
Narasi TV's Action in Reputation Management due to Hacking Crisis

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ABSTRACT

Narasi TV, a digital television startup, was founded on September 6, 2017, by a dynamic trio of journalists: Najwa Shihab, Dahlia Citra, and Catharina Davy. This innovative platform is dedicated to delivering factual and participatory information, aiming to engage viewers in meaningful discourse. This article undertakes a detailed analysis of the crisis communication strategies employed by Narasi TV in the wake of a significant hacking attack that transpired in September 2022. Utilizing a qualitative research methodology, the study integrates the Situational Communication Theory (SCCT) to understand the nuances of their response. This research reveals that Narasi TV adeptly navigated the crisis, maintaining and enhancing its reputation through a commitment to transparent communication and fostering open dialogues with its audience about critical cybersecurity issues. In a strategic move to bolster its defenses, Narasi collaborated with Aliansi Jurnalis Independen (AJI) to secure legal advice and technical assistance, conducting thorough audits of their device security to mitigate the risk of future hacking incidents. Ultimately, it can be concluded that Narasi TV's prompt of public trust was pivotal in reinforcing Narasi's image as a credible source for information dissemination. This research sheds light on effective communication practices during a crisis. It provides valuable insights for other media organizations striving to manage their communication strategies in an ever-evolving digital landscape.

KEYWORDS

Crisis Communication Strategies, Situational Crisis Communication Theory (SCCT), Reputation Management



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INTRODUCTION

In 2017, the broadcasting landscape in Indonesia underwent a significant transformation with the emergence of new digital media companies. Najwa Shihab, Dahlia Citra, and Catharina Davy founded a digital media company named Narasi TV on September 6, 2017, under the legal framework of the Republic of Indonesia (Kencana & Djamal, 2021, p. 114) Based in Central Jakarta, Narasi TV delivers informative and educational content through programs such as Mata Najwa, Buka Data, and Buka Mata. Its establishment represents an effort to embody the movement's concern for young people and their role in providing valuable

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workspaces and contributions to the nation's youth. (Narasi TV, 2022) As an innovative digital media platform for disseminating information and news, Narasi TV has successfully captivated the public. Its critical and analytical presentation style enables Narasi TV to effectively utilize various platforms to reach a broader audience, particularly the younger generation that actively engages with the Internet. This success is largely attributed to Najwa Shihab, who serves as the face and voice of Narasi TV and the *Mata Kita* community, which actively provides suggestions and critiques regarding the content presented. Consequently, Narasi TV functions not only as a medium for disseminating information and news but also as a dialogue space that actively involves its audience (Narasi TV, 2022). This aspect reinforces Narasi TV's reputation in conveying and presenting information to the public.

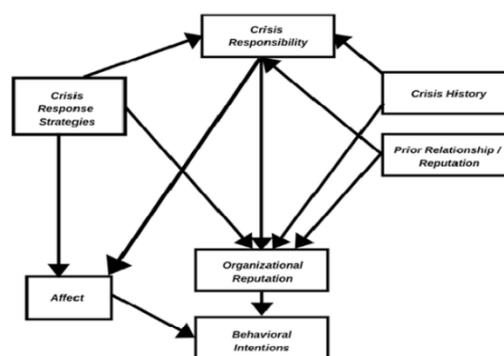
However, shortly after its establishment, Narasi TV faced serious challenges in the form of hacking incidents. In 2022, for five days (September 23-38), it was reported that 30 editorial staff members at Narasi experienced hacking attempts. (Pratama, 2022). The Aliansi Jurnalis Independen (AJI) and other organizations condemned these hacking attempts as violations of investigation. The hacking resulted in losses, including the loss of important data and information, and it threatened Narasi TV's image and reputation as a media institution. Consequently, Narasi TV had to confront the potential loss of audience and credibility, which are crucial for its operations. This hacking crisis posed new communication challenges for Narasi TV. The public demanded a swift and clear response regarding the measures taken to address the situation. (Maulida, 2023). Public reactions stemmed from doubts about the security of information provided by Narasi TV. (Tempo, 2022b) Therefore, to maintain public trust, Narasi needs to understand and effectively manage the impact of this hacking incident.

Narasi TV proactively responded to this hacking crisis to preserve its reputation and integrity as one of Indonesia's leading media institutions. The Narasi team quickly collaborated with AJI and a Rapid Response Team to obtain legal and technical support to address this issue. From a Public Relations perspective, Narasi TV implemented several strategies to rebuild trust among readers, viewers, and loyal audiences. One key step taken by Narasi was ensuring transparency in communication with the public. Narasi TV actively shared updates regarding the steps and efforts undertaken to resolve the hacking incident, including efforts to recover compromised accounts. By providing information openly and clearly, Narasi TV journalists' rights while enhancing public trust (Widyanto et al., 2022) Additionally, Narasi TV engaged its audience in efforts to maintain its reputation through open discussions and workshops addressing cybersecurity and data protection issues. (Maulida, 2023).

W. Timothy Coombs first proposed Situational Crisis Communication Theory (SCCT) in his 1995 article "Choosing the Right Words: The Development of Guidelines for the Selection of the 'Appropriate Crisis Response Strategies.'" SCCT is a prominent theory utilized in crisis communication research, designed to aid organizations in managing their responses during crises. Coombs and Holladay (2002) further developed this theory to understand how stakeholders assess organizational responsibility during crises and how these assessments influence

perceptions and responses. SCCT establishes crisis response strategies to reshape perceptions of the crisis or the organization facing it (Maulana et al., 2024). In essence, this theory is crafted to comprehend and formulate communication strategies in crises, emphasizing effective communication responses tailored to the specific characteristics of each crisis (Dr. Dra. Marlinda Irwanti. S.E., 2023). It also addresses the attribution of crisis responsibility and examines how such attributions affect stakeholder interactions with the organization during a crisis. Furthermore, SCCT elucidates public relations to crises and identifies necessary communication strategies during such events (Utami et al., 2022). Coombs identifies three primary elements of SCCT: the crisis, crisis response strategies, and a system for aligning the problem with appropriate response strategies. This indicates that word choice or diction in crisis management can significantly influence public perceptions of the organization or the crisis (Utami et al., 2022). This theory focuses on how organizations can effectively navigate or anticipate crises to mitigate reputational damage.

In confronting a crisis, a Public Relations (PR) professional must accurately identify the type of crisis facing the organization. Understanding key elements that aid in analyzing the situation is crucial. The first element is *crisis responsibility*, which serves to identify the nature of the crisis. Grasping this responsibility is vital as it can shape public and stakeholder perspectives regarding the organization. The second element is *crisis history*, which evaluates whether the organization has previously faced similar crises. (Yulianti & Boer, 2020, p. 296). Studying past crises can guide organizations in formulating appropriate responses in society. The third element is *prior reputation*, emphasizing that an organization's relationship with its public or stakeholders must be well-maintained. A positive prior reputation can be a significant asset during a crisis and influence public perception of organizational response. The fourth element, *crisis response*, involves determining appropriate responses once the type of crisis has been established. Finally, the fifth element is *affect*, which refers to the emotional impact observed after implementing a crisis response. This can affect the organization's reputation and stakeholder behavioral intentions toward that organization. (Yulianti & Boer, 2020, p. 297).



Sumber: Coombs & Holladay, 2010

Figure 1. Model Situational Crisis Communication Theory

Source by: Manajemen Krisis Public Relations *Dalam Menangani Penolakan Imunisasi Measles Rubella* (Wulan Yulianti, Febrianno Boer)

According to Coombs and Holladay (2002), crisis response situations can be classified into three clusters. First, *Victim cluster*. This includes crises resulting in victims, such as natural disasters, pandemics, misinformation, or employee attacks. In these scenarios, organizations are perceived as not responsible for the events. Second, *accident cluster*. This cluster encompasses situations that cause accidents where stakeholders assert that the organization has operated improperly. Examples include technology failures leading to product recalls or technical errors resulting in industrial accidents (Utami et al., 2022) Third, preventable accidents. This category includes situations that could have been avoided and are caused by human error, such as workplace accidents caused by negligence or violations of regulations by management.

Based on Coombs's explanation of crisis response situations, response strategies can also be categorized into several forms. *Deny strategy* is employed when an organization is not facing a crisis but is subjected to rumors about urgent issues. Actions under this strategy include attacking the accuser and attempting to deny responsibility. *Diminish strategy* is applied when an organization recognizes a crisis and seeks to reduce the perceived connection between itself and the issue. Actions may include providing excuses or justifications to minimize responsibility, asserting that the organization did not do any harm and that the crisis is not serious or has been misinterpreted. *Rebuild strategy* aims to improve public perception of the organization by apologizing and clarifying the circumstances surrounding the crisis. Steps in this strategy may involve compensating affected parties and issuing public apologies. *Bolstering strategy* is the goal to garner public support by reminding stakeholders of positive aspects related to the organization. Actions include recalling past good performances and stating that the organization is also a victim of the crisis. (Maulana et al., 2024). Through this strategy, organizations strive to demonstrate that they consist of quality individuals who uphold integrity in their duties, thereby minimizing risks associated with reputational damage.

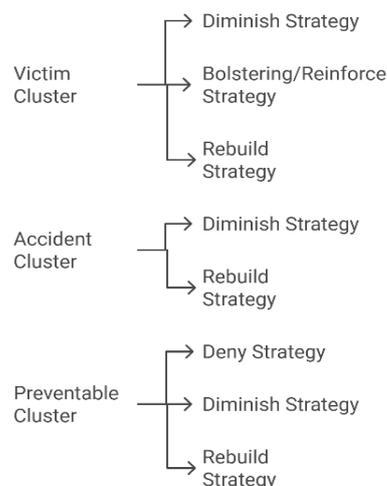


Figure 2. Implementations of Strategic Responses Based on the Type of Crisis.

Source by: Article “Penerapan Situational Communication Crisis Theory bagi Organisasi Dakwah dalam Menghadapi Krisis” (Rizky Saputra)

In analyzing Narasi TV's response to the data breach crisis affecting its team members, researchers draw on previous studies to gain insights into effective crisis management within the context of public communication. Wulan and Rino (2017) applied the situational Crisis Communication Theory (SCCT) in their study on crisis management by the Public Relations of the Ministry of Health during the Measles RUBella immunization rejection. Their findings highlighted that successful crisis management heavily relies on improving communication and collaboration with stakeholders. Similarly, Andi Nirmalasari (2020) explored crisis management in public relations through a meta-synthesis analysis of online activism, identifying six concrete steps PR can take during crises, such as integrating social media and committing to online dialogue. These studies underscore the importance of strategic communication in crises, which is crucial for organizations like Narasi TV facing reputational challenges due to data breaches.

Woro Harkandi and Muchammad Fauzi Djamal (2021), in their article "Startup Television: New Form in Digital Journalism," explore Narasi TV's presence as an alternative audience accustomed to conventional television broadcasts. Atika, Widya, and Faris (2022) also applied crisis communication strategies during the COVID-19 pandemic to assure employees. This research demonstrates that the Crisis Management Team implemented security and hygiene measures communicated based on SCCT principles.

This research aims to analyze how Narasi TV can maintain its reputation despite experiencing a data breach that led to public skepticism. The response implemented by Narasi TV proved effective, ensuring that the reputational crisis did not last long. By employing the SCCT framework, this study will identify and classify the crisis communication strategies used by Narasi TV to address the public based on the severity of the crisis. The SCCT response strategy model will be used to analyze Narasi TV's actions in managing communication, improving reputation, and restoring public trust. Through this approach, the relationship between Narasi TV's applied strategies and their impact on its reputation will be explored in depth.

This research holds both theoretical and practical significance. Theoretically, it aims to enrich academic literature on crisis management and reputation in the digital era. The application of SCCT in this context will assist Public Relations teams in understanding the types of crises occurring and appropriate responses to maintain reputation in the public eye. Practically, as a leading media outlet, Narasi TV can serve as a case study to demonstrate how media organizations can manage crisis communication and maintain public trust. This research also has the potential to expand insights into reputation recovery strategies in the connected digital environment where information spreads rapidly and crises can emerge swiftly. Thus, this study is expected to make a significant contribution to developing more effective crisis management models based on clear theory and provide practical guidance for media companies in protecting their reputations amidst crises.

RESEARCH METHOD

This research employs a qualitative method with a content and interaction analysis approach to explore the strategies implemented by Narasi TV in maintaining and building a stronger reputation. According to Catharine Marshall (1995), qualitative research is a process aimed at gaining a deeper understanding of the complexities of human interactions. (Sarwono, 2006, p. 193). This understanding encompasses the context of the issues being studied, with the research focus placed more on the process rather than the outcome. In this qualitative study, researchers strive to immerse themselves in both the subjects and objects of the study, enabling them to comprehend the issues from relevant perspectives. This approach allows researchers to gain deeper insights into the dynamics of Narasi TV's communication in facing crises.

The data used in this research is secondary data, which is data that is already available and can be obtained through various means such as reading, viewing, or listening. (Sarwono, 2006, pp. 209–210). Examples of secondary data include documents, previous scholarly articles, photos, animations, billboards, videos, television advertisements, and books. In the context of this research, the secondary data used consists of photos, videos, and articles sourced from Narasi TV's official accounts as well as several official news sites in Indonesia.

The data were analyzed following the stages proposed by G.E.R Burroughs (1975) to ascertain the truth or falsity of a hypothesis. (Dr. Tedi Priatna, 2017, p. 160). The stages of analysis include: (1) Editing: Checking and correcting data to eliminate errors in data collection. (2) Coding: Assigning codes or categories to the obtained data to facilitate the grouping of information. (3) Tabulation: Processing data into tables to make analysis easier. (4) Interpretation: Provide a detailed explanation of the meaning of the presented material.

In this content analysis, researchers identify strategic steps, relevance, consistency of actions, and forms of communication employed by Narasi TV through posts on their official accounts. The analysis covers communication content, activities undertaken, and objectives of such communication in addressing the hacking crisis.

This study is limited to the scope of Narasi TV's content related to the hacking of their media personnel, with an observation period from September 2022 to October 2023. With these limitations, the research can more precisely focus on analyzing Narasi TV's response to the reputational challenges posed by the hacking incident.

RESULT AND DISCUSSION

A crisis can be defined as a state or situation characterized by sudden and serious changes in various aspects of life, including economic, social, political, or environmental dimensions. These changes can significantly impact the well-being and stability of any organization, company, agency, or institution (Utami et al., 2022, p. 167). According to Ian Mitroff, an organizational crisis is a situation that peaks and potentially threatens the survival of the organization. Such crises can arise from various factors, including management issues, environmental changes,

or internal conflicts. In the study by Gilliland and Mathieu on Communication Theory, a crisis is defined as a state of uncertain action with significant resource utilization. Coombs also emphasizes in his book *Ongoing Crisis Communication: Planning, Managing, and Responding* that a crisis is a condition requiring special and immediate management because it can threaten the organization's continuity and negatively impact stakeholders (Dr. Dra. Marlinda Irwanti. S.E., 2023, p. 9).

Crises within organizations have diverse natures and forms. Each type of crisis is influenced by different internal and external factors, affecting the organization's stability, continuity, and reputation. Below are some common types of crises in an organizational context:

1. **Communication Crisis:** This occurs when an organization struggles to manage information and communicate with stakeholders. This situation can negatively impact the organization's reputation and disrupt its relationship with the public.
2. **Human Resource Management Crisis:** Arises from internal conflicts within the organization. Examples include disputes between employees, discriminatory actions, or strikes related to human resource issues.
3. **Financial Crisis:** This occurs when an organization faces serious issues such as bankruptcy, embezzlement, financial fraud, or other problems threatening its financial stability. This type of crisis can have long-term impacts on the organization's operations and reputation.
4. **Environmental Crisis:** This happens when an organization engages in actions that harm the natural environment or violate environmental regulations. Non-compliance with environmental standards can lead to serious legal and reputational consequences for the organization.
5. **Reputational Crisis:** Describes a situation where the organization's image and reputation suffer a drastic decline due to negative actions or incidents. This can threaten relationships with customers, investors, the public, and other stakeholders.

Basic Principles of Crisis Communication Management

In facing a crisis, organizations need to implement several key principles that can help maintain their reputation and public trust. The following are four main principles to consider: transparency and openness, speed and responsiveness, consistency and coordination, and management of sensitive issues.

1. Transparency and Openness

Transparency refers to the levels of openness and clarity in actions, policies, processes, or information conveyed by an organizational entity. According to Bovaird & Loffler (2019), transparency reflects an organization's willingness to provide clear information without concealing anything (Dr. Dra. Marlinda Irwanti. S.E., 2023, p. 21). Thus, transparency aims to build understanding and trust among stakeholders. Openness, on the other hand, involves the willingness to communicate honestly, openly, and fairly. This openness is crucial in representing the organization's integrity and commitment. Transparency and openness are mutually

reinforcing; transparency creates effective openness, while openness ensures communication is conducted with integrity. This forms a strong foundation for maintaining reputation and public trust when responding to crises. Coombs emphasizes that transparency in the context of a crisis involves providing accurate, complete, and honest information to stakeholders. Meanwhile, openness focuses on the organization's attitude and actions in responding to criticism or feedback during a crisis (Dr. Dra. Marlinda Irwanti. S.E., 2023, p. 23). By applying these principles, organizations can build public trust, reduce uncertainties that may trigger speculation and panic, and restore their reputation.

2. Speed and Responsiveness

Speed in crisis management involves swift responses to the evolving situation. This includes making decisions related to urgent actions as well as quickly communicating with stakeholders. Responsiveness emphasizes the organization's readiness to react to changing crisis conditions by disseminating relevant information and answering stakeholders' questions. According to Coombs (2007), speed and responsiveness are crucial in crises because they often develop rapidly and can affect the organization's reputation and relationships with stakeholders. A quick response can reduce uncertainty and minimize damage (Dr. Dra. Marlinda Irwanti. S.E., 2023, p. 26). Therefore, organizations need to ensure they are prepared to act swiftly when a crisis arises.

3. Consistency and Coordination

Consistency in crisis management involves aligning actions, decisions, and values applied by the organization. Robbin (2017) states that consistency ensures that messages disseminated during a crisis remain uniform. On the other hand, coordination involves efforts to integrate various aspects of communication so that operations run effectively and efficiently. Consistency during a crisis is crucial for minimizing confusion among stakeholders. Coordination also ensures that all communication elements such as official statements, press releases, internal communications, and media interactions are well-integrated to form an effective response. (Dr. Dra. Marlinda Irwanti. S.E., 2023, pp. 26–27). Thus, the combination of consistency and coordination can minimize the negative impact of a crisis.

4. Management of Sensitive issues

Managing sensitive issues is an important aspect of crisis management that requires special attention. Sensitive issues can exacerbate a crisis if not handled wisely. Therefore, organizations need to identify these issues early on and develop appropriate communication strategies to manage them effectively.

Narasi TV's Strategy for Maintaining Reputation During a Hacking Attack

On September 25, 2022, Narasi, through its Narasi Newsroom account announced that their team had fallen victim to a hacking attack that began on September 23, 2022. This attack targeted the accounts of the editor-in-chief and the

producer of the *Mata Najwa* program (Narasi Newsroom, 2022b). This announcement elicited various reactions from the public, both positive and negative. An analysis of the comments section revealed a decline in Narasi's reputation, categorizing this situation as a reputational crisis.



Figure 3. Public Reaction to the Narasi Team's Hacking Statement Post

Source by: <https://x.com/NarasiNewsroom/status/1574012284963196928>

To gain a deeper understanding of the crisis faced by Narasi TV, an analysis using the situational Crisis Communication Theory (SCCT) will be conducted.

1. Victim Cluster

The crisis experienced by Narasi TV can be classified under the victim cluster, where the organization is considered a victim of circumstances beyond its control. In this case, the hacking was an external attack, and Narasi had no control over the hackers' actions. Public responses in the comments section reflect this, although there are many comments expressing distrust towards Narasi, there are also numerous empathetic comments. One Twitter user stated, "Even I, who am not important, often get hacked," which, despite sounding critical, emphasizes that hacking is a common issue and not Narasi's fault.

2. Accident Cluster

The crisis can also be categorized as an accident cluster if the organization inadvertently caused the problem but still holds responsibility for its effects. If this hacking was due to negligence in Narasi TV's information security system, they could be held accountable for certain aspects of the crisis. However, from numerous public comments, it appears that people are more inclined to view Narasi as a victim rather than an active cause of the crisis.

The reputational crisis faced by Narasi TV due to the hacking targeting their media members can be analyzed through the actions taken by Narasi, both on their official website and social media accounts. The following is an analysis of Narasi's actions in addressing this crisis.

Diminish Strategy

The diminish strategy aims to minimize negative perceptions and the organization's responsibility for the crisis. In Narasi's context, they emphasized that the hacking was an external attack and expressed uncertainty about the motives behind it. Narasi clearly stated that hacking was not due to internal errors but was an organized external attack (Basyari, 2022). The Editor-in-Chief of Narasi also revealed that the attack was conducted simultaneously and likely by the same perpetrators (Pratama, 2022).

By communicating uncertainty about the hacking motives, Narasi sought to reduce the perception that they were responsible for the incident. They conveyed that the hacking was an organized external assault, thus creating a distance between Narasi and the incident. Through this strategy, Narasi provided assurances to the public to create a sense of security and reiterated that they were victims of external aggression (Administrator, 2023). This action demonstrates Narasi's effort to mitigate the risk of the public associating the hacking with their performance or integrity as journalists.

Bolstering/Reinforce Strategy

The bolstering or reinforcing strategy is employed to gain support from the public and stakeholders by demonstrating a commitment to certain values. In this case, Narasi quickly garnered support from other organizations and emphasized the importance of press freedom. They collaborated with the Aliansi Jurnalis Independen (AJI), Komite Keamanan Jurnalis (KKJ), and Amnesty Internasional Indonesia to demand that the government and law enforcement thoroughly investigate this hacking case (AJI, 2022).

Statements of support from various organizations and the public indicate that this hacking attack is a threat to press freedom. Thus, it reinforces Narasi's narrative as a victim striving to uphold journalists' rights (Basyari, 2022). This strategy also serves as an effort to restore Narasi's image and reputation by strengthening relationships with stakeholders and highlighting solidarity in facing threats to press freedom (Dr. Joseph Teguh Santoso, 2021). By embracing other organizations, Narasi not only strengthens its position as a victim but also underscores the importance of fighting for press freedom. This strategy helps shape a positive public perception, enabling Narasi to build a strong support network and restore public trust as a credible, responsive, open, and transparent media outlet.

Rebuild Strategy

The rebuilding strategy focuses on efforts to restore an organization's reputation after a crisis. In Narasi's case, this action is evident through official reports to authorities and enhancements in information system security. After learning that their media personnel had been hacked, Narasi actively reported this case to law enforcement while requesting a thorough and transparent investigation into the hackers (AJI, 2022). This action demonstrates Narasi's commitment to seeking justice and rectifying the situation.

Although not explicitly stated, efforts to recover accounts and strengthen information security systems were also undertaken to prevent illustrating that Narasi is not passive, they are proactive in seeking solutions and justice for their editorial staff and journalists. The request for a thorough investigation reflects Narasi's goodwill in ensuring this situation does not recur. Efforts to recover accounts and enhance information security systems are integral parts of this rebuild strategy. By improving cybersecurity measures, Narasi demonstrates its commitment to becoming better by using this situation as a learning experience to prevent similar occurrences in the future. These actions will strengthen Narasi's position as a reliable entity in the media industry.

By implementing the diminish, bolstering/reinforce, and rebuild strategies in response to the hacking attack on Narasi's Media personnel, these measures successfully helped Narasi maintain, elevate, and restore its reputation. The actions taken by Narasi were carried out with careful consideration based on crisis management principles. Narasi openly informed the public about the hacking incident and demonstrated transparency by explaining that the attack occurred simultaneously across various social media platforms. This openness in conveying the situation without concealing facts was evident.

A swift response to the attack was also demonstrated through incident reporting to authorities and collaboration with several relevant organizations to thoroughly investigate the case. Furthermore, checking all editorial staff devices exemplified responsiveness in maintaining security and justice. Narasi upheld its consistency and coordination through communication with the public and organizations such as AJI, KKJ, and Amnesty Internasional Indonesia to garner support for achieving justice. Given that the hacking of editorial staff is a sensitive issue related to press freedom, Narasi carefully emphasized the importance of press freedom and journalists' rights. Thus, these efforts reflect Narasi's commitment to protecting journalists and legitimizing their demands to uphold press freedom in Indonesia.

CONCLUSION

The reputational crisis experienced by Narasi TV due to the hacking attack on its editorial members can be classified within the Victim Cluster category of the Situational Crisis Communication Theory (SCCT) framework. In addressing this crisis, Narasi TV undertook strategic measures that included the implementation of

diminish, bolstering/reinforce, and rebuild strategies. By applying these strategies, Narasi TV aimed to maintain its reputation amid the challenging circumstances resulting from the hacking incident. The diminish strategy was employed to minimize negative perceptions and deflect responsibility away from Narasi. The bolstering/reinforcing strategy aimed to gain support from the public and stakeholders by demonstrating a commitment to certain values, particularly press freedom. The rebuilding strategy focused on efforts to restore the organization's reputation following the crisis. Through transparency, rapid response, consistent communication, and sensitive issue management, Narasi sought to ensure that its reputation remained positive in the eyes of the public and stakeholders. Narasi actively reported the hacking incident to authorities and provided updates regarding the case through its official website and social media accounts.

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