

## Coordination of Communication Crisis Model

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### ABSTRACT

**Purpose:** This study aims to provide an ideal crisis communication coordination model in Medan Tourism Office in order to be able to respond to negative news that can enhance the reputation of culinary tourism areas in Merdeka Walk Medan **Methodology:** This study uses a constructivism paradigm, a study that provides constructive suggestions to the Medan Tourism Office to coordinate crisis communication. **Finding:** The results of the study found that the tourism office had not been the coordinator to implement crisis communication coordination because the Mayor of Medan had not yet issued a policy and coordination task for the communication crisis so that negative online media coverage could not be responded effectively. **Significant:** An effective and efficient crisis communication coordination model as an ideal suggestion to be applied by the Department of Tourism, so that negative media coverage online can be responded.

**Keyword:** Communication Crisis Coordination, Negative News, Online Media.

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## 1. INTRODUCTION

Advances in online media technology make delivering negative news all over the world easier and faster. Negative news spread quickly. Internet technology is now a part of our lives making it easier to obtain information. Unstoppable information can cause crises (negative coverage), crises can be caused by human limitations in dealing with environmental demands or high technology failures Other disasters that can cause crises are natural disasters, mass strikes, fires, accidents, threats of corporate takeovers, new policies that are detrimental, scandalous, economic recession, and so on.

Coordination of crisis communication at the Medan Tourism Office has not been effective and efficient. This possibility is due to the absence of job description regulations from the Mayor of Medan to be given to the Medan Tourism Office and the lack of human resources to carry out crisis communication activities and the employees on duty are not ready, lack of employees, crisis communication training (Bell, 2010) Communications Crisis has emerged as an important part of literary communication. The crisis is a phenomenon that occurs suddenly and has the potential to produce a negative thing that affects the organization, the public, products, financial risk of reputation (Coombs W. T., 2010: 243).

The crisis is closely related to stakeholders such as government, public or society, as well as others. They are also the audience and message recipients of the crisis communication coordination efforts. When a crisis occurs, the institution must coordinate what steps are taken in response to efforts to carry out good crisis communication to prevent the damage to reputation (Wulandari, 2011, p. 7). (Purworini, Kuswarno, E, & Rakhmat, 2016, p. 457) also suggested to immediately resolve the crisis so that neither the institution nor the stakeholders would suffer losses. Therefore, when hit by a crisis the institution must immediately provide clear confirmation to stakeholders through the media (Ahmad, 2017).

Public information disclosure is very important. Media is a communication channel that is very fast and accurate in disseminating information. Most stakeholders use news media to gather information about the institution. (Coombs & Sherry, 2008). (Purworini D., Kuswarno, Hadisiwi, & Rakhmat, 2017) The crisis has the potential to be highlighted by the media. Before the news is disseminated to the public,

the media will form messages through the construction stage first. Munshi (2014) explains that the way journalists connect with public issues can be seen from the process of selecting and emphasizing important points to how they convey the message (Purworini D., Kuswarno, Hadisiwi, & Rakhmat, 2017). Online media, especially news, tend to blame members or institutions as a whole.

Online media has tremendous power for life and in shaping public interpretations with the diverse information that they produce (Purworini D., Kuswarno, Hadisiwi, & Rakhmat, 2017, p. 461) He said that an online media journalist can shape public perceptions according to his wishes. News Production in the media slogan is "Bad News is Good News" formed by redactors and as work responsibilities. The reporting and choice of angle, or even framing, of an issue presented by the media, the presence of online media makes the institution understand how the media works. The impact of negative coverage by online media has a very strong effect on the reputation of the Medan tourism area and the reaction in the community. Related to this, each institution is required to see the results of media production as an institution that has the responsibility for negative reporting. Negative reporting that was triggered by incidents of fallen trees and robberies at the culinary tourism site "Merdeka Walk" and its surroundings made important news.

The Tourism Agency is an agency responsible for the management and reputation of Medan's "Merdeka Walk" tourism. "Merdeka Walk" is a tourist location that is engaged in the culinary field at the Tanah Lapang Location. Merdeka Walk was established in 2004 and was inaugurated by the mayor Abdilah and is located at Jl. City Hall, Kesawan, District. Medan Barat., Kota Medan, North Sumatra 20231 by the manager of PT Orange Indonesia Mandiri (OIM) and contracted for the next 20 years from 2004 to 2024 and is estimated to be able to generate around IDR 500 million per month from restaurant tax at Merdeka Walk, and around IDR6 billion a year, "said Mr. Suherman as Head of the Medan Regional Tax and Retribution Management Agency (BP2RD).

## 2. LITERATURE REVIEW

Management theory of the contribution of this meaning put forward by W, Barnet and Vernon Cronen. They say that "the quality of our personal lives and our social world is directly related to the quality of communication in which we are angry". (Related: our current communication is very much related to the quality of our personal lives and our immediate social world). CMM Theory thinks of humans as the main actors who try to achieve human-oriented embodiment that stimulates communication ways that can improve the quality of life by answering the meaning they get (Pearce and Cronen, 1980: 114). in themselves and their relationships with others, and examine who gives meaning to the message. This theory is important because it challenges the relationship between the individual and his community (Philipsen,1995).

### A. Coordination

The results of the study reveal data on the field that Medan Tourism Office employees have not been given the task to coordinate crisis communication. Crisis communication coordination can be useful for overcoming crises (negative reporting), (negative reporting) online media through data collection, message processing, information dissemination, fast and appropriate responses, selecting spokespersons, building media relations (media relations), press conferences, broadcasts the press by coordinating with related institutions both internal and external (Lindmark, 2011)

Haggard (Haggard, 2010) in his journal that: The aspect of coordination according to him is the effect of skilled action, the way of thinking of the coordinator who understands the coordination process to be carried out. Especially the coordinator's understanding of correct information processing shows the potential of the coordinators if given the knowledge of the tasks reported here. If the coordinator is not equipped with knowledge, it is expected to make a bigger mistake Handayani (2002: 90) that the coordination process starts from: An action that balances and moves the team by providing the location of activities, suitable work for each employee and ensuring that the activity is carried out with proper harmony, among the members themselves James D. Mooney (2011: 34) Coordination is: Therefore, is the orderly arrangement of group efforts, to provide unity of action in the pursuit of a common purpose, The community role coordination model can handle various crises.

To carry out communication activities efficiently and effectively, good coordination is needed, so that the working mechanism including planning, implementation, monitoring, and evaluation can run smoothly to result in good service. Coordination is the process by which individual and group activities are linked to one another, to ensure that a common goal is achieved (Budi, 2011). In carrying out coordination, the principle of direct contact is needed the principle of emphasis and the interrelationships between the existing factors. The application of the coordination function with cross-sectoral has not been optimal because coordination only coordinates the preparation of reports (Maulida, Hermansyah, & Mutdasir, 2015).

### **B. Communications Crisis**

The researcher cites an explanation of crisis communication used in this study as proposed by (Coombs W. T., 2010: 243) that crisis communication is "the collection, processing, and dissemination of information needed to overcome a crisis situation" (conversation facing a crisis)". Therefore, it can be avoided that "Communication is the essence of crisis management." Communication is the core of crisis management (Coombs, 2010: 25). Crisis communication supported by the decision of Perbawarningsih (2016: 112), namely crisis communication as an immediate and appropriate response to the crisis and will also overcome the development of the crisis also increase the crisis and the process that is transferred with verbal and nonverbal symbols between organizations and society, both through mass media or face-to-face either through mass communication or group communication or interpersonal communication with the aim of building trust in institutions through the masses and so on. The country's tourism website provides an online newsroom for the media, but does not meet the needs of journalists in terms of usability, availability of content.

The consequences of the incompatibility of crisis communication strategies with perceived crisis responsibilities indicate the need for employees tasked with coordinating crisis communication to identify and study factors that can protect institutions from the consequences of the crisis (Christopher, Boyler, & Mowe, 2017). (Coombs & Sherry, 2008) Response strategies and media channels are used differently in audiences affected by the crisis. Previous research of the same type can be used as a reference for crisis resolution (negative criticism) by an effort to coordinate a crisis communication coordination model planned and implemented by the Medan Tourism Office.

### **C. Negative Coverage**

News can be categorized into negative, positive, and neutral news (Wardhani, 2008: pp. 141- 142) Problems in society are usually discussed by the public with the pros and cons opinion classified in three categories: positive, negative and neutral Negative reporting that is triggered by fallen trees and robbery at the culinary tourism site "Merdeka Walk" can be categorized in unexpected news as needed. The process of handling news that is unknown and unplanned, or whose nature is suddenly called Hunting News

### **D. Online Media**

Lorie Ackerman (2003: 23) online media as electronic publishing. "The term electronic publishing is used to convey a variety of ideas. Most broadly, it prefer to the use of computers in the composing, editing, typesetting, printing, or publication-delivered process". According to Park Oun-Joung, Min Gyung Kimb, Jong-hyun Rub (2019) is an online media that influences tourists by empowering the narrative which is mediated by empathy and persuasion. According to Siregar the form of online media is a form of media that is based on telecommunications and multimedia (computers and internet), which belongs to the category of online media, namely all types of websites and applications, such as: online news sites, company sites, e-commerce sites (read: understand e-commerce), social media sites, blog sites, community forum sites, chat applications (read: understand chat) in which there are news portals, websites (web sites), online radio, online TV, online media, online mail and so on , with characteristics according to the benefits of the facility. (Siregar, 1998). According to Syamsul that online media is what is presented online on internet websites, "third generation" after print, newspapers, tabloids, magazines, books and electronic media. radio, television and film /video. According to (Kurniawan, 2005, p. 25) online media consists of portals, websites (websites, including blogs), online radio, online TV, and e-mail. Technically or "physically", telecommunications and online media based on multimedia (computers and internet). (Syamsul & Romli, 2012)

### 3. RESEARCH METHODS

This research uses the Constructivism paradigm. Ontologically, mental construction on social experience is local and specific and depends on the party doing it. This flow states that the epistemological relationship between the observer and the object is one entity, subjective and is the result of a combination of interactions between the two. This research is about the negative coverage of online media in the production of the media crew so that it needs coordination of crisis communication from the Medan tourism agency. This is because the independent walk culinary tourism area is the scope of work area of the Medan tourism office. then the Tourism Office should be the coordinator of crisis communication. so that negative coverage can be covered with positive coverage

The methodology used is a qualitative descriptive method that addresses objects, conditions, and facts by making systematic, factual, and accurate descriptions. The facts are related to semi-structured and in-depth interviews about who is coordinating crisis communication and who will be responding to negative media coverage online about the fall of the trambesi trees around the culinary merdeka walk area of Medan. The interviews were conducted in a semi-structured manner, with Medan Tourism Office employees, Medan City Government employees and online media crews and with the head of the tourism department and the Indonesian tourism ministry experts

Informants are: Agus Suryono, Susanto, Anes Syahputra, and Andhisyah Dwi Setyo. Interviews were conducted to reveal the results of the study. Nazir (1988) stated that the descriptive method was used to find out in this case to find out how the crisis communication coordination model was carried out by the Medan city government, in this case the Mayor of Medan as the crisis communication coordinator. that human status, objects, and conditions occur. The purpose of descriptive research is to make a systematic, factual, and accurate description of the facts, characteristics and relationships between the phenomena investigated. (Sugiono, (2010)

This study uses descriptive methods to determine and analyze the effects used (Whitney, 1960). Descriptive method to find the correct facts, in qualitative research, researchers used informant withdrawal techniques with a purposive sampling model: sampling as follows: Subjects were tourism officials, Medan city government employees and online media journalists and informants who were able and willing to provide information related to the crisis communication coordination process

| No | Rank/ Class                                     | amount | Gender |        |
|----|---|--------|--------|--------|
|    |   |        | Male   | Female |
| 1  | Young Main Builder, IV/c                        | 0      | 0      | 0      |
| 2  | Builder Tk.I, IV/b                              | 1      | 1      | 0      |
| 3  | Builder, IV/a                                   | 3      | 2      | 1      |
| 4  | Stylist Tk.I, III/d                             | 9      | 4      | 5      |
| 4  | Stylist, III/c                                  | 9      | 6      | 3      |
| 5  | Young Builder Tk.I, III/b                       | 15     | 8      | 7      |
| 6  | Young Builder, III/a                            | 12     | 7      | 5      |
| 7  | Regulator Tk.I, II/d                            | 4      | 4      | 0      |
| 8  | Regulator, II/c                                 | 6      | 4      | 2      |
| 9  | Young regulator Tk.I, II/b                      | -      | -      | -      |
| 10 | Young regulator, II/a                           | -      | -      | -      |
| 11 | Juru Young T.1, I/b                             | 1      | 1      | 0      |
|    | Totally Employees Permanent                     | 60     | 37     | 23     |
| 1  | Casual Employees                                | 126    | 67     | 59     |
|    | Totally Employees Permanen and Casual Employees | 186    | 104    | 82     |

Table 4.1: Number of Freelance Employees and Daily Staff (THL) Department of Tourism Medan City Fiscal Year 2017 Based on Rank and Class Source Medan Tourism Office

The data above is the number of Civil Servants (PNS) and Freelance (THL) at Medan City Tourism Office 2017 Fiscal Year Based on rank and class consisting of 60 people, 11 of whom occupied echelon positions. Then the number of non-echelon staff is 49 people, plus 126 casual employees and are perceived to be strength of the Tourism Office in carrying out their duties but he process of implementing the crisis communication coordination of tourism officials in fact is not done yet Employees of the institutions are evident from the results of the researchers' interviews with the informants.

The results of data from the Medan Tourism Office employee interview revealed that the coordination of crisis communication over the negative reporting of fallen trees by the crew of online media has been carried out by the Medan City Government precisely by the Medan City Government Public Relations through the coordinator of the Medan Mayor. by Mr. Akhyar as Deputy Mayor of Medan, data obtained from the online media sumutpos.co (January 11, 2017) coordination of crisis communication aims to overcome the crisis (negative reporting) online media triggered by incidents of fallen trees and robbery at culinary tourism locations, Government agencies Medan city. coordination of crisis communication conducted by Mr. Akhyar as coordinator by forming an Evacuation Team. Evacuation in the field was coordinated by the deputy Mayor of Medan and appointed Head of Office Mr. Rasyid Marbun as (Head of Medan Agriculture and Fisheries Service, Mr. Muhammad Husni as Head of Medan City Sanitation and Landscape Services and Dr. H. Marasutan M.Pd as Head of Research and Development Agency City (Balitbang) Medan.

Crisis communication coordination is carried out to implement a crisis communication program on negative reporting by instructing the head of service to become an evacuation team by communicating directly to immediately replace paving blocks with hollow paving blocks, and to rejuvenate trees under or under trees, and prune branches. tree. Next, Mr. Akhyar gave a work delegation to Medan City Government officials to be tasked with completing vehicles and victims of compensation injuries and tasks to be performed by Mr. Desy Anthoni as Head of the Greening Section of the Department of Parks to contact victims. Mr. Finally, he also admitted that so far the Medan City Government has not monitored the condition of dozens of trees in the location of the Medan "Merdeka Walk" night culinary tourism area, including the condition of old trees in the entire Medan City area. With the coordination made by Mr. Finally as Medan Deputy Mayor, this proves that. The proper coordination of crisis communication is carried out by the Tourism Department employees by coordinating sitting together by discussing and discussing making positive news production to respond to the negative news generated or produced by online media crews. Discuss to release news that will be submitted to the media crews so that they can help the Medan "Merdeka walk" tourist area.

The results of the work details of the Medan Tourism Office data contained in Article 80 paragraph 2 of the Medan Mayor Regulation No. 1 of 2017 concerning the position, organizational structure, duties and functions, and work procedures of the Medan city area apparatus were not found by researchers. That It can be detailed as follows: Job description of Tourism Office employees, starting from the Head of Medan Tourism Office, Head of Tourism and Marketing Strategy, Head of Tourism Promotion, Head of Tourism Promotion Section, Tourism Promotion Section. Its duties are: 1) Preparation of materials for administration preparation and management control of the Tourism Promotion allocation space; 2) Coordination of the implementation of promotional tasks in the coordination of Tourism Promotion; 3) Evaluation and reporting of the promotion room for Tourism Promotion; 4) Compilation of reports and evaluations of the implementation of Tourism Promotion; 5) Compilation of technical bombing activities, as well as supervision of Tourism Promotion; 6) Management of Tourism Promotion Implementation; 7) Implementation of other functions provided by the leadership in accordance with the field of work. Head of data analysis and research data research organization and job descriptions for the Tourism Office employee in Article 80 paragraph 2 of Medan Mayor Regulation No. 1 of 2017 and looks like the Medan Tourism Office does not yet have a job description and responsibilities to improve) in terms of the planning process and the implementation process.

#### 4. DISCUSSION

This study uses a qualitative method that is flexible and open by emphasizing inductive analysis, which is a reason that starts from a special event as a research observation to find something new so that it can be generalized. This research reveals new facts in the activities of coordinating crisis communication about negative coverage generated by online media in the culinary tourism area of "Merdeka Walk" Medan which can then be adapted generally to other tourism institutions in every province in Indonesia which have the same conditions. The results of this study have found a crisis communication coordination model from the field that has not been effective in implementing and competent officers to do so, so that the crisis communication domination as a suggested model that is the ideal crisis communication model that can be applied to the Medan Tourism Office in particular as well as to all tourism agencies in Indonesia.

In Figure 6.2 above is the communication coordination model coordinated by the Medan City Government in accordance with the results of the field research. By using the concept of coordination Hasibuan (2011: 86) Coordination as a collaborative effort between institutions, institutions, units in carrying out certain tasks, so that there is complementarity, mutual assistance and complementarity.

This research uses the Coordination Management Meaning theory (Theory of Meaning) is very important in the process where people collaborate to equalize their vision of what is necessary, noble, and good and to oppose actions that are feared, hated, or criticized. To be able to integrate actions (life stories) people don't always have to be coherent with others, but they can still decide to coordinate their relationships, make people think about other people's meanings and are based on meanings supported by individuals. These theories and concepts are closely related to this research because their support must be led by leaders who are competent in their fields and focus on the type of assignment and the type of education and previous experience. According to Richard L. Daft (2011: 30) coordination refers to the quality of collaboration between departments of an institution. Medan City Tourism Office has not coordinated crisis communication in accordance with the ideal model for responding to negative coverage produced by online media crews.

Coordination of crisis communication is needed and important is needed because this activity is seen to be able to prevent negative news together from one official or another official office that generates positive reporting, eliminates the interests of the unit itself and strengthens cooperation. The reason why coordination of crisis communication is carried out is that coordination is expected to create an atmosphere of cooperation, unitary action and unitary mission and vision effectively. This concept is more about how people achieve goals. The coordination functions as a road map that only shows directions. This study explains the reasons why the Medan Tourism Office has not been the coordinator of crisis communication, but in reality it has not been given the duties and responsibilities of the Mayor of Medan. The tourism agency should be responsible for coordinating the crisis communication task and so on in responding to negative news. crisis communication coordination guidelines are offered and suggested as a model to be followed by the Medan Tourism Office, the Crisis Communication Coordination Model as shown below.

The ideal crisis communication coordination model is in accordance with Figure 6.1 offered by researchers so that it can be followed by the institution. Coordination of crisis communication from the Department of Tourism to respond to negative media coverage online and in collaboration with related agencies led by crisis communication coordinator is led directly by the Medan Tourism Office with an effective and efficient communication coordination process.

Medan Tourism Office which has nomenclature in accordance with its work zone in Medan Tourism Region must be able to coordinate to conduct training so as to form employee knowledge about the crisis (negative reporting). coordination of crisis communication is supported by the crisis communication strategy of the leaders of the institutions in this case is the head of the Department of Tourism. The crisis communication strategy covers the pre-crisis stage (negative coverage) precisely when an incident or event has not yet occurred. Furthermore, after the crisis (negative coverage) the institution can also restore the reputation lost due to the crisis (negative coverage) by clarifying coverage to the media crew by responding to news that has been produced by online media crews such as new negative results the importance of coordinating crisis communication is done because online media is very powerful in influencing the audience.

With this online media character like an institution that engages in media relations, (Nova, 2009) online media conveys the message of an institution or institution creating positive publicity and reputation in the eyes of the public (Siregar, 1998). (Iriantara, 2005), media relations are part of an external public that fosters, develops good relations with the public to achieve organizational goals. Media relations (press relations) (Ruslan, 2007) The general function of media relations is to provide information, disseminate knowledge, educate, entertain functions primarily to influence opinion, social control systems (control of power) and power (power of the press). Institutions through employees or public relations officers work closely with the media / press crew, functionally or individually, such as meetings at certain events.

News can be categorized into negative, positive, and neutral news. The negative character of online coverage can influence the attention of the audience which causes an audience response. The negative coverage that occurred at the Merdeka Walk Medan culinary tour site was triggered by a fallen Trambesi tree. The impact of ineffective coordination on the process of overcoming the crisis (negative online media coverage) caused the Governor of North Sumatra to react to the closure of Merdeka Walk Medan culinary night tourism management. This negative coverage of online media has an impact on social, economic, environmental and work environment aspects as well as threats to the operational sustainability of the Merdeka Walk Medan culinary tourism night.

If the relocation site becomes RTH then it can be assumed that the Medan city area will lose around 6 six billion PAD original income per year, cafe employees will lose their jobs, even though the Merdeka Walk culinary night location has become an icon of the city. night culinary tour because the face of Medan City will turn into a hangout and park a wild car. Another impact of negative online media coverage is the declining reputation of the Medan tourism area

## 5. CONCLUSION

Factors the Tourism Office has not been given the responsibility and task of coordinating crisis communication because there are no competent employees in the Pariwisata Office and the employees are not there nor is the division division carrying out their duties yet. The crisis communication coordination model for the negative online media response response should ideally be carried out by the Medan Tourism Office, but the reality is coordinated by the Deputy Mayor of Medan. The coordination model needed by the institution is a synergy between issuance of regulations or granting job descriptions to employees and the availability of human resources who are ready to carry out their duties and when tourism agents are in a crisis situation, the coordinator to overcome the crisis (negative reporting) online media is the Head of the Tourism Office.

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