



Communication Relations Strategy North Sumatra Regional Police in Building Police Image in North Sumatra, Indonesia

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ABSTRACT

This aims at analyzing the communication strategy of North Sumatera Provincial Police Public Relation to build the image of police in North Sumatera. This qualitative research employs a phenomenological approach. The findings of the research indicate that the communication strategy of the Public Relation Division of North Sumatera Provincial Police focuses on the use of media, such as online media, social media, or printed media. The willingness of the North Sumatera Provincial Police Force to provide training and coaching for personnel, technological support, and collaboration with other institutions and society have been identified as effective factors in the Provincial Police Force's communication strategy to build the image of police. The public, on the other hand, believes that the communication strategy implemented by the Public Relations of North Sumatera Provincial Police to improve police image is ineffective.

INTRODUCTION

Public relations has an important role in an organization. Public Relations has the duty and responsibility to bridge the organization with the community or other organizations. Lani and Handayani (2021) in their research revealed that based on its function, public relations aims to bridge between institutions and stakeholders both outside and inside. For everything that happens in an organization, public relations must know and know all the previous policies that are being and will be implemented by an organization.

Cutlip, Center, and Broom in Gassing & Suryanto (2019) reveal that public relations can be a planned effort to influence viewing through good character and competent activity, based on two-way communication which is generally fulfilled. Public expert Bertrand R Canfield, also revealed that every administrative and regulatory activity in a company that includes an open relationship can be a natural thing because an open relationship can become a unit that is in the position of "Top Management" and the official can be a "major officer" (Ruliana, 2018).

Based on the conclusions of some of these experts, it can be described that public relations is a person who plays an important role in an organization. One of the organizations that has a public relations section is the Indonesian National Police. There is also research by Pudjiastuti and Fadhal (2012), with the research title Conclusion of the POLRI Image Study, in their research it was revealed that of the ten dimensions of the POLRI image assessed, namely the quality of benefits, HR polishing skills, HR mindset, HR ethics, teaching, obligations, governance ways of working. , bureaucracy, POLRI diversion, and execution rules do not exist. comes two (with a range of values 1-5, '1' is close to very good, and '5' is close to very bad). This means that all measurements of POLRI's image are considered unfavorable by students. From the results of this reflection, it can be said that in general students' perceptions of POLRI's image are negative. This is because the image is formed from a collection of image components that are related to one another.

Frank Jefkins in Gassing and Suryanto (2019), Translated image as an impression of an individual or people around something that arises as a result of information and involvement. Based on the cases that occurred in the community, especially North Sumatra, the image of the police can be said to be "negative" regardless of the success of the police themselves. As quoted from Kompas on 7 December 2021, with news content that the National Police Chief General Listyo Sigit Prabowo acknowledged that recently the "No Viral No Justice" phenomenon had appeared. Based on this phenomenon the National Police Chief views that the public has the view that every report of a crime will not be handled if the report has not gone viral and vice versa (<http://nasional.kompas.com>, accessed 21/04/2022). The researcher also found the same thing on the Instagram account for Public Relations of the Regional Police of Sumatra, where there was a comment "Don't go viral until it's handled, sir, it's a pity the victim's children are still small and the father figure has disappeared." Pudjiastuti and Fadhal (2012), also revealed that the organizational culture of the Police was considered lost, reliable, and still full of

doubts about KKN towards Polri elements. This is inversely proportional to the fact that the Police is one of the attorney offices in Indonesia whose job is to maintain security and ease the burden on society. If there is a violation that harms the community, then at that time the Police are required to make adjustments to life. Article 30 paragraph (4) of the 1945 Constitution explains that the National Police of the Republic of Indonesia can be a tool of the state that maintains security and comfort for the community, whose duties are to secure, secure, serve the community, and uphold the law. The law explains to all Indonesian people that the police have to ensure, secure, serve, and enforce the law. Good police action is a benchmark to measure the performance of the police in carrying out their duties to guarantee, protect the community and implement the existing laws in Indonesia. Public Relations within the Police are needed to hear, understand, and provide the best response to various interests within the scope of work (Gassing & Suryanto (2019). In general, POLRI Public Relations also has main tasks, namely the first as a guideline for public relations activities within the POLRI. Units and other public information including information management and collaboration and collaboration and sharing with the mass media and its components. Third, the presentation of information and documents related to the collection and processing of data and journalistic activities within the POLRI. Record information on the four main monitoring products and activities of POLRI. One is the planning and management of internal affairs and overall management of personnel logistics in a humanistic environment. The last one is organizing coverage, monitoring, and evaluating public relations program activities (Interview 21 February 2022). Units and other public information including information management and collaboration and collaboration and sharing with the mass media and its components. Third, the presentation of information and documents related to the collection and processing of data and journalistic activities within the POLRI. Record information on the four main monitoring products and activities of POLRI. One is the planning and management of internal affairs and overall management of personnel logistics in a humanistic environment. The last one is organizing coverage, monitoring, and evaluating public relations program activities (Interview 21 February 2022). Units and other public information including information management and collaboration and collaboration and sharing with the mass media and its components. Third, the presentation of information and documents related to the collection and processing of data and journalistic activities within the POLRI. Record information on the four main monitoring products and activities of POLRI. One is the planning and management of internal affairs and overall management of personnel logistics in a humanistic environment. The last one is organizing coverage, monitoring, and evaluating public relations program activities (Interview 21 February 2022). Record information on the four main monitoring products and activities of POLRI. One is the planning and management of internal affairs and overall management of personnel logistics in a humanistic environment. The last one is organizing coverage, monitoring, and evaluating public relations program activities (Interview 21 February 2022). Record information on the four main monitoring products and activities of POLRI. One is the planning and management of internal affairs and overall management of personnel logistics in a humanistic environment. The last one is organizing coverage, monitoring, and evaluating public relations program activities (Interview 21 February 2022).

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The public relations of the Indonesian National Police itself is divided into several sections, namely Planning and Administration, Public Information, PID, and Multimedia. The four parts of public relations have different responsibilities. The Planning and Administration Section or what is often referred to as RENMIN is in charge of the planning and administration section. PID is responsible for the product section, then Public Information or often also called PENMAS is responsible for the external part, both to the public and journalists. The last one is Multimedia, this section is responsible for the social media section (Interview 21 February 2022).

The North Sumatra POLDA helps the community by carrying out free vaccine activities, and besides that the North Sumatra Regional Police will also carry out independent operations based on orders from the North Sumatra Police Chief, one example is the Pekat Toba Operation, which this activity will provide security against community diseases such as drugs, prostitution, and so on. All activities will be posted on North Sumatra Regional Police Public Relations social media such as Facebook, Instagram, and the website www.tribratanews.sumut.polri.go.id. All activities posted on social media accounts for the North Sumatra Regional Police Public Relations are one of the communication strategies undertaken to build the image of the Police in North Sumatra. North Sumatra Regional Police Public Relations also conducts press conferences for each case that has been successfully handled, such as the robbery case that is currently rife in Medan City, illegal parking, and several other criminal cases. (Interview 26 April 2022). However, with the several cases previously described, the programs that have been implemented by the North Sumatra Police seem to be turning a blind eye to the public and possibly still assuming that the Police are "bad".

Based on this phenomenon, the researcher is interested in conducting research with the title Public Relations Communication Strategy for the North Sumatra Regional Police in Building the Image of the Police in North Sumatra. This study has three research focuses, namely, examining the Public Relations strategy of the North Sumatra Regional Police in building the image of the police in North Sumatra, what factors can make the Public Relations strategy of the North Sumatra Regional Police effective in building the image of the Police in North Sumatra, and how the community responds to communication strategy carried out by the Public Relations of the North Sumatra Regional Police.

LITERATURE REVIEW

Communication Strategy

All activities related to communication are certainly not arbitrary. To create a better quality of communication, communication needs to be planned, organized and developed, and strategic communication is needed. Strategy is perspective, position, plan, pattern. Strategy is the bridge that connects policies

and goals. In short, strategy is a concept that refers to the complex web of thoughts, ideas, insights, experiences, goals, skills, memories, perceptions, and expectations, and general ways of thinking that enable an individual to decide what to do. leads to the development of concrete efforts to achieve goals (Liliweri 2011:238-239).

Strategy is closely related to the goals to be achieved. This is evidenced by the network that guides the actions to be taken, while the strategy influences these actions. In other words, after we/the organization understands the nature and importance of a goal, we/the organization establishes a strategy to achieve that goal. Without a goal, the actions taken are just tactics, which can thrive, but that's another matter. (Liliweri, 2011: 239).

The communication strategy according to (Liliweri 2011:240) is as follows:

- 1) A strategy that articulates, explains and promotes a communication vision and a communication objective in a well-defined formulation.
- 2) Strategies for creating consistent communication, communication made based on a choice (decision) from several communication options.
- 3) Strategy is different from tactics, communication strategy describes concrete stages in a series of communication activities based on technical units for implementing communication goals.
- 4) Strategy plays a role in facilitating behavior change to achieve management communication goals.

Liliweri (2011:248) Let us assume that the first objective of this strategy is to inform (announce) and report the capacity and quality of information (one of the first objectives of the communication strategy is to ensure the availability of quality information).). Therefore, the information displayed is made as relevant as possible with the main information of any important information. The second is motivation. Socialization efforts need to be made so that the information disseminated can motivate people to care. The third is education and the fourth is the dissemination of information (information provision), dissemination of information to the general public or target audience. All information disseminated is concrete and real information. Fifth, support decision making. Then, information is collected, aggregated, and analyzed to be used as key information by decision makers.

METHODOLOGY

The survey method used in this study is a qualitative survey method with a phenomenological approach. Any study or work that deals with how something looks is phenomenology. Phenomenology is the study of knowledge obtained from awareness, or how we understand things and events through conscious experience (Hadi, et al, 2021). Phenomenology is a philosophical approach that includes human experience. Two things become the core of phenomenological research, that is : *Textural description* finds out what research subjects learn about a phenomenon. What is experienced is the objective side, factual data, which occurs empirically, *Structural description*: How subjects experience and interpret their experiences. This description contains a subjective aspect. This aspect concerns opinions, judgments, feelings, desires, and other subjective reactions of research participants related to their

experiences (Hadi, et al, 2021). The object of research is all the problems to be studied. According to Supriati (2015: 44) the meaning of the object of research is a variable that is examined by researchers at the place where the research is carried out. From this understanding, it is concluded that the object of research is a description of scientific objectives that will be explained to obtain information and data with specific goals and uses.

The objects in this study are the North Sumatra Regional Police Public Relations communication strategy and the North Sumatra Police Image. The research subject will be given questions through in-depth interviews regarding the object under study to obtain answers to the problems that form the basis of the research.

In qualitative research, research subjects are called informants. Bungin (2015: 111) states that the term informant is a person who is questioned and questioned by the interviewer because they are considered to know data, information, and facts about the subject being investigated. Whistleblowers are sources of information, and whistleblowers are gurus of writers.

One way researchers obtain data is through interviews. When conducting interviews using a phenomenological approach, experienced researchers often collect a lot of data through intense observation and casual conversations that resemble intimate conversations. And when it comes to opinions, the best opinions in phenomenological interviews are a series of friendships in which the researcher slowly incorporates some new elements to help informants provide answers (Spradley, 2007).

The steps that researchers do to collect data is to make observations. Observation is a systematic process of recording human behavior patterns, objects, and events without questioning or communicating with the subject. Observation refers to observing, paying attention to a phenomenon that has occurred, and considering the relationship between aspects of the phenomenon.

Observations also aim to describe the environment under study, the activities taking place, and the people involved in the events being observed (Spradley, 2007). Researchers will use participatory observation, researchers will take part in the lives of informants.

After obtaining the data, researchers can analyze the data to obtain research results, and researchers can complete the research results. The data analysis used in this study is qualitative data analysis which begins with an analysis of various data collected by researchers in the field. Data analysis according to Sugiyono (2018: 482) is the process of systematically searching and compiling information from interviews, field notes, and documentation of how to categorize information, divide it into units, list syntheses, organize it in patterns, choose what is important and what is learned, and draw conclusions. so you can easily understand it.

RESEARCH RESULT

Public Relations of the North Sumatra Regional Police developed a strategy by establishing several programs to streamline the strategy carried out so that with this strategy Public Relations can convey messages well, so that messages can be well received and understood by the community.

Public Relations has four fields, of which four fields have different programs from one another. The following are programs from each of these fields:

Subbagrenmin, which this section has the following functions:

1. Planning and budgeting includes strategic plans, draft Renja, Renja, RKA-K/L, DIPA, performance agreements, LKIP, LRA, SMAP, IKU, and IKK, grants, performance appraisal, implementation of RBP, PID, and the government's internal document production control system (SPIP) Sutkar also leads and oversees the implementation of activities and budgets;
2. Personnel maintenance and management;
3. Logistics management and SUMAK-BMN reports.
4. Financial Function Services. This includes finance, administration, accounting, accounting, preparation of SAI reports, and financial accountability. When
5. Management and Administration Services.

Subbidpenmas, in which this section has the following functions:

1. General and unit information, management, and delivery of information within the Polda; And
2. Planning and implementing cooperation and partnership with the mass media and its components.

Subbid PID, this section has the following functions:

1. Collection and management of data as well as provision of information and documents by the provisions of laws and regulations in the field of KIP.
2. Reporting, making, and documenting Polda activities.
3. Collection of reporting results and dissemination of public information about Polda activities.
4. Analyze and formulate data included in the Classification of Excepted Information and develop an audit follow-up plan.
5. Receive complaints from Public Information Applicants regarding objections submitted, resolve Public Information disputes by the Regional Information Agency, and carry out accountability to other parties as stipulated in the law;

Subbid Multimedia, which has the following functions:

1. Planning/designing visual formats for Polri's creative programs, creating advertising scripts, providing instructions/guidelines for production materials, placing advertisements in advertising media, and planning message completion in selected media.
2. Evaluate and monitor all media and media control as part of carrying out tasks for the benefit of Polri.
3. Plan and carry out digital information dissemination/dissemination activities related to the formation of public opinion and dissenting

opinion through social media and online media to support the implementation of Polri's duties; (Interview 6 September 2022).

DISCUSSION

Communication Strategy for Public Relations of the North Sumatra Regional Police in Building the Image of the Police in North Sumatra

a. Planning

A communication strategy certainly requires planning so that each strategy used is successful. Planning makes a major contribution to success. If the strategy is carefully planned, the strategy will likely be successful. Groenendijk, van Der Meijden, and Fancounier in Gassing and Suryanto (2019) revealed "A "very planned plan" in public relations is very important to achieve company goals. Further work program planning must consider several aspects including organizational goals, circumstances, conditions, expectations, and finances. North Sumatra Police Public Relations Activities at the Citra Building The police carried out the planning. Planning is carried out by the Public Relations of the North Sumatra Regional Police through the following steps:

- a. Identify vision and mission, namely long-term goals that can be achieved through communication. The format usually consists of "a few words", which contain the goals, desires, and ideals of communication. Based on the formulation of the vision, tasks are formulated that describe these ideals.
- b. Determining programs and activities, meaning a set of activities that must be carried out, programs, and actions are preparation tasks.
- c. Determine goals and results, meaning that each program or activity usually has goals and results that can be achieved. In general, decision-makers determine the objectives and results to be achieved.
- d. Selection of the target audience, meaning that the communication designer determines the intended audience through the communication.
- e. Developing messages, what is meant that all messages are designed as precisely as possible with specific, clear, and convincing content, reflecting audience values, showing content that can offer solutions to the community, or demonstrating certain actions.
- f. Identification of the messenger (communicator's appearance), with the criteria that the media must be credible, namely in terms of knowledge, expertise, professional skills, and abilities related to a particular theme.
- g. Mechanism of communication/media. The criterion is choosing a facility that can speed up the mechanism of transmission and retransmission or exchange of information. Another criterion is the media that is easily accessible or most liked by the public.
- h. Scan context and competition, namely calculating risks and contexts that will affect communication strategies (Liliweri, 2011)

b. Actuating

One of the functions of public relations is to generate goodwill and participatory public opinion so that public relations cannot be separated from public opinion. Human performance in government usually helps the

implementation of government programs to achieve certain goals pursued by the government. Governments also play a key role in building and disseminating information internally and externally. From the outside, humans are usually tasked with providing information about government policies, refuting news that can harm the government, and disclosing nine different government policies to the public (Herlina, 2015).

Human resource development strategies that create trust among the public should not only have a positive image. However, the positive image that has been built must be maintained because it has an impact on the government's reputation. When public trust is lost due to a bad reputation, it is difficult for the government to restore that trust (Herlina, 2015).

Public Relations serves three purposes. The first is as an explainer, namely as an adviser who defines problems, proposes choices, and follows policy implementation. The second is communication mediators, namely people who are usually employed in organizations that deal directly with the environment, and whose job is to maintain relationships and mutual communication. The third is a problem-solving facilitator. That is, people who work with parents to identify and solve problems. (Lattimore, 2010)

Gassing and Suryanto (2019) After collecting data, conducting analysis, and establishing a strategy, we conclude that the next step is to implement the planned work program. Each sub-sector of North Sumatra Police Public Relations Operations carries out a planned program or strategy under the direction of his superior. As previously agreed, one of the functions of public relations is to form public opinion. Therefore, the designed strategic communication must be implemented to carry out human functions. All sections of the North Sumatra Police Public Relations Section will be responsible for implementing the communications strategy that has been prepared. All sub-sectors have different functions with the same objective, namely building public opinion.

Public Relations (Humas) of the North Sumatra Regional Police in carrying out its strategy is more dominant in using media, both print and online media, as well as social media. North Sumatra POLDA Public Relations uses social media such as Instagram, Twitter, Facebook, and the POLRI website, namely www.tribratanews.sumut.polri.go.id. North Sumatra Regional Police Public Relations also has the POLRI TV application which is used to publish every activity such as press releases and door stops.

The implementation of the communication strategy carried out by the North Sumatra Regional Police Public Relations went through several stages as revealed by Liliweri (2011) revealed that there were several stages in the communication strategy, namely as follows:

- a. *Review*, This stage is carried out to learn from the strategy from the previous year and can be used as a reference for future strategies.
- b. *objective*, what is desired for the communication to be received, and whether the purpose is appropriate.
- a. *audience*, in this case, the specified audience is the community, especially the North Sumatra region. At this stage, information will also be

designed as to what the community needs, so that the community can act on the message conveyed. At this stage, information will also be designed as to what the community needs, so that the community can act on the message conveyed.

- b. *The message*, People wonder if the messages are for different people, whether they want different messages, and what kind of messages they need to prepare.
- c. *Basketball* is where communication takes place.
- d. *Channels* are used to promote, improve, and disseminate products/news. At this stage, North Sumatra Regional Police Public Relations uses online media, print media, and social media such as Facebook, Instagram, Twitter, POLRI TV, the website www.tribrataneews.sumut.polri.go.id, and TikTok.
- e. *Resources* are the type of budget allocated to each of the organization's projects.
- f. *timings*, namely activity planning. After understanding the situation clearly, Luttrell (Luttrell, 2015: 214) explains that the next step in social media strategy is to set objectives. Describe the company's goals in using social media using the SMART strategy: specific, measurable, attainable, relevant, and timely.
- g. *Brands*, in this case, the Police will be made into a really good brand in the eyes of the public, through published news and actions taken by public relations through the media.
- h. *feedback*, in this case, public relations will investigate if the communication strategy is 100% successful, what will be changed, and how to make every available resource effective to improve the image of the Police.

Factors That Make the North Sumatra Regional Police Public Relations Communication Strategy Effective

A strategy is inseparable from the goals to be achieved by an organization. This is shown by a network that guides the actions to be taken, and at the same time, the strategy will influence these actions. This means that the prerequisite needed to formulate a strategy is to increase the understanding of objectives. This means that after we understand the nature and meaning of a goal together, we determine a strategy to achieve the goal. Because without a goal, the actions taken are merely a tactic that can increase quickly but on the contrary can degenerate into other problems. So achieving the goals of an organization requires the right strategy (Liliweri, 2011).

A strategy will certainly be more effective if it is accompanied by support from various things. Public Relations of the North Sumatra Regional Police in carrying out the strategy has the support of various factors, both internal and external. External factors that make an effective Public Relations strategy for the North Sumatra Regional Police are government support, and technology such as laptops, cell phones, and cameras. In addition, the internal factor that streamlined the North Sumatra Regional Police Public Relations communication strategy was internal personnel training public speaking,

management of information and documentation, as well as creative content products.

Community Response to the North Sumatra Regional Police Public Relations Communication Strategy

The strategy that has been implemented is of course expected to be able to meet the objectives expected by an agency including the Public Relations of the North Sumatra Regional Police. The expected result is the response from the community to the stimulus that has been given by the North Sumatra Regional Police Public Relations through a communication strategy carried out by the North Sumatra Regional Police Public Relations. The strategy carried out by the North Sumatra Regional Police Public Relations adjusts to the current situation in North Sumatra. But even with the same strategy in one situation, the response from each individual is certainly different. Several communities responded positively to each strategy carried out by the North Sumatra Regional Police Public Relations.

Based on research conducted by researchers found some similarities and differences with previous research.

The research equations conducted by previous studies are:

1. The research method used is qualitative
2. One of the strategies used is using the media

Differences in research conducted by researchers with previous studies are:

1. The strategy used by North Sumatra Regional Police Public Relations in building the image of the Police in North Sumatra is by conducting public speaking training, information management, and documentation, as well as creative content products.
2. This study looked at the response from the community to the strategy carried out by the North Sumatra Regional Police Public Relations.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted by researchers, several conclusions were found:

1. The communication strategy carried out by the North Sumatra Regional Police Public Relations focuses on the use of media such as online media, print media, and social media such as Facebook, Instagram, Twitter, POLRI TV, website www.tribrataneews.sumut.polri.go.id, and TikTok. The strategy is carried out in several stages, namely starting from planning and then implementing. From subsequent planning to implementation, North Sumatra Regional Police Public Relations carried out several stages starting from review, objective, audience, message, basket, channels, resources, timing, brand, and finally feedback.
2. Factors that streamlined the Public Relations Communication Strategy of the North Sumatra Regional Police in Building the Image of the Police in North Sumatra were the will of the North Sumatra Regional Police Public Relations by conducting personnel training and supported by technological support and collaboration with several agencies and also the community.

3. The community stated that the strategy carried out by the North Sumatra Regional Police Public Relations had not been effective. This was disclosed by Drs. Baskami Ginting as Chair of the North Sumatra Regional Representative Council, Abyadi Siregar as Head of the Representative Ombudsman for North Sumatra Province, and Dr. Abd. Haris, SH, M.Kn as Chair of the Information Commission for North Sumatra Province.

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