided and can improve the image of Cilandak District.

Based on the results of the interviews conducted, the CRM service communication strategy has implemented research indicators that run in accordance with what has been determined and it can be ascertained that the message conveyed is well distributed and on target, this is so that information can reach areas that implement CRM services, so that people can easily make complaints. Cilandak sub-district implements socialization of CRM services from the lowest elements such as local RTs and RWs. Socialization is also carried out in the form of graphics through banners, banners, flyers, social media, and the official CRM website.

The measure of effectiveness of a communication strategy can be measured by achieving the goals of the sender of the message and the message is delivered appropriately. This is the initial stage to see results and it is necessary to implement the right strategies and consider them during the research phase. The problem that took place in the communication strategy in Cilandak District during the research stage was the uneven socialization carried out so that there were still many people who did not know the CRM service system.

b. Planning

Planning is everything that will be done. This type of planning is always future oriented. Communication planning is a set of actions on how a communication activity will or should be carried out to achieve the desired behavior change. According to Hafied Cangara (2015: 75), "the first thing that can be done is to conduct an initial investigation, plan with clear goals, and allow the organizer to respond quickly, accurately, and easily to complaints from the general public."

Based on the results of the verbatim analysis above, planning communication strategies in CRM services carried out in Cilandak District by making maintenance schedules for facilities and infrastructure in direct coordination with the Lurah, Head of the implementing unit for PPSU officers, SDA Task Force, Highways Task Force, Environment Task Force, Forestry and Landscaping Task Force and other field task executors with the aim of being a preventive measure to anticipate before getting complaints enter the CRM system. Cilandak sub-district also conducts routine development planning deliberations every year with sub-districts around Cilandak sub-district to follow up on city facilities and infrastructure that need maintenance and repair.

c. Implementation

Implementation indicators are measures that are selected as part of the implementation of the formulation of the developed strategy. The implementation stage of the organization means organizing all the parts to implement the formalized strategy. From research to planning, the most important thing is to determine the actions that will be taken afterwards to realize a suitable communication strategy to improve the image of previous communication.

From the results of the interview above, the implementation of CRM service communication strategies in Cilandak District by conducting development plan deliberations, preventive work schedules consistently and responsibly, improving coordination with all relevant cross-sectors on issues arising from the public, and resolving public complaints according to time, targets and collaborating between sectors. So it can be concluded that the quality of CRM service is quite good but in handling it still takes time.

d. Evaluation

Evaluation is carried out to determine the final result of the activities carried out, the conformity of actual performance with the expected. Like the medium used to implement the strategy, the objectives of the strategy to be achieved, the recipient can receive the message sent, after receiving and understanding the information sent, what kind of behavior the viewer will do. The same is the case with Laswell's paradigm in (Firmana, 2019: 1) "who says what in which channel to whom and with what effect". Which can be interpreted that communication is the process of delivering messages from communicators to communicants through means that produce certain effects.

The evaluation phase is important because if the strategy is executed correctly, it can be used in subsequent problems, but deficiencies can be corrected for future learning. From the results of the interview above, it

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can be concluded that the evaluation is carried out every day by reviewing the graph of public complaints entered in the CRM service system, the graph will see a decrease or increase in the number of complaints and order in handling complaints through CRM since 2017 until this data is withdrawn and processed by researchers on June 11, 2022, complaints entered as a whole from 5 villages under the auspices of Cilandak District have received a total of 7,977 complaints and all It is complete in handling.

However, the communication strategy implemented by Cilandak District has not been fully successful because the media used to socialize CRM services has not been able to inform the people of DKI Jakarta evenly about this CRM, so there are still some residents who do not know about it.

e. Reporting

Reporting is the final action of the communication strategy activities implemented. Reporting must be sent in writing to the activity leader to be used as activity material. If the report contains positive and relevant results, then it can be used as a basis for subsequent programs. One of the goals that continues to be pursued by all elements related to CRM services is to improve the image of Cilandak District.

The reporting stage of CRM service communication strategies in Cilandak District through public assessments that have made complaints on CRM services in Cilandak District. From the results of the interview above, it can be concluded that CRM services provide image improvement in Cilandak District because of the enthusiasm of the community in making complaints with CRM services and complaints are followed up quickly and thoroughly.

2.The role of CRM services in improving image in Cilandak District, South Jakarta Administration City

Based on the results of the interview above, it can be concluded that the role of CRM services is as a bridge to respond to all community complaints quickly and precisely with a maximum duration standard of 6 hours from complaints received, both online and offline, the results of which will increase community satisfaction in Cilandak District.

According to the city level, Cilandak District is the number 1 sub-district out of 10 sub-districts with CRM services with the fastest service and response. The CRM service communication strategy provides changes to the image of Cilandak District, public trust in Cilandak District becomes positive because with the CRM service, the community can easily convey information on problems in their area, but in the report, there are still many people who do not know the existence of a CRM service system.

In line with previous research conducted by Supada (2020) that "communication strategies show that communication strategies have a positive relationship with public opinion, where communication strategies are successful in building a positive image in the eyes of the public and their strategies in conveying information."

3.Supporting and inhibiting factors of organizational communication in CRM services in improving image in Cilandak District, South Jakarta

Apart from this discussion, it can also be described the supporting and inhibiting factors of organizational communication in CRM services in improving the image in Cilandak District, namely:

From the results of the study, researchers can conclude that the supporting factors of the CRM service communication strategy are infrastructure facilities that support work such as work devices, photocopiers, complaint meeting rooms, the availability of professional human resources in serving the public, the connection of all sectors involved in complaint enforcement, as well as the many channels provided to access CRM services.

Meanwhile, the inhibiting factors for complaint errors at the location of the problem, the difficulty of coordinating with anonymous pioneers, and the lack of public literacy on this CRM service system.

CONCLUSION

This study aims to analyze the communication strategy of CRM services in Cilandak District in improving image. Based on the results of the research that has been done, researchers can conclude that:

1. The communication strategy of CRM service organizations in Cilandak District in improving image has implemented research indicators, namely through several online or offline steps such as holding regular coordination meetings on a weekly, monthly basis, with several sectors and related elements such as lurah, section heads, sector heads, unit heads, and implementation unit heads, which are held weekly, monthly or as needed. However, the communication strategy implemented by Cilandak District has not been fully successful because the media used to socialize CRM services has not been able to inform the people of DKI Jakarta evenly about this CRM, so there are still some residents who do not know about it.
2. The role of CRM services is as a bridge to respond to all community complaints quickly and precisely with a maximum duration standard of 6 hours from the complaint received. The CRM service communication strategy provides changes to the image of Cilandak District, public trust in Cilandak District increases because with CRM services, people can easily convey information about problems in their area.
3. The supporting factors of the CRM service communication strategy are infrastructure facilities that support work such as work equipment, photocopiers, complaint meeting rooms, the availability of professional human resources in serving the public, the connection of all sectors involved in complaint enforcement, as well as the many channels provided to access CRM services. Meanwhile, the inhibiting factors for complaint errors at the location of the problem, the difficulty of coordinating with anonymous pioneers, and the lack of public literacy on this CRM service system.

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