

## **“EMPLOYEE RELATIONS IN CULTURE ACTIVATION PROGRAM AT THE BANK RAKYAT INDONESIA**

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### **Abstract**

A developing company certainly has a strong culture, this becomes the same guidelines, values, and norms to support the goals of the company's vision and mission. Employees are one of the important production factors for the company, therefore the company must implement employee relations so that employees are loyal to the company. In line with BRI Vision 2022, namely The Most Valuable Bank in Southeast Asia and Home To The Best Talents, one of the things that must be achieved is the Top 5 employer of choice, one of the strategies that will be implemented is to make employees and prospective employees bound by values, unique to the company. Therefore, every year BRI's Cultural Transformation Division holds an event to create creative and innovative video concepts that are easy to understand. This activity is a form of implementation and elaboration of the BRI MORALS Core Values. Therefore, this study aiming to determine: Activities, Actions and Barriers to employee relations in the cultural activation program. The theory in this study uses the theory of Rosady Ruslan (2016) in employee relations which consists of Open System Management, Mutual Appreciation, Two-Way Communication. This research methodology uses a qualitative approach with a descriptive method with data collection techniques are in-depth interviews. The result of this research is that the cultural transformation division implements an open management system, such as providing direct direction and motivation to employees, so that BRI employees are motivated to continue to be creative. This program is a reflection of the morals of BUMN, one of which is cooperation. With an open management system, there must be transparency with the team to achieve the company's vision and mission. The way to implement this system is to monitor all management such US culture agents and the leaders of each work unit to discuss the cultural activation program. The form of appreciation given to the winner of STAMP is that the winner of this program will be given a prize or reward that has been mutually agreed upon. This prize is given to the winner who is considered the most creative and innovative by the judges. Two-way communication in this program also remains effective, efficient, and effective. Through this STAMP program, it is hope that it can maintain the integrity of a work units, cooperation is the foundation where two way communication is needed that can bridge this. The media US publications in this culture activation program is Instagram and the official BRI website. Suggestions in this study is the application of employee relations held at PT. Bank Rakyat Indonesia (Persero) Tbk has been improved again through social media related to sustainable employee relations activities, especially on social media to increase employee morale, loyalty and engagement.

**Keywords:** *Culture Activation, Employee Relations, Engagement, Programs.*

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### **INTRODUCTION**

A company that has developed of course own culture Which strong, This become the same guidelines, values, and norms to support the company's vision and mission goals. In order for the company's image to remain good, the company must be able to build good relationships with all influential parties through the communication process.

The presence of *Public Relations (PR)* in a management structure plays an important role in the success of the company, by creating appropriate programs. target And effective. On generally, PR is tasked with creating a good corporate image in the eyes of the public. However, on the other hand, the duties and functions of PR are not only to maintain the good name of the company, but also to maintain good relations between the

company and its public, internal and external.

Many companies compete to create a positive image to gain public trust. However, companies often forget the importance of maintaining relationships within the company itself. Internal relationships are one of the responsibilities of PR practitioners in creating good and harmonious relationships within company. As the function of PR is to create image company Which Good in public eye, PT. Bank Rakyat Indonesia (Persero) Tbk as a company providing financial services to the public must connect public Indonesia must involve good communication which functions to build the company's image both externally and internally.

Employees are one of the important production factors for a company, by Because That company must implement employee relations to make employees loyal to the company. Productivity comes from a group of employees who are challenged, empowered, have high spirits, and are appreciated. Cultivating a sense of belonging within employees requires a program specifically designed to build employee relations, such as gatherings, group discussions, and training. The programs held include gatherings, casual discussions, and other activities that can create employee feel be noticed by the leader.

Personal closeness can help smooth working relationships, thereby creating harmonious working relationships. Connection Which harmonious in in a company can create a pleasant working environment. With a pleasant working environment, task completion is not a burden and can provide maximum results. Events are widely used by companies to introduce themselves to the

public. Events are an effective step without having to use budget funds to advertise in the mass media. Events that involve internal communication are powerful communication tools for company. Besides That, event can also encourage the spread of word of mouth activities about the company. Therefore, the implementation of the event should be carried out with careful planning so that the company's goals in organizing the event can be achieved.

BRI's employee relations activities are carried out to reduce feelings of tension and awkwardness towards superiors by opening direct chats to all employees. In the chat, workers are given time to tell about work problems that each employee is facing. In addition to chatting directly, BRI Also do activity routinely during morning prayers and continued with internal or divisional meetings. Including ongoing activities, what are they? progress Which Not yet implemented and evaluation report of activities that have been carried out. Activity This will presented to the company's media management (Instagram and website).

BRI also has certain communities that hone the hobbies of BRI employees, for example, Brilliant Voice for BRI employees who like and have a hobby of singing, there are also fields provided for playing basketball, basketball and badminton. In addition, BRI also carries out certain activities such as dinner or lunch together, watching concerts together (if there is an event that need influencer from external office, for example inviting famous bands or influencers who are experts in their respective fields)

The success of implementing employee relations in a company can produce good and increasing technical product quality so that stakeholders *feel* satisfied and can have implications for improving the company's image. *Employee relations* implemented to employees can

also generate employee loyalty towards company the. Loyalty Work will be created when employees feel that their needs or desires are met. in company place they work, so that they are comfortable working in a company.

In line with BRI's Vision in 2022, namely *The Most Valuable Bank in Southeast Asia and Home To The Best Talents*, where one of the things that must be achieved is *the Top 5 employers of choice* , one of the strategies that will be implemented is to create employee and prospective employee attachment to the unique values of the company. The company can build, improve and maintain a positive image and perception of the company to job seekers and existing employees. So that it can bring up and increase the attraction and engagement of internal parties, namely existing employees, this method can increase *retention and engagement* that the company offers what is not available in other companies and becomes an attachment for these employees. Therefore, the culture transformation division plays a very important role in this matter.

The Culture Transformation Division is a division that functions to manage the company's culture which was launched in 2016. This movement is a form of transformation of the company and employees *from Good to Great* in order to achieve... Vision And Aspiration BRI 2025 Which consists of Core Values of Akhlak, BRILiaN Belief, and BRILiaN Ways as key behaviors that can drive the achievement of company performance Bank BRI apply company values that form the basis for thinking, acting, as well as behave every human being BRI Bank so that it becomes the company's work culture which solid And characterful.

The main company values are stated in BRI's Work Culture, namely Integrity Professionalism, Customer Satisfaction,

Exemplary Behavior, and Respect for employee (Human Resources) are cultural values at BRI Bank that have been implemented across all ranks. These values form the foundation for BRI Bank's Code of Ethics, providing a clear and measurable reference for thinking and acting. Adhering to these values in BRI Bank's work culture helps guide the bank in implementing the principles of Good Corporate Governance. Culture is a part of the company's long-term strategy and is a key element of transformation. The corporate culture at BRI involves collective behavior that directly influences the achievement of the company's goals. This culture also significantly impacts employee performance, with values being communicated from the top down, guided by leaders, demonstrated through behavior, and measured over time. Culture is essential for creating a competitive advantage, as it is difficult for competitors to replicate quickly, providing a positive (+) value for the company in achieving its objectives.

Therefore, every year the Culture Transformation Division BRI stage event namely creating creative and innovative video concepts that are easy to understand to provide an overview of the activities carried out with each with a different theme and title from every office unit BRI. The activities created are aligned with the aim of improving the quality and engagement of BRI employees, providing an overview of the activities carried out, as publication material on various BRI social media and improving BRI's corporate image.

Sustainable activity *is* an activity that must be carried out by all unit offices of PT. Bank Rakyat Indonesia (Persero) Tbk. One of the internal activities at PT. Bank Rakyat Indonesia (Persero) Tbk which is held by Division Culture Transformation as user that is Program Culture Activation. This activity is a form of implementation and translation of the Core

Value AKHLAK BRI and this becomes one of the efforts in establishing corporate relations with all BRI employees. In addition That, activity This Also is One form of appreciation given by BRI to workers and work units who consistently provide the best performance in carrying out their main work with the aim that workers and work units can increase productivity and encourage worker And unit Work For more achievements continuously from year to year.

The company has given appreciation to worker And unit Work in various forms of awards, such as Best Work Unit, Best Relationship Manager, Best Frontliner in order to improve the quality of service of Operational Work Units, and other awards. Both for permanent workers, contract workers, and workers Outsourcing. In connection with In this case , communication is needed in the form of video testimoni creativity Which can convey the message as such.

## METHOD

The research method used in study This is descriptive with a qualitative approach. Qualitative descriptive research is research that attempts to solve current problems based on scientific data. Qualitative research according to Sugiyono (2018) method study Qualitative is a research method used to research natural object conditions, where the researcher is the key instrument, data collection techniques are carried out through triangulation (combination), data analysis is inductive, and research results are qualitative more emphasize meaning rather than generalization.

This research can be understood by describing and explaining facts, the flow of this research refers to *employee relations* in the culture activation program as the direction of the research.

The data collection method is a step

in conducting research, because the collected data will be used as analysis material in the research. The method used in this qualitative research is the interview technique, observation And documentation.

According to Sugiyono (2016:309) mention that "Data collection is carried out in natural conditions, primary data sources, and more on participant observation, in-depth interviews and documentation".

### a) Data Primary (Interview In-depth)

Source data Which obtained directly from the research subject with an in-depth interview with the source. According to Ardianto (2014:178) an in-depth interview is a technique in qualitative research, a respondent communicates the materials and encourages them to be discussed freely.

### b) Secondary Data

This research data was obtained from the library by studying various literature, books, journals and other examples of thesis reports that have... relevance with problem which is examined by other documents. This technique is used to obtain documentation or data related to *employee relations* in the *culture activations program* of PT. Bank Rakyat Indonesia (Persero) Tbk.

## RESULTS AND DISCUSSION

From the results of the discussion that have been presented from the results of the researcher's interviews with source person Which done in head office of PT. Bank Rakyat Indonesia (Persero) Tbk. This study describes and analyzes the research results in accordance with the formulation of the problem that has been formulated. Conducted with competent people in the



field to analyze and discuss the data obtained, in-depth interviews with sources or informants as a form of data search through direct observation (in-depth

interviews).



**Figure 1.** Implementation Program Culture Activation in People's Bank of Indonesia (Persero) Tbk

The following discussion is about *Employee Relations* in the culture activation program held by the division culture transformation PT. Bank Rakyat Indonesia (Persero) Tbk. Discussed using the *Employee Relations theory* from Rosady Ruslan which has 3 strategic concepts, namely *Open Management System* , *Mutual Understanding* , *Two-way Communication* (Communication Two Direction)

### **1. Open Management System (OMS)**

Open Management System is a system management Which leading on the company's openness values towards its employees regarding all information, policies and decisions related to the company. The quality of employee relations is categorized into three. The quality of the *employee relations program* is categorized as good if the management is transparent in providing all information, policy And decision Regarding the company, the management is open to receiving input from its employees. It is categorized as less good if the management is

less transparent in providing everything, information, policies, and decisions regarding the company, the management is less open to receiving input from its employees. It is categorized as not good if the management is not transparent in providing all information, policy And decision about company, and party management no open to receiving input from employees

Based on results interview with informants regarding what the open management system is like in the culture activation program of PT. Bank Rakyat Indonesia (Persero) Tbk., namely the culture activation program This apply system open management such as providing input, suggestions, input frankly to workers, so that BRI workers are motivated to continue to be creative, because BRI reflects the AKHLAK BUMN, one of which is to collaborate. With the existence of an open management system, transparency must be maintained with the team in order to achieve the company's vision and mission. Method apply system This is done by monitoring all management such as

culture agents and leaders of each work unit to discuss related program culture activation. Communication that is carried out after the pandemic.

On Era Digital make it easier each individual to communicate. *New life working* that has been implemented by BRI is applied until now, media such as applications Zoom Meeting or coordination in WhatsApp Group is able to help the running of activity office Which move in each Worker's home. Communication between Workers, both Workers and Superiors, is carried out quite well Good. Each other transmit affirmation Good is the key to surviving uncertain times even though there are many imperfections in its implementation.

Usually held during morning prayers when starting office hours, the leader will ask

all leaders what things need to be completed or improved in the CAP program. Making it easier to collaborate with fellow teams of course, this has been implemented since I worked with BRI.

Division culture transformation as a user in this event, be honest about how this program is run, the purpose of this program and the technicalities from start to finish are also very open. For example, in this event, *Terms Of Reference* (TOR) were made to be disseminated and announced through media social official BRI, so that all over participant understand And understand what to do and how to follow the program This. As for stages activity in the results of discussions with the relevant team in the culture activation program, namely:

No	Stages Program Activities Culture Activation
1	Make Rubric Evaluation STAMP
2	Swab Test Antigen Covid -19
3	Shooting Video Publication STAMP
4	Accept Guests who present (Jury)
5	Opening Program STAMP
6	Implementation Evaluation Judging Program STAMP
7	Presentation Representative Each- each Uker (Unit Work)
8	Make Survey Implementation STAMP
9	Make Teams Of Reference (TOR) Testimonials Winner
10	Make Timetable Final STAMP

## 2. Mutual Appreciation (MA)

Mutual Appreciation is the existence of mutual respect between each other, meaning that the leader appreciates his subordinates. Appreciation is given for ideas, work, performance and achievements of his employees. This is intended when employees feel appreciated and cared for by the leadership, a sense of belonging to the company will be created. The quality of *employee relations* from the MA dimension is categorized into three. Categorized Good if The company gives rewards, the company pays attention to employee welfare respect and appreciate each other or appreciation between employee And leadership is also found in BRI. BRI leaders give verbal appreciation by motivating their employees and respecting each other's opinions.

In the results of interviews conducted by the Culture Transformation Division in the program culture activation Which done At PT. Bank Rakyat Indonesia (Persero) Tbk, namely at BRI, an attitude of mutual respect must be implemented, because it cannot run alone without a team or HR (Human Resources) who work together for the whole work. No There is Which distinguished from both leaders, employees or vice versa.

The form of appreciation given to the CAP winners is after the event is held Judging together For rated and the winner in program This will given a prize or *reward* that has been agreed upon together. This *reward* is given to the winner who is considered the most creative and innovative by the judges. All divisions at BRI, especially at the head office, all respect each other, regardless of position or who has been the longest. Actually There is program and also No,

The company continues to appreciate employees, in this culture activation program it is very good And *recommend* For held every year because this program also fosters friendship and employee *engagement*

throughout Indonesia, so that employees are enthusiastic about developing their work. the positive one. All over management (leadership) continues to appreciate employees, but in my opinion this program is highly *recommended* to be held annually, so that employees are enthusiastic about growing positive works. The prizes that will be received by the winners for the work unit that wins the culture activation program.

## 3. Two Ways Communication (TWC)

Communication two direction is Management runs open communication with its employees. Running open communication means that there is two-way communication, employees or subordinates can communicate directly with superiors and vice versa superiors can communicate directly with subordinates. And existence *feedback* in the communication process. The quality of *employee relations* is categorized as good if employees can directly communicate with their superiors/leaders, so Also on the contrary superior in a way communicate directly with employees, there is *feedback* or response Which positive from superiors. Categorized as less good if employees have difficulty communicating directly with superiors/leaders, and vice versa superiors have difficulty communicating directly with employees, lack of positive *feedback* or responses from superiors. Categorized as not good if employees cannot communicate directly with superiors/leaders, and vice versa superiors cannot communicate directly with employees, lack of positive feedback or responses from superiors.

In the results of the interview conducted by the Culture Transformation Division in the culture activation program carried out at PT. Bank Rakyat Indonesia (Persero) Tbk, namely two-way communication carried out in the culture activation program the more effective.

Program This can run well because no preparation is needed meeting too long, Because if meeting on side usually must There is preparation in terms of finance, in terms of each capability, there must be a journey. But with the new way of working ( *new life working* ) these things can be reduced or can be is lost. The communication Also fast and effective and to the point because there is no hesitation, Information also doesn't have to go round in circles all towed direct What Which want to be conveyed and get direct *feedback* from superiors. Problems that need to be resolved so that fast For meet the solution. In essence, communication at BRI during the pandemic is more effective, efficient, and has a full effect because communication is easier. Through this CAP program, it is hoped that it can maintain integrity a Unit Work, cooperation becomes the foundation where two-way communication is needed to bridge this.

Not only in the form of commands, workers also need to be given space to express their opinions so that full communication can make workers feel comfortable with the style. Work Which A little foreign from Usually. Communication is delivered to CAP participants through the team leader from each BRI regional office to coordinate what needs to be done until the time of collecting files or documents. required, before Finally Jury assessment. Communication delivered to the leadership to be discussed with each work unit about what needs to be prepared.

In accordance with the objectives of this program, namely this program aims to increase *awareness* and form a positive *corporate image of Bank BRI*, *communicate the BRI Human Capital program*, *promote the strength and uniqueness of the fun* and dynamic work culture at BRI , and increase employee *engagement* .



**Figure. 2.** Closing Program Culture Activation

The results of this program are the results obtained in the form of top 3 (unranked). For the regional office area, it was won by Banjarmasin, Semarang, Malang and Surabaya. On category Friends won by 3

winners. KCP category won by 3 winners. 9 BRI Unit categories won by 4 winners. Subsidiary category won by 3 winners. For Campus won by 3 winner. Final category AIW won by 5 winner. Furthermore for



winner This will selected Again through Regional Level Selection and Communication Materials.

In A program, program or events must of course have documentation as publication activity. Media very needed to inform the public or stakeholders regarding the objectives of the culture program activation This. Media Which used to disseminate information to all CAP participants, namely through online, represented by culture agents at all head offices, regions and branches. For example, using MS. Teams or via zoom meeting. As for media as publication that is in Instagram Each region must access the creativity program that has been created.

Discussions and presentations still run well even though they are not delivered perfectly, even though they have to struggle with fluctuating connections, the material must still be delivered to the relevant workers, therefore modules, introductions or guidebooks are provided on several occasions to serve as guidelines for the relevant workers.

### **Inhibiting Factors of *Employee Relations* in the Culture Activation Program of PT. Bank Rakyat Indonesia (Persero) Tbk**

The obstacles faced in implementing *employee relations* in the culture activation program of PT. Bank Rakyat Indonesia (Persero) Tbk are because BRI is a company spread out and has branches from the eastern tip to the western tip and This must often on line, There is a number of work units that may be less than ideal, sometimes due to time differences and socio-cultural differences.

Other inhibiting factors are due to distance constraints and the conditions of the Covid-19 pandemic which limit workers from being able to communicate and carry out normal activities, so that many hold online meetings due to the *new life working* , making coordination with superiors difficult and resulting in *miscommunication* .

## **CONCLUSION**

Based on the description that has been explained, the conclusion of the *Employee Relations research* in the Culture Activation Program conducted by the Culture Transformation Division of PT. Bank Rakyat Indonesia (Persero) Tbk is as follows:

The corporate culture implemented by PT. Bank People Indonesia (Limited) Tbk play a role important in implementation *employee relations* , one of which plays an important role in the culture activation program. This is important for personal relationships between employees and their leaders or vice versa, as well as with fellow employees. BRI. This program is based on the AKHLAK BUMN, namely trustworthy, competent, harmonious, loyal, adaptive and collaborative as a culture or values that must be possessed by every BRI employee (BRiLiaN people). BRI is a BUMN company that has core values, core its values This consists of from 8 Key behavioral values that must be carried out by brilliant people include being responsible, working thoroughly, *continuous learning* , collaborative, respecting people, being innovative and caring about the environment. BRI has created a culture that has transformed into a contemporary one, millennial and not old-fashioned, monotonous or old-fashioned. *Employee Relations* implemented in the culture activation program has changed for the better and it is quite significant, namely, the boundaries between leaders and employees are decreasing. During the Covid-19 pandemic, there is no need to meet face to face so it feels awkward or reluctance and fear during this pandemic via zoom, on line meeting between superior and employee the more open And No There is a sense of worry about mistakes. This *employee relations activity* aims to achieve *mutual understanding* between leaders and employees and vice versa. As a form of

coaching, organizing, cooperation, coordination and evaluation of employees. Creating harmonious cooperation between employees, instilling a sense of peace in employees, instilling a sense of success in employees so that they feel they have been given the opportunity to advance in developing their careers. Instill loyalty in employees, instill a sense of responsibility in employees and create high work morale.

Quality connection worker in BRI remain well maintained, performance is not compromised and all diverted through online And still monitored even though working anywhere or *working from home* is more informal and still effective. The series of *employee relations* activities that have been carried out by PT. Bank Rakyat Indonesia (Persero) Tbk have fulfilled the components in *employee relations*.

### **1. Open Management System**

This culture activation program implements an open management system, namely like give input suggestion, input frankly to workers, so that BRI workers are motivated to continue to be creative, because BRI reflects the AKHLAK BUMN, one of which is to collaborate. With the existence of an open management system, transparency must be maintained with the team in order to achieve the company's vision and mission Method apply system This is done by monitoring all management such as culture agents and leaders of each work unit to discuss related program culture activation. Communication that is carried out after the pandemic in the Digital Era makes it easier for every individual to communicate. *The new life working* that has been implemented by BRI is applied until now, media such as applications Zoom Meeting or coordination in WhatsApp Group is able to help the running of office activities that move to each Worker's home. Communication between Workers, both Workers and Superiors, is carried out quite

well Good. Each other transmit affirmation Good is the key to surviving uncertain times even though there are many imperfections in its implementation.

### **2. Mutual Understanding**

Form of appreciation given to the winner STAMP that is after held joint judging to assess and winner in program This will given a prize or *reward* that has been agreed upon together. This *reward* is given to the winner who is considered the most creative and innovative by the judges. All divisions at BRI, especially at the head office, all respect each other, regardless of position or who has been the longest. Actually, whether there is a program or not, the company continues to appreciate employees, in this culture activation program it is very good And *recommend* For held every year because this program also fosters friendship and employee *engagement* throughout Indonesia, so that employees are enthusiastic about developing positive works.

### **3. Two-way Communication**

The information does not need to be convoluted; everything is conveyed directly, and feedback is received immediately from the supervisor. Issues that need to be resolved can quickly find solutions. Essentially, the two-way communication at BRI remains effective, efficient, and impactful because it facilitates easier communication. Through the CAP program, it is hoped that the integrity of a work unit can be maintained, with collaboration serving as a foundation, where two-way communication is needed to bridge this. The media used for publication in this program includes Instagram and BRI's official website. Communication is conveyed to CAP participants through the team leader from each BRI regional office to coordinate what needs to be prepared, including the time for submitting files or necessary documents before the final evaluation by the judges. Communication is also directed to leadership for discussion with each work unit about the

preparations required. This program aims to increase awareness and build a positive corporate image for Bank BRI, implement BRI's Human Capital program, promote the strengths and uniqueness of BRI's fun and dynamic work culture, and enhance employee engagement.

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