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Communication Strategy in Facing the Crisis of Regional Head Leadership in Indonesia

Raisah Fahirah [1], Baiq Marcelina Geovani Hazri [2], Adelina Putri Yasmin [3],
M. Yasim Harahap [4], Edward Fadly [5]
Ilmu Komunikasi
Universitas Islam Negeri Sumatra Utara

Article Info	ABSTRACT
	This study aims to: 1) determine the impact of the crisis of leadership of regional heads in Indonesia and its resolution; 2) administrative techniques in managing correspondence emergencies in Indonesia. A literature review is a method used in this study. In the era of globalization, of course, every association or organization, private and government, certainly has long-term goals to achieve through planned activities. The data used in this study are secondary data, which come from articles, theses, books, leaflets, journals, e-books, and other sources that are still related to the problems in this study. This study used qualitative descriptive analysis as a data analysis method. Communication strategies in the leadership crisis in Indonesia are carried out by 1) Prioritizing religious principles; 2) being able to lead; 3) Developing further determination; 4) Improving education standards; 5) and legal remedies in Indonesia. An important component of crisis management is the implementation of crisis communication strategies for in-depth community communication and information filtering.

Corresponding Author:

Raisah Fahirah
Universitas Islam Negeri Sumatra Utara
Email: raisah0603202111@uinsu.ac.id

INTRODUCTION

In the era of globalization, every association or organization, private and government, certainly has current and long-term goals to be achieved through the activities it adheres to. Planning and management of human resources need to be done as well as possible so that the goals that have been set can be achieved. The individuals in the organization who work together to achieve organizational goals are referred to as human resources(Handayani et al., 2016).

Good participation requires good correspondence between components in the association. To ensure that all employees immediately understand what the organization expects, a leader must be able to communicate, quickly, and effectively.

During a crisis, effective organizational leadership is essential, and directive leadership accelerates crisis resolution. Due to the panic caused by the COVID-19 pandemic, leaders must respond quickly to crises to resolve problems, conflicts, and crises. The dissemination of information by leaders has a significant impact on society(Handayani et al., 2016).

In disseminating information to the public, public officials are obliged to always maintain a positive outlook. Positive results are associated with optimism, which is the main quality of effective crisis leadership. In essence, those in charge of government agencies encourage collective responses to social crises. When a crisis occurs, a leader must engage in a variety of actions, such as responding to situations, communicating those decisions to the public, focusing on goals, fostering trust and cooperation, and encouraging collective action(Kahardja, 2022). Decent correspondence plays an important part simultaneously. In an emergency, a solid head personality is required, and all forms of effort and methodology adopted must depart from the virtuous administrative cycle of a pioneer in handling any kind of assets owned to get out of the emergency. Pioneers must understand the methods involved with simply deciding, to reduce unwanted things during the pandemic.

Many examples of regional heads violating regulations show this crisis. In essence, Indonesia needs effective and qualified leaders. Those who qualify have key characteristics such as innovation capacity and a high level of credibility when handling crises. Mastering the complexity of the problems faced by the region he leads is necessary for a regional leader. He would not be able to make plans to solve the problem without him, which is not a small loss. A leader must also be able to be fair to his people(Handayani et al., 2016). Everyone expects justice. If a pioneer can act well, he will be called back by his relatives. The pioneers are local officials. In this way, a good pioneer usually looks for ways to provide the best support for his relatives

In fact, in delivering correspondence amid an emergency, the right communicator is needed. Communicators are expected to limit the data holes scattered in the public eye. Communication is difficult, especially during a crisis of trust. Thus, communicator trust is the path to strong correspondence. In fact, in this context, the general public is eagerly awaiting accurate information on the disseminated topic. To build this trust, a communicator is expected to have the option to show responsibility in a caring, sincere, and open way(Kahardja, 2022).

In this time of emergency, public authorities make use of extensive communication to convey public subject data. It is estimated that the media on a large scale can quickly convey information. Data that is slow and lacks definite truth can lead to public disappointment and can cause emergency doubts if public authorities are considered not fully present in the frame of mind of public vulnerability to the data. Therefore, in an emergency, legitimate administration is required by public authorities. Dissemination of accurate and relevant information is considered the responsibility of the government(Priyansyah et al., 2022).

Proper communication can control the flow of information throughout the community. The community needs reliable, true, and accurate information so that there is no unrest and the community can ultimately live safely. In addition, people will get accurate information so as not to hamper daily activities. Society can become chaotic when information is uncertain. Seeing the above peculiarities becomes significant and essential for conversations related to correspondence carried out by public authorities in data control in times of emergency. The following research objectives: 1) to determine the impact and solution of the crisis of leadership of regional heads in Indonesia; 2) leadership strategies in dealing with the communication crisis in Indonesia.

METHOD

A literature review is a method used in this study. Which contains openness or important information from research results on research protests that seek to find out and deal with the problems they face. Descriptive analysis can then be used to conclude. The purpose of this study is to explain how the crisis of leadership of regional heads in Indonesia can be addressed through communication. This research uses qualitative methods in the form of sentences that describe the general state of the company. The data used in this study are secondary data, which come from articles, theses, books, journals, e-books, and other sources that are still related to the problems in this study. Therefore, secondary data is used as a source of data for this study(IIANT, 2012).

Researchers in this study use qualitative descriptive analysis, which is a discussion method that describes, compares, and explains data or situations. Starting with data on functions and procedures related to communication strategies in dealing with crises of the leadership of regional

heads in Indonesia and analyzing problems related to financial statements. It is possible to come to logical conclusions about the analyzed data by using logic to analyze the problem(IIANT, 2012).

DISCUSSION

Five findings from Scopus journals, Sinta-accredited journals, Google Scholar, and ScienceDirect were used as research considerations based on the literature reviews conducted. The following are the findings of the literature review:

Research directed by Rusnawati entitled Administrative Correspondence Techniques in Expanding the Inspiration for Worker Execution at the Gayo Lues Transportation Office shows that the authority mailing procedures in expanding Representative Inspiration are: a. Set punctuality rules in starting work on time; b. There must be togetherness; If colleagues, superiors, and subordinates are well intertwined, know each other well, and respect each other, then any task can be completed easily; c. Build sovereignty over employees by doing things like 1) Increase employee salaries or benefits 2) Motivate workers through coaching, training, workshops, and seminars 3) Religious approach: The religious approach touched his heart(Rusnawati, 2020).

The study titled Correspondence Methodology in the Middle of an Emergency: According to study findings Government, Public, and Covid-19 by Kudus, et al., leaders must implement crisis communication strategies to resolve issues arising from crises. With pioneer-assisted emergency correspondence through a framed network of teams, clear and straightforward data can be delivered. Where, this can build the degree of trust and positive thinking of the public towards public authorities, especially in handling the Coronavirus. The wider community, in addition to the government, should have broader insight and be willing to accept the right message conveyed by the government. By always adhering to government policies, people must be able to cooperate with the government. In getting messages or data, people must also be extra careful and not immediately make decisions from rough data without examining the data obtained(Kudus et al., 2021).

Gasa's research published under the title Reflections on Government Crisis Leadership in the Early Phase of Covid-19 in Indonesia shows that organizational collapse usually results from crises that are not handled properly. On the other hand, the organization will move in a better direction if the crisis can be resolved properly. Therefore, associations affected by emergencies must act before emergencies shut down the joints of the association and make emergencies a certainty that makes council emergencies difficult. Every organization needs to take crisis communication measures such as gathering all existing facts, deciding which facts can be broadcast and when to broadcast them, broadcasting facts proactively, providing open and honest responses with actual information, expressing concerns, and communicating continuously (through channels that are open 24 hours a day, 7 days a week). It is hoped that with the right communication strategy, third-party interventions that can aggravate the crisis can be neutralized and uncertainty reduced because the public can get fast, accurate information and even support from third parties to solve problems (Gasa et al., 2022).

Research conducted by Mardiyah & Salma with the title Crisis Communication Strategy of Public Relations of the Jember Regency Government in Handling the COVID-19 Pandemic. In the pre-emergency stage, the Jember Regulatory Public Authority began to deal with a long fully expected emergency. In this situation, correspondence is very important between public authorities and the local area. The district government is also looking for early information about COVID-19 so that more information can be shared with the community and not panic too much. To foster effective cooperation between the government and society in responding to crises, communication is carried out both directly and through the mass media. The Jember district government first identified the crisis to manage it. For the crisis response to be on target, the government immediately examines the phenomenon by observing the condition of the community. In addition, the Jember Regency Government also conducts crisis analysis, which analyzes the data that has been collected to take strategic steps. The government's next action is to isolate the crisis from spreading further. The next step is to develop a plan based on the data that has been collected after the three stages are completed(Mardiyah &; Salma, 2021).

Research with the title Strategic Leadership in the Covid-19 Pandemic Crisis Period (Learning from Regional Leaders of Tegal City) by Wibowo&; Puspitasari produced findings that The role of human quality and attention is critical in executive emergencies. In addition, appropriate reactions from partners and the general public are required as convincing emergency correspondence. Therefore, cohesiveness and cohesiveness of all parties are needed so that the achievements achieved do not meet misfortune or even disappointment. Later it will be able to increase stakeholder engagement satisfaction and achieve results that are more representative of the community's perspective. Achieving these essential initiatives requires coordinated efforts with different partners, particularly those dealing with delegations of the general public. For these conditions, Tegal City in overcoming the emergency of the Coronavirus pandemic can consider the extraordinary needs and opportunities of studying the dangers and dangers of emergencies that occur to form social versatility in the region(Wibowo &; Puspitasari, 2021).

1. Impact and solution of the crisis of regional leadership in Indonesia

At first, leaders at various levels took crises as normal, took them for granted and documented possible crises and their repercussions. Once pioneers understand that there are effects in emergencies, they will only begin to answer. But they don't respond until they're ready when they already have a plan. The main thing to deal with this health emergency is that the top brass understand that a serious emergency has occurred. The possibility is a challenging move, especially early in a crisis(Badarwan, 2019).

Leadership factors are very important in the context of crisis management. Before, during, and after a crisis, an organization's senior leadership is critical. The nature of a pioneer can determine the term, seriousness, and likely outcome of an emergency. By leading directly by example and demonstrating expected behavior during a crisis, leaders can manage crisis response(Sutawijaya, 2022).

Leaders can significantly enhance the highly human and emotional atmosphere after a crisis by addressing the components of influence, particularly communication, clarity of vision and values, and caring. Etymological and epistemological studies can summarize this crisis into several characteristics of a crisis, namely a situation in which: A significant shift is inevitable (point of no return or new normal), and has the potential to jeopardize the reputation, integrity, viability of the organization, and operating methods. They can also be described as attacks on the core values of an organization that are fraught with uncertainty and threaten an individual's sense of security(Sutawijaya, 2022).

Management and leadership have a lot in common. Like management, leadership involves working with others and exerting influence. Pre-crisis, crisis, and post-crisis are the three stages of crisis management in this scenario. First, there are three sub-stages to the pre-crisis stage: detecting signals, avoiding crises, and getting ready. Second, the emergency stage is framed by two substages, namely emergency response and emergency council. At this stage, how the association responds to emergencies and talks to partners and how the association handles those emergencies. The organization's response to what is happening with the implementation of the crisis management plan and the implementation of appropriate literacy or research is included in this stage. The goal of the third stage, the post-crisis stage, is to prepare for future crises. The state of emergency may not be as serious as in the past, but the association oversees the activities of media and partner groups(Ignatia Endra Kristianti, Dr. Yanuar Luqman &; Program, 2020).

Transformational and transactional leadership theories are two of the most prominent leadership theories to explain the effectiveness of a leader. The transactional model is a more effective leadership model based on previous research on crises(Andre Noevi Rahmanto, Albert Muhammad Isrun Naini, Anjang Priliantini, Christina Tri Hendriani, 2022).

Emergencies have several qualities, including shock, absence of data, increased events, loss of control, alarms, and lack of quick and basic setup. "A certain unpredictable and unstable event or series of events that creates uncertainty and is considered a threat to the continuity of the company, which ultimately gives rise to change, both changes that benefit the organization and changes that harm the organization, " is the definition of crisis(Umar, 2013).

A leader who will deal with future crises must know crisis management techniques. The scientific approach to dealing with crises is the main focus of crisis management, which aims to prevent the occurrence of crises and deal with them effectively to reduce their negative effects. There are three phases in crisis management, the first of which is called the "pre-crisis phase", and it includes preparation for all procedures intended to prevent a crisis. The third phase, the post-crisis phase, consists of the procedures necessary to adapt to the post-crisis situation. The stages of crisis management include all procedures aimed at achieving maximum results. In an emergency, a pioneer is expected to be practical, responsive to change, firm in carrying out consistency including planning through presentation of the flow of executors (gifts and results), and have good pronunciation in passing correspondence to expand partner trust. partners both interior and exterior(Sutawijaya, 2022).

The answer to overcoming Indonesia's government emergency is to focus on strict quality. Religious values must take precedence over a leader because deviation from his obligations or duties will not occur if the leader has a strong religion in the sense of being strong in his obedience to God. A potential leader may see this as an important requirement. He must not only be religious but also understand and follow his God(Sutawijaya, 2022).

The next arrangement is to have the choice to lead himself. One should have the option to lead oneself before driving others. So there is no hesitation in acting when leading. The seduction of his leadership will not affect the leader if he is confident. Furthermore, it can boost morale. The administrative emergency stemmed from the low determination of the pioneers. Utilizing the principle of al akhlaqul karimah, put an end to the low morale of these leaders. Ash shidqu (true), al wafa bil'ahd (true to the promise), ta'awun (help), al' is (justice), and istiqamah (consistent) are part of this principle. Improving the quality of education Improving the nation's leadership cannot happen instantly and takes time. One of them is to improve the standard of education in Indonesia so that in the future it can produce a young generation with fresh insight into leading this nation and solving leadership problems(Ignatia Endra Kristianti, Dr. Yanuar Luqman & Program, 2020).

Improving Indonesia's legal system is the next step. Indonesian law needs to change to make people who violate it less likely to do so. In addition, the rules of what a leader should do should be changed so that a leader emerges who fits the character of the country and can solve this complicated problem(Kudus et al., 2021).

2. Communication strategy in facing leadership crisis in Indonesia

It is impossible to avoid a crisis, but it is possible to prevent it. Various strategies and tactics in dealing with crises must be prepared by crisis management professionals to anticipate and avoid the negative impact of a crisis. In addition, PR uses crisis communication strategies to (1) reduce the likelihood of public panic, (2) reduce public anxiety, (3) reduce speculation, especially at the beginning of a crisis, (4) protect companies from speculative criticism, which usually arises from public discourse in the mass media, and (5) be trustworthy (accountability), disclosure, and communication based on a balance of interests (symmetric communication).(Rahman et al., 2022).

Crisis communication is a communication strategy in a crisis. There are several meanings of emergency correspondence. Dialogue that occurs between organizations and their stakeholders before, during, and after negative events is called crisis communication. Emergency response can be broadly characterized as the collection, processing, and distribution of data necessary to address an emergency.

Therefore, crisis communication can be broadly defined as the process of collecting, organizing, and distributing information necessary to deal with a crisis.

Based on the above definition, crisis communication strategy is an important part of crisis management because it allows in-depth communication with the public and filters the necessary information.

Data that is very problematic and unclear in origin can also cause messages that confuse the public, Thus, advertising work must always be proactive and provide data quickly and clearly to suppress rumors about crises and establish open channels of communication.(Rahman et al., 2022).

Strategy is important to win wars, while tactics are important to win battles. Similarly in correspondence, especially correspondence sent by a fellowship, both political correspondence and business correspondence. On the other hand, it is not impossible that modern mass media, which is now widely used in developing countries because of its ease of access and operation, has a negative influence if the communication strategy is not right(Rusnawati, 2020).

The communication strategy must be able to show how tactical the operation should be, in the sense that the approach can fluctuate depending on the situation and conditions. Three objectives form the main objectives of a communication strategy: 1) To ensure understanding; 2) To lay out recognition; and, 3) To persuade activity. The first is to ensure understanding, or that the communicator understands the message. If he can understand and acknowledge, his knowledge must be nurtured (to compensate for the introduction). These activities are ultimately motivated (motivated action)(Andre Noevi Rahmanto, Albert Muhammad Isrun Naini, Anjang Priliantini, Christina Tri Hendriani, 2022).

In the correspondence technique, the task of the communicator is vital. Correspondence techniques must be adaptable so that communicators as agents can quickly make changes assuming there are influencing variables. Whenever there is direct communication through the media, there can be influences that hinder communication. To achieve the desired effect, influential factors can be found in both the communicant and the media component(Gasa et al., 2022).

If the communicant has the impression that the communicator is participating with him, then the communicator will be able to influence the attitudes, opinions, and behavior of the communicant communication through the mechanism of attraction. In other words, the communicant has the impression that the communicator and he have something in common. So that the communicant will be subject to the message conveyed by the communicator. The attitude of the communicator who tries to equate himself with the communicant will make the communicant feel the feelings of the communicator. Avoiding the appearance of negative attraction is one of the considerations when attracting attention. Negative impulses generate anxiety rather than attention, causing them to grow(Umar, 2013).

CONCLUSION

The main reason Indonesia is on the brink of collapse is the lack of awareness of the country's leaders about how the government is run. The pioneers who were supposed to protect the individual, succeed the individual, and work on the economy of a country, have now doubled the trust of their relatives. Therefore, it can be concluded that the best way to deal with the leadership crisis in Indonesia is to 1) Focus on rigorous quality; 2) be Able to lead; 3) Develop further determination; 4) Improve education standards; 5) and legal remedies in Indonesia.

An important component of crisis management is the implementation of crisis communication strategies for in-depth community communication and information filtering. Data that is sometimes vague from where the source is and is still problematic also leads to reports that are very confusing to the public, so the task of advertising must always be proactive in answering and providing data quickly and surely to limit these bits of hearsay. Crisis communication is the practice of delivering messages related to crises and establishing open communication channels.

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