



Optimizing the Public Relations and Government Protocol communication strategy of Bima District Local Government in building a positive image

Tasrif¹, Haeril²

¹Department of Communication Science, Mbojo University Bima, Indonesia

²Department of Public Administration, Mbojo University Bima, Indonesia

ARTICLE INFO

Article history:

Received Mar 26, 2023

Revised Apr 6, 2024

Accepted May 15, 2024

Keywords:

Building Positive Image

Local Government

Public Relations

ABSTRACT

This research examines the role and challenges faced by the Public Relations and Government Protocol Department of Bima District Local Government in optimizing services and interactions with the public amidst the continuously evolving era of digitization and globalization. Employing a qualitative descriptive approach, this study explores the dynamics of communication and government protocol through direct observation, interviews, and document studies. The research findings highlight the importance of the PR function in delivering accurate and responsive information, as well as the role of protocol in ensuring the efficient and ethical implementation of government activities. These functions are crucial in building inclusive, transparent, and participatory relationships between the local government and its constituents. The research also identifies challenges such as the spread of misinformation, the need for human resource capacity building, and underutilization of social media. Thus, this study underscores the urgency of a deep understanding of the dynamics of communication and government protocol in maintaining harmonious relationships with the public and addressing contemporary challenges in the delivery of information and public services.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Tasrif,
Department of Communication Science,
Mbojo University Bima,
Jl. Pierre Tandean, Mande II Sadia, Bima City, 84111, Indonesia
Email: Tasrif@universitasmbojobima.ac.id

1. INTRODUCTION

In the ever-evolving era of globalization and digitization, the optimization of government communication and protocol strategies becomes crucial to ensure effectiveness and efficiency in delivering information and services to the public (J. Y. Kim et al., 2011) (O'Neil & Schieffer, 2014). A well-executed communication strategy enables the government to convey policy messages, programs, and initiatives in a manner easily understood by the public, fostering trust, and encouraging active participation of the community in the development process (Quesenberry, 2019). On the other hand, effective protocol ensures the smooth implementation of government activities and events, facilitates inter-agency communication, and strengthens the government's image and reputation nationally and internationally (Smith, 2017).

Moreover, optimized communication and protocol strategies assist governments in addressing contemporary challenges such as the spread of fake news or hoaxes, social crises, and natural disasters (Atitbol, 2017). With responsive and adaptive communication strategies,

governments can more swiftly respond to emergency situations and provide accurate and timely information to the public (Wang & Li, 2023). Good protocol also ensures that all stakeholders are effectively involved in crisis management efforts, minimizing confusion and enhancing cross-sector coordination (Wright, 2009). Therefore, optimizing communication and protocol strategies is not just about delivering messages but also about building a resilient, adaptive, and inclusive communication system to support government policies and programs in serving public interests (van Ruler, 2004).

Furthermore, in the effort to build a positive regional image through local government communication and protocol, various challenges are faced, especially in the current digital era. One major challenge is the speed of information dissemination, which can have both positive and negative impacts (Salhofer & Isaac, 2002); (Peacemaker et al., 2016). On one hand, positive information about regional government initiatives and successes can quickly spread widely. However, on the other hand, negative information or hoaxes can also spread rapidly and threaten the positive image that has been built (Daymon, 2003); (oxel et al., 1952) ; (Ferguson et al., 1997).

Additionally, another challenge is the diversification of communication channels (Amadi & Harcourt, 2017). With the proliferation of various social media and digital platforms, local governments are required to effectively manage and utilize these communication channels to reach a wide audience (Waters et al., 2009); (Botan, 1997); (et al., 2018). However, this also requires the ability to present relevant and engaging content on each platform, which demands specific resources and expertise (Grunig, 2006); (Graham & Avery, 2013).

The ability to respond quickly and accurately also presents its own challenge. In crisis situations or when negative information spreads, the timely response of local governments is crucial to control the narrative and minimize negative impacts (DiFonzo & Bordia, 2000); (Grunig & Grunig, 2000). However, this requires a good communication system and strong coordination among various local government agencies (Werder, 2006); (James, 2014).

Another challenge is capacity building and human resource development in the field of communication and protocol (Wright & Hinson, 2017); (Bell et al., 2019). Specialized skills are required to professionally manage local government communication, including media analysis, digital content production, and crisis management (Roper, 2005). Furthermore, creating a sustainable positive image also requires long-term commitment from local governments to continuously implement good and transparent communication practices.

Thus, the functions of Public Relations and Government Protocol of Bima District Local Government face several complex challenges but receive support in efforts to fulfill their tasks effectively. One of the main challenges is the expanded role of Public Relations in addressing the spread of fake news or hoaxes circulating in society through mass media. Public Relations must act swiftly in responding to these hoaxes by disseminating accurate information and documenting the activities of Bima District Local Government. In this regard, support from a media center equipped with social media accounts becomes crucial. Public Relations also have to play a role as subsystem relationship builders with the public through various approaches, including acting as expert advisors, facilitating problem-solving processes, and communication technicians (Bruce & Tini, 2008).

Furthermore, the ability of Public Relations as a system and public facilitator for the Bima District Government in creating accountability and transparency in performance poses another challenge. Research indicates that Public Relations has a significant role in establishing functional relationships with the public, particularly in making information related to the performance of the Bima District Local Government transparent and accountable. Public Relations are also responsible for building and maintaining the government's positive image in society and serving as a platform for public aspirations. However, to fulfill their role effectively, support from Local Government Institutions and other government agencies is required (Masud & Haeril, 2022).

The communication strategies used by Public Relations also come into focus in facing challenges and garnering support. Planning communication patterns, tasks, and maintaining openness and the quality of information conveyed to the public are essential strategies in influencing the image of the Bima District Government. This includes enhancing service systems,

maintaining good communication among members of the Local Government, and providing information transparency to the public (Haeril et al., 2020).

Additionally, the utilization of social media as a government communication tool also presents a significant challenge. Although social media is an important platform for communicating with the public, its utilization remains suboptimal in Bima District, including Bima District. Constraints such as limited public access to devices and network infrastructure, suboptimal content publication, and insufficient response from Public Relations accounts to public complaints hinder the achievement of communication goals.

In facing these challenges, it is important for Public Relations to continuously develop appropriate strategies, including improving internet and telecommunication network infrastructure, enhancing content quality, and increasing responsiveness to public complaints. Furthermore, the use of communication theories such as Government Public Relations function theory, Media Relations activity theory, and media role theory can serve as a foundation for formulating effective strategies in conducting activities of Public Relations and Government Protocol of Bima District Local Government.

This research aims to understand and analyze the challenges and support faced by the functions of Public Relations and Government Protocol of Bima District Local Government in carrying out their tasks. The main objective is to identify barriers that arise in efforts to deliver information and services to the public and to explore strategies that can be used to overcome these challenges. By understanding these dynamics, it is hoped that this research can provide concrete and implementable recommendations for the Bima District Local Government to improve effectiveness and efficiency in the field of communication and protocol.

The urgency of this research lies in the importance of the functions of Public Relations and Government Protocol in the context of the continuously evolving era of globalization and digitization. In this condition, information spreads quickly and has a significant impact on the government's image and reputation. Therefore, understanding the challenges and opportunities in the field of communication and protocol is crucial for the Bima District Local Government to maintain good relations with the public, ensure accountability and transparency, and address various contemporary issues such as the spread of fake information and social crises.

The novelty of this research lies in its specific focus on the context and challenges faced by Public Relations and Government Protocol of Bima District Local Government. Although much research has been conducted in the field of government communication and protocol, studies specifically focusing on the situation and challenges faced by particular local governments are relatively scarce. Thus, this research is expected to provide new and in-depth insights into the dynamics of local government communication amidst changing times and technology.

2. RESEARCH METHOD

In a qualitative descriptive research study, the method used aims to depict and explain observed phenomena in depth, without adopting a quantitative approach. The research location for this study is Bima District, chosen as the primary backdrop for the practices of Public Relations and Government Protocol. The researcher will conduct direct observations and interactions with research subjects, primarily within the environment of the Public Relations and Government Protocol of Bima District Local Government. The data collection phase will involve various techniques such as in-depth interviews with members of Public Relations and Government Protocol, direct observation of activities and communication processes, as well as document studies related to local government policies and programs. A qualitative approach is chosen to gain a deep understanding of the perceptions, attitudes, and practices occurring within that context. The data analysis process is conducted carefully after all data have been collected. This involves transcription of interviews, recording observation findings, and document review. Analysis is conducted thematically, where common patterns and emerging themes from the data are identified and analyzed to understand key issues relevant to the research objectives. The descriptive approach allows the researcher to provide a comprehensive overview of the observed situation without imposing statistical structures. By combining a qualitative descriptive research type with the appropriate research location, as well as meticulous data collection and analysis stages, this

research is expected to provide profound insights into the dynamics of communication and government protocol in Bima District Local Government.

3. RESULTS AND DISCUSSIONS

In this section, we will discuss the research findings based on several indicators such as the role of Public Relations and Government Protocol Department in Becoming Public Facilitators, Shaping Public Opinion, Facilitating Participation Processes, and Building a Positive Image (Sommerfeldt & Yang, 2017).

Public Facilitator

In essence, the function of a public facilitator is the role played by Public Relations or communication departments in government to facilitate dialogue and interaction between the government and the public. As facilitators, they act as bridges between the government and the public, opening up two-way communication channels that allow for the exchange of information, opinions, and aspirations. Public facilitators assist the public in conveying their issues, needs, and hopes to the government, while also helping the government understand and respond to the needs and aspirations of the public (S. Kim et al., 2009).

This role involves various activities, such as organizing discussion forums, public meetings, or consultations to enable open dialogue between the government and citizens. Additionally, public facilitators may organize surveys or interviews to gather input and feedback from the community. They are also responsible for managing communication channels, such as public complaint services or social media, to ensure that messages from the public are effectively conveyed to the government. The function of public facilitators is crucial in building strong relationships between the government and the public, which in turn can enhance public participation in decision-making processes, strengthen government accountability, and increase the legitimacy of government institutions. By acting as intermediaries between the government and the public, public facilitators help create an inclusive and transparent environment where the needs and aspirations of the community can be heard and effectively considered by the government (Greenberg et al., 2011).

Research findings indicate that the function of public facilitators in the context of public relations and protocol in the Bima District Local Government environment plays a crucial and multifaceted role. They act as intermediaries between the government and the public, tasked with ensuring that communication is effective, information is conveyed clearly, and interactions between the government and its constituents are constructively built. The role of public facilitators, especially in regional contexts like Bima District, is highly critical given the social, cultural, and economic diversity present.

Fundamentally, public facilitators work to create and maintain open and responsive communication channels between the local government and residents. In practice, this can involve various activities, ranging from community forum organization, public complaint management, to the implementation of public information campaigns. Through these activities, public facilitators strive to engage the community in development processes and public policy, while also enhancing government transparency and accountability.

In the context of protocol, the role of public facilitators becomes more specific. They are responsible for ensuring that all forms of government communication and interaction, whether it be official visits, events, or meetings with other delegations, adhere to applicable norms, etiquette, and procedures. This is important to demonstrate a professional and respectful government image and to uphold the dignity of the institutions and individuals involved.

On the other hand, in the context of public relations, public facilitators are tasked with designing and implementing effective communication strategies to support the goals and missions of the local government. This involves activities such as creating and distributing informational materials, managing social media, and organizing public events aimed at raising awareness and understanding of government programs and policies. Through these efforts, public facilitators contribute to shaping positive public opinion and building trust in the government.

The role of public facilitators is also crucial in managing crises or emergency situations. In such circumstances, public facilitators must be able to act quickly to provide accurate and timely information to the public, while also coordinating communication between various agencies and

stakeholders. The ability to communicate effectively in crisis situations can not only help mitigate the negative impacts of the crisis but also strengthen public trust in the government's ability to handle difficult situations.

Adaptability and innovation are also key in the role of public facilitators. With technological advancements and changing social dynamics, the ways in which people access information and communicate continue to evolve. Public facilitators must be able to keep up with these developments and adjust their communication strategies to remain relevant and effective. This may involve adopting new digital tools for public interaction or developing creative ways to convey government messages that are engaging and easily understood by various segments of the population.

Shaping Public Opinion

In the field of Public Relations and Protocol, the function of shaping public opinion is one of the vital core activities aimed at creating positive perceptions and supporting the goals of organizations or institutions. This process involves careful and planned communication strategies to disseminate information, address issues, and influence public perceptions through various media channels. Public Relations and Protocol utilize techniques such as storytelling, crisis management, and social media engagement to communicate the values, missions, and achievements of organizations, while also counteracting negative information that could damage reputation. Success in shaping public opinion not only strengthens trust and support from stakeholders and the wider community but also plays a strategic role in guiding public discourse, influencing public policies, and ultimately assisting organizations in achieving their goals more effectively. Therefore, in this era of rapid and competitive information, the ability to effectively shape public opinion becomes a key factor for the fields of Public Relations and Protocol in managing their reputation and increasing their organizational influence (Palenchar & Heath, 2007).

Research findings indicate that in the complex and dynamic landscape of public communication, the function of the public relations and protocol departments of the Bima District local government plays a vital role in shaping public opinion. This begins with educational strategies and structured information delivery, where public relations endeavors to present government policies, programs, and activities in ways that are easily understood by the public. The utilization of various communication channels, from traditional media to digital platforms, ensures that this information reaches a wide and diverse audience spectrum. It is not just about unilateral information delivery but also about opening the door for active public participation in discussions and policy-making, reaffirming the democratic principles that underlie governance (Van Aelst & Walgrave, 2017).

Furthermore, public dialogues and participation initiated by public relations and protocol demonstrate the commitment of the Bima District local government to building inclusive and responsive governance. By listening to and accommodating the aspirations and inputs of citizens, the Bima District local government not only demonstrates transparency in policy-making processes but also strengthens public trust. This is crucial in shaping positive public opinion, where the public feels an integral part of the development process and policies being made. This trust is a valuable social asset, enabling the local government to implement programs and policies with broader support from the community.

In situations of crisis or controversy, crisis management conducted by public relations and protocol becomes a critical test for this public trust and support. The ability to communicate quickly, accurately, and empathetically determines how well the local government can mitigate negative impacts and maintain the dignity and image of the Bima District. Protocol and public relations must work together swiftly, utilizing all communication channels to disseminate accurate information and reassure the public. Success in crisis management not only avoids further damage to the government's image but also strengthens positive public opinion regarding the resilience and responsiveness of the local government.

Lastly, building the image of the Bima District through positive activities communicated to the public is an integral part of shaping public opinion. This includes achievements in infrastructure development, improvements in public services, and social initiatives that directly impact the lives of residents. By promoting these successes, the local government not only demonstrates progress

but also instills pride and confidence in the community towards their government. Through this integrated and comprehensive approach, the functions of public relations and protocol of the Bima District local government have successfully shaped public opinion that is supportive, trusting, and actively participates in the vision of sustainable and inclusive regional development.

Facilitating the Participation Process

The function of public relations (PR) and protocol within organizations, both in the governmental and private sectors, plays a crucial role in facilitating the participation process of the community in a structured and effective manner. By providing accurate and timely information, this function not only enhances public awareness of the activities, programs, or policies carried out by the organization but also encourages active engagement from the community to provide constructive feedback (Tao & Kim, 2017). Through the design and implementation of strategic communication programs, PR and protocol strive to unearth and solicit participation from various sectors, facilitating discussions and interactive forums that allow for the exchange of ideas and valuable feedback. Furthermore, the role of protocol is essential in ensuring the smooth execution of events and meetings, ensuring that everything proceeds in accordance with the applicable ethics and procedures, which in turn supports the creation of a conducive environment for participation. Thus, both work together in building and maintaining good relations between the organization and the public, aiming to optimize engagement and strengthen harmonious relationships, ultimately supporting the achievement of organizational goals by actively involving various parties in decision-making and policy implementation processes (Wahl, 2013).

Communication in PR and protocol plays a very important role in facilitating the community participation process with the local government of Bima Regency. Bima Regency, like other administrative areas in Indonesia, requires an effective mechanism to bridge the relationship between the government and its people. In this context, the functions of the PR and protocol communication fields become highly relevant in ensuring that the community actively participates in the development and decision-making processes related to their interests.

One important aspect of the functions of the PR and protocol communication fields is to ensure that relevant and accurate information is conveyed to the community in a timely manner. This includes various forms of communication, ranging from the use of mass media to direct activities such as meetings or public discussions. By providing clear and easily accessible information, the local government of Bima Regency can increase its transparency and accountability, thereby strengthening public trust in the government institution.

Furthermore, the PR and protocol communication fields are also responsible for promoting public awareness of the importance of their roles and responsibilities in the development process. This can be done through educational campaigns and community outreach on issues related to local development and how they can actively contribute to the process. For example, through training or workshops on how to participate in development planning, the community can learn how to provide input and influence decisions that affect their lives.

In addition to facilitating communication between the government and the community, the PR and protocol communication fields can also act as mediators or intermediaries in resolving conflicts between the government and the community. In the context of Bima Regency, where there may be differences of opinion or interests between the parties involved, it is important to have mechanisms that can manage these conflicts constructively. By having trained staff in communication and negotiation, the PR and protocol communication fields can help facilitate dialogue between conflicting parties, with the goal of reaching agreements that satisfy all parties.

In addition to facilitating community participation processes, the functions of the PR and protocol communication fields also involve monitoring and evaluating the success of community participation initiatives implemented by the local government. This involves collecting and analyzing data on the level of participation, community satisfaction levels, and the impact of such participation on local development. By understanding what works and what needs improvement, the local government can continue to enhance their participatory practices and ensure that community interests are effectively accommodated in their policies and programs.

Finally, the PR and protocol communication fields can also serve as advocates or representatives of the community within the local government. This means articulating and

advocating for community interests to government officials and making them aware of the issues faced by the community. By being the voice of the community within the government, the PR and protocol communication fields can ensure that policies and decisions take into account the needs and aspirations of the community as a whole.

Overall, the functions of the PR and protocol communication fields in facilitating the community participation process with the local government of Bima Regency are very important. By providing information, educating the community, managing conflicts, monitoring participation, and being the voice of the community in government, these fields help strengthen the relationship between the government and the community and ensure that community interests are represented and accommodated in the local development process.

Building a positive image

The function of building a positive image by Public Relations (PR) and protocol within an organization or public entity is crucial in maintaining a good reputation in the eyes of the public. PR is responsible for disseminating accurate, transparent, and promoting the positive values of the company or institution to the public through various communication channels (J. Y. Kim et al., 2011). They play a role in managing crises, designing communication campaigns, and maintaining good relationships with the media and other stakeholders. Meanwhile, protocol is responsible for organizing official events and managing relationships with important guests, both domestic and international, ensuring that all protocols and appropriate etiquette are followed. By building a positive image through PR and protocol, an organization can increase public trust, strengthen relationships with stakeholders, and enhance long-term competitiveness and sustainability (O'Neil & Schieffer, 2014).

Research results show that efforts to build a positive image of a Local Government are complex and require integrated capabilities from various fields, including PR and protocol. The PR field's ability to build a positive image of Bima Regency's Local Government is vital. PR is tasked with disseminating information to the public accurately, transparently, and persuasively. One possible strategy is to prioritize two-way communication, allowing the government to listen to input and feedback from the public. By utilizing mass media, online platforms, and direct meetings, PR can strengthen the relationship between the government and its citizens. For example, they can organize open forums or focus group discussions to listen to the aspirations and needs of the community and effectively communicate government policies or programs.

Furthermore, PR also plays an important role in managing crises or controversies that may arise in the government context. In these situations, transparency and responsiveness to public concerns are crucial. PR can act as an intermediary between the government and the media, providing accurate information and explaining the steps taken to address the issue. By doing so, they can help mitigate the negative impact on the local government's image and rebuild trust among the public.

In addition to the PR aspect, the capability of the protocol field also plays a crucial role in building a positive image of Bima Regency's Local Government. Protocol is responsible for planning and executing official events, including state visits, international meetings, or local events attended by government officials. In the context of Bima Regency, protocol must ensure that each event is conducted smoothly, following protocols in accordance with protocol norms, and leaving a good impression on guests and the local community.

Moreover, protocol also plays a role in building diplomatic relations with other regions, both at the regional, national, and international levels. Through bilateral meetings, cross-sector cooperation, and official visits, protocol can help strengthen ties between Bima Regency and other governments, international organizations, and the international community. This can open up new opportunities for cooperation, investment, or cultural exchange that can support the development and progress of the region.

Furthermore, in the current era of globalization and digitalization, it is important for PR and protocol to effectively utilize information and communication technology. By using social media platforms, official websites, or mobile applications, they can reach a wider audience, especially the digitally connected younger generation. Through engaging and leverageable content, they can

increase public awareness of the policies, programs, or achievements of Bima Regency's Local Government.

However, in the efforts to build a positive image, it is also important to remember that success cannot be achieved instantly or in one go. The process of building a good reputation requires patience, consistency, and long-term commitment. PR and protocol must continuously monitor the situation, listen to public feedback, and adjust their strategies according to the evolving needs and demands. Thus, they can ensure that Bima Regency's Local Government remains relevant, respected, and trusted by its citizens.

4. CONCLUSION

It can be inferred that the role of Public Relations (PR) and Protocol is crucial in establishing a positive image for local government, especially in facing various challenges and garnering the necessary support to perform its duties effectively in Bima District. One of the main challenges is the widespread dissemination of false information or hoaxes, which can threaten the positive image that has been built. To address this, PR must act swiftly by disseminating accurate information and documenting government activities clearly and precisely. Support from a central media hub equipped with social media accounts becomes crucial in this context. Additionally, PR also needs to act as a relationship builder with the community through various approaches, such as serving as expert advisors, facilitators of problem-solving processes, and communication technicians. This underscores the importance of developing practical PR skills in interacting with the community and media effectively to achieve desired communication goals. The communication strategies used must be responsive and adaptive in facing challenges and gaining support to be effective in carrying out their duties. This indicates the importance of developing communication strategies that are in tune with the continually changing social and technological environment, including the ability to leverage social media as a vital communication tool. Therefore, the overall function of Public Relations and Protocol in the local government of Bima District plays a complex yet crucial role in building strong relationships between the government and the community, and ensuring transparency, accountability, and public trust.

REFERENCES

- Amadi, R. N., & Harcourt, P. (2017). *Tackling Incidence Of Divorce In Nigeria Through The Application. December.*
- Atitbol, A. (2017). Examining The Influence Of Public Relations Strategies Over Facebook On Student Attitude. *Public Relations Journal*, 11(1), 1–24.
- Bell, S. E., Fitzgerald, J., & York, R. (2019). Protecting The Power To Pollute: Identity Co-Optation, Gender, And The Public Relations Strategies Of Fossil Fuel Industries In The United States. *Environmental Sociology*, 5(3), 323–338. <https://doi.org/10.1080/23251042.2019.1624001>
- Botan, C. (1997). Strategic Campaigns: Approach. *The Journal Of Business Communication*, 34(2), 188–202.
- Bruce, T., & Tini, T. (2008). Unique Crisis Response Strategies In Sports Public Relations: Rugby League And The Case For Diversion. *Public Relations Review*, 34(2), 108–115. <https://doi.org/10.1016/j.pubrev.2008.03.015>
- Daymon, C. (2003). *Methods In Public Relations And Marketing Communications*. 45(1986), 537–538.
- Difonzo, N., & Bordia, P. (2000). How Top Pr Professionals Handle Hearsay: Corporate Rumors, Their Effects, And Strategies To Manage Them. *Public Relations Review*, 26(2), 173–190. [https://doi.org/10.1016/S0363-8111\(00\)00039-4](https://doi.org/10.1016/S0363-8111(00)00039-4)
- Farte, G. I., & Obada, D. R. (2018). Reactive Public Relations Strategies For Managing Fake News In The Online Environment. *Postmodern Openings*, 9(2), 26–44. <https://doi.org/10.18662/Po/16>
- Ferguson, D. P., Wallace, J. D., & Chandler, R. C. (1997). Rehabilitating Your Organization's Image: Public Relations Professionals' Perceptions Of The Effectiveness And Ethicality Of Image Repair Strategies In Crisis Situations. *Public Relations Journal Coombs & Holladay*, 6(1), 1–19.
- Graham, M., & Avery, E. (2013). Government Public Relations And Social Media: An Analysis Of The Perceptions And Trends Of Social Media Use At The Local Government Level. *Public Relations Journal*, 7(4), 1–21. <http://dev.prsa.org/intelligence/prjournal/documents/2013grahamavery.pdf>
- Greenberg, J., Knight, G., & Westersund, E. (2011). Spinning Climate Change: Corporate And Ngo Public Relations Strategies In Canada And The United States. *International Communication Gazette*, 73(1), 65–82. <https://doi.org/10.1177/1748048510386742>

- Grunig, J. E. (2006). Furnishing The Edifice: Ongoing Research On Public Relations As A Strategic Management Function. *International Journal Of Phytoremediation*, 21(1), 151–176. https://doi.org/10.1207/S1532754xjpr1802_5
- Grunig, J. E., & Grunig, L. A. (2000). Public Relations In Strategic Management And Strategic Management Of Public Relations: Theory And Evidence From The labc Excellence Project. *Journalism Studies*, 1(2), 303–321. <https://doi.org/10.1080/14616700050028271>
- Haeril, H., Mas'ud, M., & Irfadat, T. (2020). Peran Humas Dprd Dalam Menjaga Kinerja Dan Citra Dprd (Studi Pada Dprd Kabupaten Bima). *Journal Of Government And Politics (Jgop)*, 2(2), 153. <https://doi.org/10.31764/Jgop.V2i2.3138>
- James, M. (2014). Positioning Theory And Strategic Communication. In *Positioning Theory And Strategic Communication*. <https://doi.org/10.4324/9781315886084>
- Kim, J. Y., Molleda, J., & Ph, D. (2011). A Quantitative Analysis Of Governments ' Use Of Interactive Media As A Global Public Relations Strategy. *Public Relations Journal Vol. 5, No. 4*, 5(4), 1–24.
- Kim, S., Avery, E. J., & Lariscy, R. W. (2009). Are Crisis Communicators Practicing What We Preach?: An Evaluation Of Crisis Response Strategy Analyzed In Public Relations Research From 1991 To 2009. *Public Relations Review*, 35(4), 446–448. <https://doi.org/10.1016/J.Pubrev.2009.08.002>
- Masud, M., & Haeril, H. (2022). Peran Humas Dprd Sebagai Suatu Sistem Dan Fasilitator Publik (Studi Pada Dprd Kabupaten Bima). *Jurnal Studi Ilmu Pemerintahan*, 3(1), 27–32. <https://doi.org/10.35326/Jsip.V3i1.1904>
- O'neil, J., & Schieffer, B. (2014). An Examination Of Fortune 500 Companies' And Philanthropy 200 Nonprofit Organizations' Relationship Cultivation Strategies On Facebook. *Public Relations Journal*, 8(1), 1–27.
- Oleh, K., Pemuda, K., Olahraga, D. A. N., Kasus, S., Pssi, K., & Kalla, J. (1952). Японские Блоггеры Доверяют Public Relations : Японские Блоггеры Доверяют Public Relations, А Американские - Нет. *"Pr B Poccuu"*, 2006, N 7. - C. 7, 1(1), 1–13.
- Palenchar, M. J., & Heath, R. L. (2007). Strategic Risk Communication: Adding Value To Society. *Public Relations Review*, 33(2), 120–129. <https://doi.org/10.1016/J.Pubrev.2006.11.014>
- Peacemaker, B., Robinson, S., & Hurst, E. J. (2016). Connecting Best Practices In Public Relations To Social Media Strategies For Academic Libraries. *College And Undergraduate Libraries*, 23(1), 101–108. <https://doi.org/10.1080/10691316.2016.1134244>
- Quesenberry, A. K. (2019). *Social Media S T R At E Gy*.
- Roper, J. (2005). Symmetrical Communication: Excellent Public Relations Or A Strategy For Hegemony? *International Journal Of Phytoremediation*, 21(1), 69–86. https://doi.org/10.1207/S1532754xjpr1701_6
- Salhofer, S., & Isaac, N. A. (2002). Importance Of Public Relations In Recycling Strategies: Principles And Case Studies. *Environmental Management*, 30(1), 68–76. <https://doi.org/10.1007/S00267-002-2615-9>
- Smith, R. D. (2017). Strategic Planning For Public Relations: Fifth Edition. In *Strategic Planning For Public Relations: Fifth Edition*. <https://doi.org/10.4324/9781315270876>
- Sommerfeldt, E. J., & Yang, A. (2017). Relationship Networks As Strategic Issues Management: An Issue-Stage Framework Of Social Movement Organization Network Strategies. *Public Relations Review*, 43(4), 829–839. <https://doi.org/10.1016/J.Pubrev.2017.06.012>
- Tao, W., & Kim, S. (2017). Application Of Two Under-Researched Typologies In Crisis Communication: Ethics Of Justice Vs. Care And Public Relations Vs. Legal Strategies. *Public Relations Review*, 43(4), 690–699. <https://doi.org/10.1016/J.Pubrev.2017.06.003>
- Van Aelst, P., & Walgrave, S. (2017). How Political Actors Use The Media: A Functional Analysis Of The Media's Role In Politics. *How Political Actors Use The Media: A Functional Analysis Of The Media's Role In Politics*, 1–282. <https://doi.org/10.1007/978-3-319-60249-3>
- Van Ruler, B. (2004). The Communication Grid: An Introduction Of A Model Of Four Communication Strategies. *Public Relations Review*, 30(2), 123–143. <https://doi.org/10.1016/J.Pubrev.2004.01.002>
- Wahl, S. T. (2013). *Instructor ' S Manual And Test Bank First Edition. 2002, 2003–2012*.
- Wang, Y., & Li, H. (2023). *African Media Cultures And Chinese Public Relations Strategies In Kenya And Ethiopia. February*.
- Waters, R. D., Burnett, E., Lamm, A., & Lucas, J. (2009). Engaging Stakeholders Through Social Networking: How Nonprofit Organizations Are Using Facebook. *Public Relations Review*, 35(2), 102–106. <https://doi.org/10.1016/J.Pubrev.2009.01.006>
- Werder, K. P. (2006). Responding To Activism: An Experimental Analysis Of Public Relations Strategy Influence On Attributes Of Publics. *International Journal Of Phytoremediation*, 21(1), 335–356. https://doi.org/10.1207/S1532754xjpr1804_3
- Wright, D. K. (2009). An Updated Look At The Impact Of Social Media On Public Relations Practice. *Public Relations Journal*, 3(2), 1–26. http://www.instituteforpr.org/lprwp/Wp-Content/uploads/Wright_Hinson_Pr_Miami.Pdf

Wright, D. K., & Hinson, M. (2017). Tracking How Social And Other Digital Media Are Being Used In Public Relations Practice: A Twelve-Year Study. *Public Relations Journal*, 11(1), 1-30.
Www.Newspaperdeathwatch.Com