



Public Relations Strategies for Sustaining Donor Support for the Beringin Bhakti Foundation

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Abstract. Trust is the one thing that cannot be faked and for a foundation that relies on donors' good intentions to retain their commitment, it's not just philosophy, it's business. The Beringin Bhakti Cirebon Foundation is in this very situation: an institution of charity whose mission thrives or dies with the donors' belief in its continuing existence. This research examines how public relations actually underpins this trust for the Foundation. Transparency, clear communication of what the foundation is doing without embellishment, Honesty, which at the Foundation, seemed less a stated belief and more an unquestioned habit, and the feeling of an emotional connection, the genuine warmth that institutions often claim to deliver, were recurrent in the data. The research was carried out using a qualitative methodology through observation, interview, and documentation with the Chairperson, PR personnel and long-time donors of the Foundation. The data showed a relatively uncomplicated finding: when individuals feel heard, seen, and cared for, they stick around. Transparency leads to donors' security. Honesty fosters respect. And emotion to commitment.

Keywords: Donors; Emotional Connection; Integrity; Public Relations; Transparency.

1. INTRODUCTION

The Indonesian philanthropic sector has a trust deficit. Not on a universal scale, but a significant one all the same. In the last few years, instances of fund misappropriation, lack of clarity in reporting, and institutions more concerned with their own public images than their core mission has shaken public trust (Amandan, 2022). Ironically, the Indonesian society is inherently generous, not stingy nor ignorant. Rather, their skepticism is born from disappointment, of experiencing betrayal on multiple occasions (Hendrajati, 2025).

This was exacerbated, or at the very least publicized, by media outlets which rapidly disseminated stories of aid funds being diverted, painting social institutions as impersonal, self-aggrandizing bureaucracies, fair or not. The desire to help persisted, however, donors became more demanding and wanted more insight into where their contributions were being channeled.

This is the point where institutions rise or fall. A foundation is more than a conduit for aid; it is, and ought to be, a human relationship connecting generous givers and those in need of help. These relationships need cultivation, and they are maintained by a candid, honest, and human communication, as described by Ruslan, "An ethical practice focused on the interdependence between human being, but based on the mutual respect between them rather than upon managing their image" (Ruslan, 2017).

The Beringin Bhakti Cirebon Foundation is a local institution. It's not national in reach nor heavily funded; there is no sophisticated communication apparatus that supports it. Yet, this organization operating on limited resources in a localized community somehow manages to retain its donors, an aspect worth investigating. Their PR operates on three main principles: transparency, honesty, and emotional connection, and these are not just talking points but a way of life.

Existing research reinforces the significance of these factors. Sari & Nugraha's findings indicate that while financial transparency is an important consideration, empathy, expressed through PR, holds equal importance in the longevity of a social institution amidst public scrutiny. Wulandari's observations on long-term donor loyalty suggested that persistent two-way dialogue builds it over time, rather than quick campaign bursts, establishing a bond that is resilient and enduring (A. Wulandari et al., 2022). Rahman's research added to this by illustrating that PR does not merely transmit information, it shapes its meaning and maintains the coherence of a humanitarian identity (Utami & Abdul Rahman, 2023).

However, one notable gap in much existing research is the near-total exclusion of small, locally-focused organizations. Institutions without communication departments, advertising budgets or national exposure are seldom featured. How does a local foundation in Cirebon, with a relatively simple annual report and no dedicated PR personnel, foster and maintain donor trust that larger institutions can no longer grasp even with all their advantages.

It is this central question that the study attempts to answer. Not an abstract question about public relations theory, but a specific one within a unique context. How are these three guiding principles of the Foundation embodied in everyday practice, how do the culture and local spirit of Cirebon influence their communication with their donors, and what does long-term donor support entail when it's rooted in something more fundamental than strategic marketing: in authentic human connection.

2. LITERATURE REVIEW

Previous studies have shown that influencer collaboration can strengthen emotional engagement and trust (Zain & others, 2023), KOLs can increase organizational credibility and awareness (Irawan, 2025), authentic storytelling can foster emotional connections (Aisarah & Dian, 2023), social media can serve as a communication channel (Irwan & Misidawati, 2025), and visual communication that emphasizes warmth and human stories can increase engagement and positive perceptions (S. Wulandari & Nurarpenia, 2021). However, these studies generally pay less attention to the sustainability of long-term relationships, reciprocal participation, and

relationship quality beyond one-way communication or short-term interactions. Consequently, there is still a research gap regarding how smaller community-based foundations develop and maintain relationships with donors through honesty, trust, and emotional closeness as communication strategies and ethical foundations, which this study aims to explore in the context of the Beringin Bhakti Foundation in Cirebon.

Cutlip, Center, and Broom define public relations (PR) as a management function that builds and maintains relationships between an organization and the publics that depend on it (Cutlip et al., 2006). Similarly, Grunig and Hunt describe PR as managing communications between an organization and its publics (Grunig & Hunt, 1984). In practice, PR extends beyond communication activities, encompassing technical roles such as content production and event management, as well as managerial roles that align communication strategies with organizational decision-making (Dozier et al., 1995). Baskin, Aronoff, and Lattimore further identify the functions of PR as communication experts, problem-solving facilitators, relationship builders, and strategic planners (Baskin et al., 2010).

In social organizations, PR plays a crucial role because trust is the foundation of organizational sustainability (Dozier et al., 1995). At the Beringin Bhakti Foundation in Cirebon, relationships with donors are built not only through formal mechanisms but also through social closeness, shared values, and spiritual kinship. As a result, the PR function focuses more on maintaining genuine human connections than image management, ensuring that donors feel cared for, heard, and actively engaged in the Foundation's mission.

Managing public relations (PR) requires coherent planning, implementation, and evaluation, not isolated activities. Effendy (2017) defines PR management as ethical communication oriented toward the public interest, a principle that is crucial in social organizations where donors support a mission rather than acting as customers (Effendy, 2017). Long-term donor relationships are strengthened through personal and emotionally attentive communication (Tarsani, 2017). At a place like Beringin Bhakti Cirebon, the people doing PR are not just managing information flows, they are managing emotional ones too. While effective PR balances strategy with sincerity through a human-centered approach that prioritizes community sentiment over institutional efficiency (Sari & Puspitasari, 2022). Donor loyalty is further maintained through sincere, open, and transparent communication regarding the use and impact of donations, transforming transactional interactions into lasting relational commitments (Pratiwi, 2021; Wicaksono, 2020).

Ledingham and Bruning argue that the quality of the relationship between an organization and its publics is more important than the quality of its message, with Relationship

Management Theory emphasizing that successful public communication depends on building and maintaining long-term relationships rather than producing effective press releases (Ledingham & Bruning, 1998). This theory describes five dimensions of relationship quality:

Trust: The bedrock of any relationship, and not a fragile one at that. It represents the public's perception of an organization as reliable, honest and ethical. Without it, the whole relationship will falter; with it, public stakeholders become advocates.

Commitment: The shared desire to maintain the relationship over time. While the public may make statements about their commitment to an organization, organizational commitment is reflected in actual behavior-constant information provision, active listening and responding to input. Mutual commitment fosters an emotional bond.

Satisfaction: Developed through continued interaction. People have positive attitudes toward the organization when their encounters are consistently satisfactory. This happens when organizations provide clear information, react sincerely, appear helpful and visibly help. Indications of satisfaction can range from a tweet to a gift from a return donor without any prompting.

Shared Control: The most consistently rejected dimension among organizations. It assumes the relationship is not imposed top-down, and that the public has genuine ability to challenge an organization or influence its activities. When it's real, and not just a procedural nod, it means the organization recognizes public stakeholders as collaborators and not consumers.

Communal Relationships: The innermost layer. It is the one where one party gives more than is expected without calculating the return on their investment. For philanthropic foundations this may mean donors who provide funding out of pure concern for the problem, rather than with any thought about what they are receiving in return.

3. RESEARCH METHOD

This research uses the research methodology that: is a result of using the subject in their own environment that the researchers act as the main instruments; Triangulation of the data collection; inductive data analysis and research result emphasize more meaning than generalizability (Sugiyono, 2019). This research used the qualitative descriptive research. The qualitative descriptive research is research which intended to discover description of social phenomenon using the researcher with as many subjects as possible not using the numbers or statistics. This research is used to presented the facts or situation in field in systematic,

objective, factually and comprehensively in accordance with the problem studied (Mulyana & Rakhmat, 2006).

According to Sugiyono in this study the researcher did research using the qualitative approach with descriptive research method, because the research is expected to obtain an in-depth understanding of the management practice of public relations in the Beringin Bhakti Foundation, so that images and interactions that positive can be built, to obtain sustainable donor support. Research subject in this study is the management practices of public relations management in order to obtain a sustainable donor support from Beringin Bhakti Foundation. Research subject is includes the parties related to the management of public relations management and donor support sustainability; public relations of Beringin Bhakti Foundation and donor of Beringin Bhakti Foundation.

The selection of sample conducted by purposive sampling, this technique is determining of sample (informants) with certain considerations, and this research was conducted at the Beringin Bhakti Foundation Cirebon Regency, especially in the Public Relations Division, who is the main actors that directly practices the public relations management to build images and stakeholder engagement. Methodology of research includes observation, interview, and documentation, and analysis methods. To get the data in this study, the method is used as follow: the interview will be in-depth and systematically with the informant i.e. The staff of public relations and the donor of Beringin Bhakti Foundation, the researcher through the interview is expected to have in depth understanding of digital communication practices and public perceptions of the foundation image.

The observation is a technique for observing directly the activities conducted by the staff of public relations of Beringin Bhakti Foundation in donor support sustainability. Documentation method is collecting data from records, activity reports, pictures and. Data analysis in this research uses the models from Miles and Huberman consisting of three main steps. The reduction of data is done by selecting, focusing, simplifying the data that is really needed from the data collected-public relations management practices in order to obtain sustainable donor support in Beringin Bhakti Foundation (Miles et al., 2018).

The presentation of data arranged into descriptions of the data, can be in the form of narrative, table, or chart and flow. Conclusion drawing is to create a conclusions of the patterns or regularity and of findings from the observation and interview, so that interpreted the pattern of thematic regularity and meaning (Miles et al., 2018).

4. RESULT AND DISCUSSION

Research Findings

The information within this report are all derived from personal face-to-face interviews - ranging from the Chairwoman of the Foundation, the PR officer and a number of long time supporters of the foundation. The purpose is not to mold the comments of those interviewed to specific theories or formulas but to allow those interviewees' accounts to be read and understood at face value. Three themes are outlined here corresponding to the three main research questions for this study.

Public Relations Management at the Beringin Bhakti Foundation in Maintaining Donor Support

Transparency is not just an "in word" in this Foundation, but a way of life. On every occasion of interview, for each and every staff member of the Foundation I interacted with, the message was consistent: The donor must know where their donations are being put to use, and they are fully informed (preferably the quickest and accompanied by the necessary documents).

Said the Chair: ""Once the donation fund has been received from the donor, the Foundation will record and report how much that is spent to the donor."" (Ms.Dra. Hj. Sri Bendera Murni, 2025). PR officer reinforced and elaborated how they report: "To assure the donor of our transparency, the Foundation always sends out activity reports and financial statements along with photographs and video evidence so that our donors can be sure of where and what their contributions are going toward, both to donors and the public." (Ms. Roheni Agustina, 2025).

But donors haven't just been satisfied with words; they have been shown what is true and this had given them assurance in this case. Another regular supporter who seemed particularly excited about donating, and so eagerly gave answers and participated in my questions was. "I always get a report after I've donated, with accompanying photos, videos and detailed reports of exactly what the donations are being used for." (Mr. Suhadi, a donor, 2018) This PR is not just simply dispensing information to individuals, but acts more like a guardian of value, in preserving a principle of trust for repeat donations.



Figure 1. Photo of the donor with the aid recipient.

Source: Foundation Documentation ,2026

Factors Support & Hinder Implementation of Foundation's Public Relation Activities

This is not a foundation whose strong suit is a sophisticated web-site nor program. It is a Foundation's credibility that builds lasting support after a long series of non-manipulative, non-exaggerative, non-excludesive, non-dodging, consistently formal reports asserting what everyone knows is unacceptable and what should be done. Mrs. Chair did not fail to point this out: "Our integrity and ethics. People believe in the fact that our work is tangible, without misleading and suggesting, and phantoming." (Mrs. Dra. Hj. Sri Bendera Murni, 2025).

Besides reporting the donation, other than the donation fund, the Foundation keep frequent contact even though the donor does not ask for anything. If a donation fund is not received, messages, thanks, as well as works are exchanged. PR Officer further adds that 'we do not stop communicating when donation has received. We keep good communication through messages to the donors for personal communication like thanking or telling about our works through sharing activity. (Ms. Roheni Agustina, 2025) And it is not only me who think like that; for me, it does not seem like a paper cow, it is more like a family of this foundation" (Ms. Siti as a donor, 2025). This is what differentiates a onetime donation from a long-term committed partnership.

Nonetheless, the barriers are palpable. People are a strong voice, are strong supporters, are a strong commitment - early activities documentation are not quite current. AND THE DONORS! They have lives to live and not all can respond at priority times with email notifications. Suhadi himself mentioned: "It's just that when we have a lot of work, sometimes we can't interact directly at that time, and respond quickly through whatsapp (Messaging interchange)." (Mr Suhadi as a contributor, 2025). Again, communications are not always delayed by the Foundation itself. Life may come into the picture too.

Public Relation Strategies for Building Lasting Relationships with donors

Their plan is very simple, yet so strategic. Donors are not an external stream for contribution, donors are more like a part of family. Taking some example from various parties who gave contribution, all relationships are established as two-ways communicating system and it's not accidental. Their Chair mentioned: "We do two-way communication. We don't only give reports, but we also listen to the donors' stories and feedback." (Mrs. Dra. Hj. Sri Bendera Murni, 2025). Holiday greetings, private discussions, open conversations - this is how they build relationships that extend beyond the immediate and that they continue on a day-to-day basis. And they don't just simply listen to the feedbacks; donors are also included in the decision making process: "Many donors giving ideas or suggestions, and we love to accommodate all of the donors' ideas." (Ms. Roheni Agustina, 2025).

This is what Suhadi has personally experienced as he was involved in the decision of a social program and giving his thoughts that the Foundation has positively accepted: "I have given ideas quite a few times and they have really accepted them. They even invited me to take part in designing a social program." (Mr. Suhadi, a donor, 2025) These are completely another stories, these are thanks.

However, donor Devi did not just stopped at that - she is very involved on the ground both to the foundation and outside. "directly I participate in activities in the foundation, across and within the foundation." (Donor interview, 2025) This becomes quite apparent. It is by looking at donors as partners rather than merely an object to be given donations that creates a successful relationship; PR fails at the point of sending information, reports and replying to queries and lacks the complementary function, to build an environment that others will want to be involved in.



Figure 2. Discussion Between Donors and the Foundation.

Source: Foundation Documentation, 2026

Discussion

Relationship Management theory states something quite straightforward: An organization's success in public relation is not determined by how polished its message is, but by the nature of the relationship itself. Ledingham and Bruning (1998) was direct about this in particular, stating that the bond that exists between an organization and its publics cannot be formed by simple one-way broadcast. Instead, a relationship is achieved through trust, commitment, satisfaction, mutual control, and communal interdependence. This is not one way communication where only one person in a relationship gets something valuable out of the communication. This is the type of communication where both organizations and its publics benefit.

This theory perfectly describes what is taking place at the Beringin Bhakti Foundation, which is really obvious to see. The PR department of the Foundation are not merely managing a communication schedule. They are managing relationships, and the information gathered here truly highlights all of the 5 characteristics of a healthy relationship as identified by Ledingham and Bruning, trust, commitment, satisfaction, mutual control, and communal bonds.

What immediately becomes apparent here is the importance placed on transparency, not as an external policy, but as part of the everyday work. After each cycle of donation, donors receive evidence of how their funds have been used: detailed activity reports, a break-down of financials, photos and videos. They are not sent merely because of the organization's policy, but rather because this is how the PR team understands its responsibility. The PR officer is not sending updates just to meet a protocol; she is sending them because she believes that honesty should be a reality.

And, it's more than transparency. The Foundation avoids fabricating an image for itself. When difficulties arise, they acknowledge the fact, and they are honest about any limitations in resources. This fact becomes even more valuable as it indicates donors can tell the difference between real communication and fabricated marketing. Both interviews clearly show this to be the case, and therefore, the trust they have in the Foundation is not forced upon them, but built from consistently positive results.

It's on the level of the personal element of the PR team's efforts that the theory of relationship management becomes interesting. The team makes efforts to keep donors involved between cycles through greeting cards, checking in on donors in their lives (though this is separate from asks for donation), everyday interaction, even without having something to sell or ask donors to do. Although these seem to be small gestures, they send a very strong message:

donors are not merely regarded as sources of funding; they are genuinely regarded as human beings cared for by the Foundation.

Donor Siti M clearly expressed the outcome of the PR team's work when she commented on how she felt like part of the family at Beringin Bhakti, not merely a "cash cow." That is not an inconsequential piece of feedback; it is the relational quality of communal bonds, an integral component of Ledingham and Bruning's model of relationship management.

Communication across digital mediums (primarily through WhatsApp and social media) allows for this relation to be continued. Information is distributed quickly, is always available in documentation, and informal interactions can be sustained with minimal effort. While these mediums are convenient for communication at a quicker pace, the nature of communication does not change. It is imperative to openly acknowledge the shortcomings in the PR department. The lack of enough PR staff is creating a delay in reporting and documentation as well as an inability to share the organization's work through advertising and other means due to budget restrictions. These are not critical issues but they are obstacles the PR team faces.

Another constraint is the schedule of donors. Some donors are unable to respond to messages promptly, or attend functions due to their own commitments. It would be unfair to judge these donors on their responsiveness. Nevertheless, the PR team adapts to this by not forcing the issue and also altering the mode of communication according to donor preferences, ensuring the quality of their communication and not simply the frequency of contact.

This form of communication takes a participatory form that transcends the normal meaning of communication between organization and publics. Not only do they inform donors, but they allow their donors to be a part of the organization, and the organization takes into consideration donor suggestions which influence the actual programming. A number of instances prove how this has played out. Donors have provided input which has been integrated into how social activities are designed. Seeing the direct result of the donations at on-site events not only makes the relationship tangible, but also increases emotional connection and involvement. This is more than just a fortunate side-effect; it is precisely the goal of public relations.

This study thus concludes that strong donor relations do not depend on sophisticated PR strategy but on a sincere communication approach. At the Beringin Bhakti Foundation, lasting relations have been built through straightforward, honest reporting, genuine personal engagement, and conveying, not just through words, but through action, the fact that donors are partners, and not sources of capital.

5. CONCLUSION

The PR work here does not really fit the traditional definition of public relations. It's not about strategy, but about character, the character of individuals who communicate with honesty, follow up on promises, and are truly interested in donors beyond their monetary contributions. It is this that keeps donors supportive: not any particular campaign or platform but consistent communication.

Each task gets reported and shared. Each donation is accounted for. Donors have documentation that can be verified, including photos, financial breakdowns, and updates on ground activities, and through accumulation of transparent information comes the trust in the Foundation; donors are not simply taking the Foundation's word for it, they are being shown proof. However, the work continues beyond reporting. The personal touch, the thank you letters, checking in on donors, any kind of human connection unrelated to funding request ensures donors remain loyal to the organization; it is humans they remain loyal to, not organizations.

These problems cannot and should not be ignored. A small PR department, balancing documentation, reporting and ongoing donor communication will inevitably encounter bottlenecks. Printing costs and other factors contribute to these difficulties. Likewise donors have their own responsibilities: their careers, their families, which makes it impossible for them to reply to messages instantly, or to visit in person at all times; some lapses in communication seem inevitable.

What has prevented these communication lapses from causing an irreparable damage to the relationship is the genuine care and intention on the part of the leadership at Beringin Bhakti to stay in contact with donors even when it is inconvenient. These small gestures—a greeting, an invitation for input on programs remind donors that they have not been forgotten between fundraising drives.

Donors have made it abundantly clear what this means to them: clarity in reports is appreciated, yes. What donors seem most impressed with, though, is the fact that someone actually cares about their contribution to the Foundation and their role in it, and not simply the funds they are donating. A donor cannot fake or mimic this emotional response and neither can an organization fake or mimic the outcome it produces.

In this light, Beringin Bhakti Foundation acts as a necessary contrast to some approaches to public relations. Technical expertise is certainly important. But the critical element is the belief that individuals responsible for communications have in what they are doing and whether

or not that belief is effectively transmitted to the individuals to whom they are speaking. That is exactly what is happening here, and it is precisely why donations continue to flow.

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