



DEVELOPMENT OF A STAKEHOLDER-ORIENTED POLICY COMMUNICATION STRATEGY FOR EFFECTIVE POLICY DISSEMINATION: A CASE STUDY OF PT BANK SUMUT, MEDAN BRANCH

Pangeran ¹, Muhammad Thariq ^{2*}

^{1,2} Universitas Muhammadiyah Sumatera Utara, Medan, Indonesia

Corresponding author: muhammadthoriq@umsu.ac.id*

Article Info

Article history:

Received : 28 March 2026

Acceptance : 31 March 2026

Published : 31 March 2026

How to cite:

Pangeran., Thariq, M. (2026). DEVELOPMENT OF A STAKEHOLDER-ORIENTED POLICY COMMUNICATION STRATEGY FOR EFFECTIVE POLICY DISSEMINATION: A CASE STUDY OF PT BANK SUMUT, MEDAN BRANCH. OPINI: Journal of Communication and Social Science, 3(1), 137-157



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license

ABSTRACT

This study examines policy communication at PT Bank SUMUT Medan Branch, focusing on its influence on policy dissemination effectiveness and the development of a stakeholder-oriented strategy. Using a sequential explanatory mixed methods design, quantitative data were collected from 250 employees and relevant stakeholders through Likert-scale questionnaires, while qualitative data were obtained through interviews and FGDs. SEM-PLS results show that policy communication significantly affects policy dissemination effectiveness ($\beta = 0.149$; $p = 0.001$) and stakeholder orientation ($\beta = 0.306$; $p < 0.001$). Stakeholder orientation has the strongest effect on dissemination effectiveness ($\beta = 0.732$; $p < 0.001$) and significantly mediates this relationship ($\beta = 0.224$; $p < 0.001$). The model explains 62.5% of policy dissemination effectiveness. Qualitative findings identify communication barriers as contextual challenges. The study proposes the PRINCEPS Model, integrating clear messaging, digital platforms, stakeholder engagement, SOPs, and HR competency development for sustainable policy dissemination in regional banking organizations effectively.

Keywords: Policy Communication, Stakeholder Orientation, Policy Dissemination Effectiveness, PRINCEPS Model.

1. INTRODUCTION

The phenomenon of policy communication within organizations has become a crucial issue in ensuring that institutional policies are understood, accepted, and implemented effectively by relevant stakeholders. In the regional banking sector, policy communication is particularly important because banking organizations operate in an environment that demands trust, transparency, regulatory compliance, service accuracy, and consistent information delivery. PT Bank SUMUT Medan Branch represents a relevant case because it functions not only as a regional banking institution serving customers, but also as an organizational unit that continuously communicates various internal and external policies to employees, customers, and related stakeholders. These policies include operational procedures, service standards, customer information policies, internal work guidelines, digital banking service procedures, and policy updates related to organizational performance and service quality. In this context, effective policy communication is needed to ensure that every stakeholder receives clear, consistent, timely, and actionable information.

Empirical indications at PT Bank SUMUT Medan Branch show that policy communication has not been fully implemented optimally. Several communication problems still appear in the field, including unclear policy messages, inconsistent information across work units, limited variation in communication media, weak two-way communication, low stakeholder participation, delayed information delivery, and the absence of standardized communication procedures. These problems may lead to different interpretations among employees, unequal understanding among stakeholders, and slow adoption of organizational policies. In addition, weak internal coordination and limited communication competence among human resources may reduce the effectiveness of policy dissemination. Therefore, the main problem addressed in this study is how policy communication can be developed into a more systematic, participatory, and stakeholder-oriented strategy to improve policy understanding, acceptance, compliance, and implementation within the organizational environment.

The urgency of this study lies in the strategic role of policy communication in supporting successful policy implementation. In organizational contexts, ineffective communication may weaken internal performance, reduce stakeholder trust, create

information distortion, and hinder policy acceptance (Clementson, 2020; Indainanto et al., 2023). In the banking sector, this issue becomes more significant because the quality of communication directly influences service credibility, customer confidence, employee compliance, and organizational accountability. Policy communication is not merely the process of transmitting information from management to employees or customers; it is a strategic process of creating shared understanding, reducing uncertainty, and building stakeholder trust. Therefore, policy dissemination will be more effective when communication is designed not only to deliver messages but also to accommodate stakeholder needs, feedback, and participation.

Theoretically, policy communication is understood as a strategic process of delivering policy information to stakeholders so that policies can be interpreted, accepted, and implemented effectively (Borins, 2020; Ritonga et al., 2024). Previous studies have shown that effective communication strategies contribute to policy understanding, compliance, and organizational performance (Jerab, 2024; Sikumbang et al., 2024). Other studies emphasize that stakeholder orientation plays an important role in strengthening engagement, satisfaction, and value creation because stakeholders are not merely recipients of information but also actors who influence policy acceptance and implementation (Freudenreich et al., 2020; Malecki et al., 2021). Meanwhile, studies on policy dissemination indicate that dissemination effectiveness can be measured through policy understanding, acceptance, compliance, adoption speed, and policy impact on organizational performance (Ali & Titah, 2021; Dalimunthe et al., 2024). These studies provide a strong theoretical foundation for understanding the relationship between communication, stakeholder orientation, and dissemination effectiveness.

However, previous research still tends to discuss these concepts separately. Studies on policy communication generally focus on message delivery, communication channels, and information clarity, but do not always link them to stakeholder orientation as a mediating process. Studies on stakeholder orientation often emphasize engagement, satisfaction, and value creation, but are less specific in explaining how communication strategies shape stakeholder responses to organizational policies (Rambe et al., 2023; Saragih et al., 2025). Meanwhile, studies on dissemination effectiveness tend to measure policy understanding, acceptance, compliance, and impact, but do not sufficiently explain how these outcomes are influenced by

communication quality and stakeholder-centered approaches. In addition, communication barriers such as message ambiguity, information inconsistency, media mismatch, low engagement, weak coordination, and human resource limitations are often treated as general obstacles rather than as contextual factors that need to be integrated into the development of a practical communication strategy.

Based on this gap, this study argues that policy communication, stakeholder orientation, and dissemination effectiveness need to be analyzed within an integrated framework, particularly in the context of regional banking organizations. Unlike previous studies that examine these variables partially, this study positions stakeholder orientation as a mediating variable that explains how policy communication contributes to the effectiveness of policy dissemination. At the same time, communication barriers are not positioned as a moderating variable in the SEM model because this study does not conduct interaction-effect testing. Instead, communication barriers are treated as qualitative and contextual findings explored through interviews, Focus Group Discussions, thematic coding, and SWOT analysis. This positioning allows communication barriers to be understood as practical challenges that inform the formulation of a more relevant and applicable communication strategy.

To address these policy communication problems, this study proposes the development of a stakeholder-oriented policy communication strategy that is systematic, adaptive, participatory, and technology-based. This strategy emphasizes several key aspects: formulating clear, simple, and consistent policy messages; selecting communication media that match stakeholder characteristics; optimizing digital platforms and face-to-face communication; strengthening dialogue, feedback, and stakeholder participation; improving transparency and openness of information; developing standard operating procedures for policy communication; and enhancing human resource communication competence. Through this strategy, policy dissemination is expected not only to transfer information but also to create shared understanding, increase policy acceptance, strengthen compliance, and improve the effectiveness of implementation.

Therefore, the novelty of this study lies in the development of an integrative stakeholder-oriented policy communication model in the context of regional banking.

This model connects policy communication with dissemination effectiveness through the mediating role of stakeholder orientation, while using qualitative findings on communication barriers as contextual inputs for strategic model development. The study further integrates SEM-PLS analysis, thematic coding, and SWOT analysis to produce the PRINCEPS Model, a policy communication strategy that emphasizes clear and integrated messaging, interactive digital platforms, stakeholder engagement, internal communication strengthening, communication SOP development, and human resource competency improvement. Thus, this study contributes both theoretically and practically to the development of policy communication studies and strategic communication practices in regional banking organizations.

2. RESEARCH METHODE

This study employed a mixed-methods approach with a sequential explanatory design, integrating quantitative and qualitative methods in stages to obtain a comprehensive understanding of the effectiveness of policy communication at PT Bank Sumut, Medan Branch. The quantitative phase was conducted by distributing Likert-scale questionnaires to employees, customers, and relevant stakeholders. The data were analyzed using descriptive statistics and Structural Equation Modeling (SEM) to examine the relationships among variables (Sarstedt et al., 2021).

Subsequently, the qualitative phase was carried out through in-depth interviews and Focus Group Discussions (FGDs) to explore communication barriers, stakeholder perceptions, and strategic needs. The qualitative data were analyzed using thematic coding and narrative analysis techniques. The results from both phases were then integrated through a developmental approach using SWOT/TOWS analysis, stakeholder mapping, and the formulation of a conceptual model to produce an effective, contextual, and stakeholder-based policy communication strategy (Dahal, 2025).

This study was conducted at PT Bank Sumut, Medan Branch, with a total population of 250 individuals consisting of employees and relevant stakeholders. Therefore, the sampling technique used was total sampling or a census, in which all members of the population were included as research respondents. The use of this technique aimed to obtain more accurate and representative data while minimizing

bias. Thus, the sample size in this study was equal to the total population, namely 250 respondents (Niessner et al., 2025).

3. RESULT AND DISCUSSION

RESULT

Descriptive Analysis

The results of this study are presented to provide an empirical overview of the conditions of the variables examined, particularly those related to the effectiveness of policy dissemination at PT Bank SUMUT, Medan Branch. The analysis began with descriptive statistical testing to identify the tendency of respondents' answers to each indicator used in the study. Through this approach, information was obtained regarding the levels of understanding, acceptance, compliance, speed of adoption, and policy impact based on respondents' perceptions. The results of this descriptive analysis serve as an initial basis for understanding the actual conditions in the field before further testing is conducted on the relationships among variables in the research model (Fauzan et al., 2024; Osypchuk & Iwan, 2023).

Table 1. Descriptive Statistics

Indicator	Mean	Mode	Category
Policy Understanding	4.14	4	High
Policy Acceptance	4.21	5	High
Compliance	4.26	5	Very High
Adoption Speed	4.18	4	High
Policy Impact	4.15	4	High

Based on the results of the descriptive statistical test involving 250 respondents, all data used in this study were declared complete, as indicated by the absence of missing data (missing = 0), making them suitable for further analysis. The mean scores of all indicators ranged from 4.13 to 4.26 on a 1–5 Likert scale, indicating that, in general, respondents rated the effectiveness of policy dissemination in the high category.

The compliance indicator obtained the highest mean score of 4.26, indicating that respondents not only understood and accepted the policy but also implemented it consistently. Meanwhile, the policy acceptance indicator also showed a high score,

with mean values ranging from 4.20 to 4.22 and dominated by a mode of 5, meaning that the majority of respondents strongly agreed with the policy being communicated.

The policy understanding indicator had mean scores ranging from 4.13 to 4.14, indicating that the policy was generally well understood, although slight variations in perception remained. Furthermore, the speed of policy adoption recorded mean scores ranging from 4.17 to 4.18, suggesting that the policy was implemented relatively quickly by stakeholders.

The policy impact indicator had mean scores ranging from 4.14 to 4.15, indicating that the policy had a positive impact on performance, although it was not yet optimal. Overall, these results show that the effectiveness of policy dissemination falls within the high category, with compliance emerging as the most dominant indicator, while policy understanding and policy impact still present opportunities for improvement.

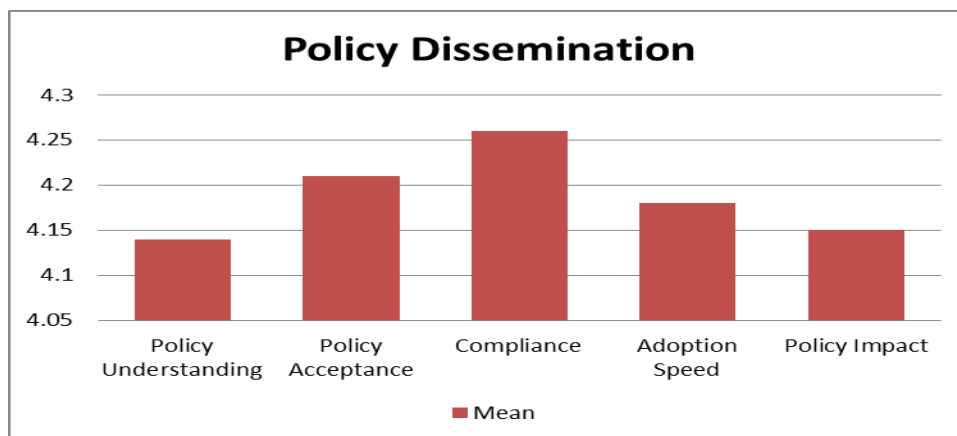


Figure 1. Policy Dissemination

R Square

Table 2. R Square

	R-square	R-square adjusted
Effectiveness Of Policy Dissemination	0.625	0.622
Orientation Stakeholder	0.094	0.090

The results of testing using the SEM-PLS method show that the R-square value for the Effectiveness of Policy Dissemination variable is 0.625, with an Adjusted R-square value of 0.622. This indicates that 62.5% of the variation in the effectiveness of policy

dissemination can be explained by the variables included in the research model, while after adjustment, the value remains high at 62.2% (Sarstedt et al., 2021). Thus, this research model has a strong or substantial explanatory power for the effectiveness of policy dissemination, while the remaining 37.5% is influenced by other factors outside the model.

Meanwhile, the R-square value for the Stakeholder Orientation variable is 0.094, with an Adjusted R-square value of 0.090. This indicates that the model is only able to explain 9.4% of the variation in stakeholder orientation. This value is classified as weak, suggesting that the independent variables used in this study are not yet sufficient to explain stakeholder orientation (Sarstedt et al., 2021). Most of the variation, namely 90.6%, is influenced by other variables not included in the research model. This finding indicates the need for further model development by adding other relevant variables in order to improve the predictive power of stakeholder orientation.

F Square

Table 3. F Square

	Communication	Effectiveness Of Policy Dissemination	Orientation Stakeholder
Communication		0.054	0.103
Effectiveness Of Policy Dissemination			
Orientation Stakeholder		1.296	

The results of the F-square (f^2) test show that the effect of Communication on the Effectiveness of Policy Dissemination has a value of 0.054, which is classified as a small effect. This indicates that policy communication provides only a limited contribution to improving the effectiveness of policy dissemination. Meanwhile, the effect of Communication on Stakeholder Orientation is 0.103, which is also categorized as small, although relatively higher. This suggests that communication plays a greater role in shaping stakeholder orientation, although its influence remains at a low level (Kholil et al., 2024; Sarstedt et al., 2021).

On the other hand, the effect of Stakeholder Orientation on the Effectiveness of Policy Dissemination has an f^2 value of 1.296, which is classified as a very large effect (Dalimunthe et al., 2023; Kissi et al., 2026). This finding confirms that stakeholder orientation is a key factor that strongly determines the success of policy dissemination. Overall, although communication has a small direct effect, its role becomes significant through the enhancement of stakeholder orientation within the research model.

Direct Effect

Table 4. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Communication -> Effectiveness Of Policy Dissemination	0.149	0.148	0.045	3.311	0.001
Communication -> Orientation Stakeholder	0.306	0.305	0.043	7.092	0.000
Orientation Stakeholder -> Effectiveness Of Policy Dissemination	0.732	0.731	0.070	10.514	0.000

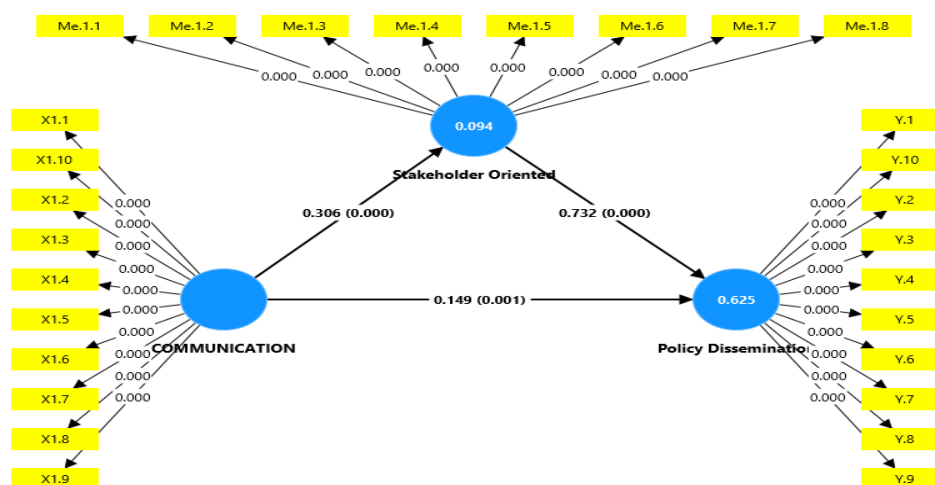


Figure 2. Direct Effect

The results of the direct effect test in the SEM-PLS model show that all relationships among variables have a positive and significant effect. The effect of

Communication on the Effectiveness of Policy Dissemination has a coefficient value of 0.149, with a T-statistic value of 3.311 and a P-value of 0.001 (< 0.05). This means that policy communication has a positive and significant effect on the effectiveness of policy dissemination, although the strength of the effect is relatively small (Kissi et al., 2026; Saraan et al., 2024).

Furthermore, the effect of Communication on Stakeholder Orientation shows a coefficient of 0.306, with a T-statistic value of 7.092 and a P-value of 0.000, indicating that communication has a positive and significant effect on shaping stakeholder orientation. Meanwhile, the effect of Stakeholder Orientation on the Effectiveness of Policy Dissemination has the largest coefficient, namely 0.732, with a T-statistic value of 10.514 and a P-value of 0.000. Therefore, it can be concluded that this variable has a very strong and significant effect. Overall, these results indicate that Stakeholder Orientation serves as the dominant variable in improving the effectiveness of policy dissemination, while also strengthening the indirect role of communication in the research model (Kissi et al., 2026).

Indirect Effect

Table 5. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Communication -> Orientation Stakeholder -> Effectiveness Of Policy Dissemination	0.224	0.224	0.045	4.990	0.000

The results of the indirect effect test show that the effect of Communication on the Effectiveness of Policy Dissemination through the mediating variable Stakeholder Orientation has a coefficient value of 0.224. The T-statistic value of 4.990 and the P-value of 0.000 (< 0.05) indicate that this indirect effect is positive and statistically significant. This means that policy communication not only has a direct effect but also makes an important contribution through the enhancement of stakeholder orientation (Dalimunthe, 2022; Ritonga et al., 2023).

This finding confirms that Stakeholder Orientation acts as an effective mediating variable in the relationship between communication and the effectiveness of policy dissemination. In other words, the better the communication carried out, the more it enhances stakeholder orientation, which ultimately leads to improved effectiveness of policy dissemination. This also reinforces the idea that the indirect pathway plays a strategic role in explaining the relationships among variables in the research model.

Total effect

Table 6. Total Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Communication -> Effectiveness Of Policy Dissemination	0.374	0.373	0.041	9.070	0.000
Communication -> Orientation Stakeholder	0.306	0.305	0.043	7.092	0.000
Orientation Stakeholder -> Effectiveness Of Policy Dissemination	0.732	0.731	0.070	10.514	0.000

The results of the total effect test show that all relationships among variables have a positive and significant effect in the SEM-PLS model. The effect of Communication on the Effectiveness of Policy Dissemination has a coefficient value of 0.374, with a T-statistic value of 9.070 and a P-value of 0.000 (< 0.05) (Kissi et al., 2026; Suhendar et al., 2023). This value is higher than its direct effect, indicating that the contribution of communication does not only come from the direct pathway but is also strengthened through the indirect pathway or mediation. Thus, communication plays a fairly strong role in improving the overall effectiveness of policy dissemination.

Furthermore, the effect of Communication on Stakeholder Orientation is 0.306, with a T-statistic value of 7.092 and a P-value of 0.000, indicating a positive and significant effect in shaping stakeholder orientation. Meanwhile, the effect of Stakeholder Orientation on the Effectiveness of Policy Dissemination remains the most dominant, with a coefficient value of 0.732, a T-statistic value of 10.514, and a P-

value of 0.000. Overall, these results confirm that Stakeholder Orientation is a key variable that strengthens the effect of communication on the effectiveness of policy dissemination, both directly and through the total effect in the research model.

Thematic Summary

Table 7. Thematic Summary

Main Theme	Number of Appearances	Conclusion
Communication ineffectiveness	Dominant	Messages are unclear, inconsistent, and difficult to understand
Communication limitations	High	Information frequency and distribution are still low
Media mismatch	High	Communication media do not meet stakeholder needs
Low engagement	High	Minimal participation and two-way communication
Communication barriers	Medium	Internal and human resource factors influence effectiveness

The results of the thematic analysis show that communication ineffectiveness is the most dominant theme in this study. This is reflected in various findings indicating that policy messages are often not delivered clearly, are inconsistent, and use language that is difficult for recipients to understand. This condition indicates that message quality remains a major issue in the policy dissemination process, thereby potentially creating misunderstandings among stakeholders (Kondolele et al., 2025).

In addition, the theme of communication limitations also emerged with high intensity, indicating that the frequency of information delivery remains low and its distribution is not yet evenly distributed. This is reinforced by findings related to the mismatch of communication media, in which the media used have not fully been able to reach or attract stakeholders' attention effectively (Shoushan & Yavetz, 2025). On the other hand, low engagement indicates that stakeholder participation remains limited, as reflected in the lack of dialogue and two-way communication. Meanwhile, communication barriers fall into the moderate category, indicating the influence of internal organizational factors and human resource limitations in supporting the overall effectiveness of policy communication.

SWOT

Table 8. SWOT Analys

Faktor	Aspek	Uraian	Sumber Temuan (Responden)	Interpretasi
Strengths	Media komunikasi	Tersedianya media komunikasi (email, digital)	R3, R15	Organisasi sudah memiliki saluran komunikasi dasar
	Proses komunikasi	Adanya penyampaian kebijakan secara rutin	R2, R9	Komunikasi sudah berjalan meskipun belum optimal
	Kesadaran stakeholder	Kesadaran pentingnya komunikasi kebijakan	R11, R18	Stakeholder menyadari pentingnya komunikasi dua arah
	Dukungan organisasi	Dukungan internal organisasi	R14	Sudah ada upaya sistematis meskipun belum terstandar
Weaknesses	Kualitas pesan	Pesan tidak jelas dan sulit dipahami	R1, R6, R10, R16	Kualitas pesan masih rendah
	Konsistensi	Inkonsistensi informasi	R5	Tidak ada standarisasi komunikasi
	Frekuensi komunikasi	Frekuensi komunikasi rendah	R2, R7	Sosialisasi belum merata
	Media komunikasi	Media komunikasi tidak variatif	R3, R8, R13, R15	Pemilihan media kurang tepat
	Partisipasi	Minim keterlibatan stakeholder	R4, R11, R12, R18	Komunikasi masih satu arah
	Waktu komunikasi	Keterlambatan informasi	R9	Timing komunikasi kurang efektif
	Sistem komunikasi	Tidak adanya SOP komunikasi	R14	Sistem komunikasi belum terstruktur
	Koordinasi internal	Koordinasi internal lemah	R17	Kurangnya sinkronisasi antar unit
	SDM	Kompetensi komunikasi SDM rendah	R20	Perlu pelatihan komunikasi
Opportunities	Digitalisasi	Pemanfaatan media digital	R3, R15	Digitalisasi dapat meningkatkan efektivitas komunikasi
	Kebutuhan informasi	Kebutuhan stakeholder terhadap informasi	R7, R10	Stakeholder membutuhkan informasi yang jelas
	Engagement	Potensi komunikasi dua arah	R11, R18	Peluang membangun engagement
	Teknologi	Pengembangan platform komunikasi	R8, R13	Teknologi dapat memperluas akses informasi
Threats	Persepsi	Perbedaan persepsi stakeholder	R19	Risiko kesalahpahaman kebijakan

Faktor	Aspek	Uraian	Sumber Temuan (Responden)	Interpretasi
	Resistensi	Resistensi terhadap kebijakan	R4, R18	Stakeholder kurang menerima kebijakan
	Akses informasi	Overload/keterbatasan akses informasi	R13	Informasi tidak tersampaikan merata
	Koordinasi	Miskomunikasi antar pihak	R5, R17	Koordinasi lemah menimbulkan konflik informasi

The results of the SWOT analysis show that, in terms of strengths, the organization already has a fairly strong communication foundation, as indicated by the availability of communication media such as email and digital platforms, as well as the routine delivery of policy information. In addition, stakeholders have demonstrated awareness of the importance of policy communication, particularly two-way communication, along with internal organizational support that reflects systematic efforts to carry out communication functions, although these have not yet been fully standardized. This indicates that, structurally, the organization already possesses adequate initial capital to develop a more effective policy communication system (Putro, 2023).

However, in terms of weaknesses, several dominant fundamental constraints remain, particularly regarding the quality of messages, which are not yet clear and are difficult to understand; information inconsistency; and the low frequency of communication, which causes uneven information distribution. In addition, the communication media used are not yet sufficiently varied and do not fully align with stakeholder needs. Stakeholder involvement also remains limited, indicating that communication tends to be one-way. Other weaknesses are reflected in delays in information delivery, the absence of structured communication SOPs, weak internal coordination among units, and the low communication competence of human resources. This condition shows that although the foundation already exists, communication implementation remains suboptimal and requires systematic improvement (Suazo-Galdames et al., 2025).

In terms of opportunities, there are significant opportunities that can be utilized to improve the effectiveness of policy communication, particularly through the use of

digital media and the development of technology-based communication platforms. In addition, stakeholders' high demand for clear information and the potential to build two-way communication represent strategic opportunities to enhance engagement. The optimal use of technology can also expand access to information and improve the quality of policy dissemination in a more inclusive and adaptive manner (Asimakopoulos et al., 2025).

Meanwhile, in terms of threats, the organization faces several risks that may hinder communication effectiveness, such as differences in perception among stakeholders, which may potentially lead to policy misunderstandings, as well as resistance to policies due to limited acceptance. In addition, problems related to information overload or limited access to information may cause information to be unevenly distributed. Another crucial threat is the possibility of miscommunication among parties due to weak internal coordination, which may trigger information conflicts. Therefore, a more integrated, adaptive, and stakeholder-oriented communication strategy is needed to minimize these risks.

Table 9. Strategi Analys

Strategi	Strategy Formulation
SO (Strength-Opportunity)	Optimizing existing digital media to enhance interactive stakeholder-based communication
WO (Weakness-Opportunity)	Developing an integrated communication platform and improving the quality of policy messages
ST (Strength-Threat)	Strengthening internal communication systems to reduce differences in perception
WT (Weakness-Threat)	Developing standard operating procedures (SOPs) for policy communication and improving human resource competencies through communication training

Based on the results of the SWOT analysis, the formulated strategies indicate the direction for developing policy communication that is more systematic and stakeholder-oriented. The SO (Strength-Opportunity) strategy emphasizes efforts to optimize the organization's existing strengths, particularly the availability of digital media, to take advantage of opportunities arising from technological development and stakeholders' need for information. Thus, the organization can develop communication that is more interactive, participatory, and based on stakeholder needs (Romero-Rodríguez & Castillo-Abdul, 2023).

The WO (Weakness–Opportunity) strategy focuses on addressing weaknesses by utilizing existing opportunities, particularly through the development of an integrated communication platform and the improvement of policy message quality. This is important for overcoming problems such as unclear information, message inconsistency, and media limitations, so that communication becomes more effective and easier for stakeholders to understand (Bazarah, 2025).

Furthermore, the ST (Strength–Threat) strategy is directed at utilizing the organization’s strengths to address various threats, such as differences in perception and the potential for miscommunication. Efforts that can be undertaken include strengthening the internal communication system so that the information delivered becomes more consistent, coordinated, and capable of minimizing information conflicts among the relevant parties (Saputra et al., 2025).

Meanwhile, the WT (Weakness–Threat) strategy is a defensive strategy aimed at minimizing weaknesses while avoiding threats. Steps that can be taken include developing clear and structured policy communication SOPs and improving human resource competence through communication training. This strategy is expected to create a more professional and standardized communication system that is capable of addressing various challenges in policy implementation (Shoushan & Yavetz, 2025).

Development of Policy Communication Strategy

The strategic model developed in this study positions policy communication as the initial factor influencing dissemination effectiveness through the mediating role of stakeholder orientation. The results indicate that stakeholder orientation is a key variable strengthening the relationship between communication and effectiveness. Therefore, communication strategies should not only focus on information delivery but also on fostering stakeholder engagement, perception, and acceptance. This model is reinforced by a SWOT analysis, which yields strategies based on digitalization, improving message quality, strengthening internal communication systems, and developing human resource competencies.

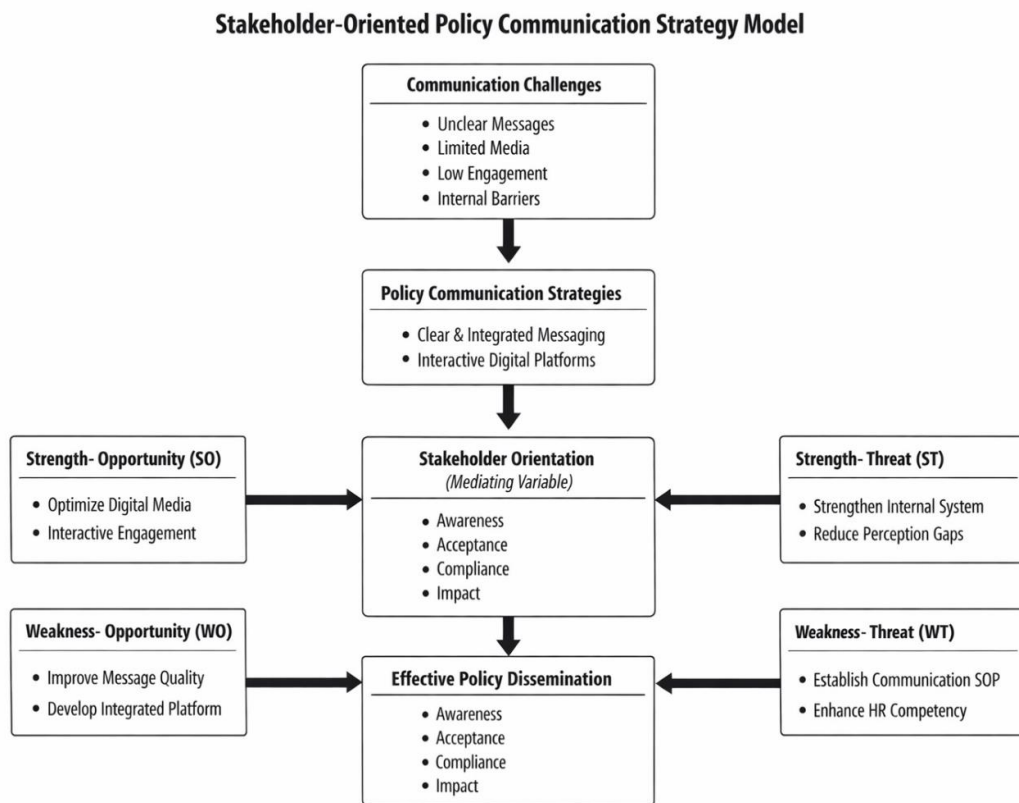


Figure 3. PRINCEPS Model of Stakeholder-Oriented Policy Communication Strategy

DISCUSSION

Based on the integration of quantitative and qualitative results, this study developed a policy communication strategy model called the "PRINCEPS Model of Stakeholder-Oriented Policy Communication Strategy." This model positions stakeholder orientation as a central element, acting as a primary mediator in enhancing the effectiveness of policy dissemination. The term "Princeps," derived from Latin, meaning "chief leader" or "central actor," represents the strategic role of stakeholders at the center of the policy communication process.

The PRINCEPS model integrates three main components: (1) policy communication as a strategic input, (2) stakeholder orientation as the primary mediating process, and (3) effective policy dissemination as an output. This model is strengthened by SWOT-based strategic interventions, including optimizing digital media (SO), developing an integrated communication platform and improving message quality (WO), strengthening the internal communication system (ST), and

developing communication standard operating procedures (SOPs) and enhancing human resource competencies (WT). Thus, this model not only theoretically explains the relationships between variables but also provides an applicable strategic framework for enhancing the effectiveness of policy communication.

Theoretically, this research contributes to enriching policy communication studies by emphasizing the importance of a stakeholder-oriented approach as the primary paradigm. Furthermore, this research also offers an integrative model that combines quantitative and qualitative analysis within a comprehensive strategic framework. Practically, the PRINCEPS model can be used as a reference for organizations, particularly the regional banking sector, in designing and implementing more effective, participatory, and adaptive policy communication strategies to stakeholder dynamics.

4. CONCLUSION

This study concludes that the effectiveness of policy dissemination at PT. Bank SUMUT Medan Branch is significantly influenced by policy communication, but the most dominant role is determined by stakeholder orientation as the main mediating variable. Although effectiveness is in the high category, there are still weaknesses in message quality, communication media, and stakeholder involvement. Through the integration of SEM, thematic, and SWOT analysis, this study produces the PRINCEPS Model of Stakeholder-Oriented Policy Communication Strategy, which emphasizes that effective communication must be stakeholder-oriented through a participatory, systematic, and technology-based approach to improve the success of policy dissemination in a sustainable manner.

References

- Ali, H., & Titah, R. (2021). Is big data used by cities? Understanding the nature and antecedents of big data use by municipalities. *Government Information Quarterly*, 38(4), 101600.
- Asimakopulos, G., Antonopoulou, H., Giotopoulos, K., & Halkiopoulou, C. (2025). Impact of information and communication technologies on democratic processes

- and citizen participation. *Societies*, 15(2), 40.
- Bazarah, J. (2025). The Role of Strategic Communication in Public Policy Advocacy: a Literature Review. *Journal Dimensie Management and Public Sector*, 6(4), 16–32.
- Borins, S. (2020). *Introducing Story into Economic History and Policy*. Oxford University Press US.
- Clementson, D. E. (2020). Narrative persuasion, identification, attitudes, and trustworthiness in crisis communication. *Public Relations Review*, 46(2), 101889.
- Dahal, N. (2025). Qualitative data analysis: Reflections, procedures, and some points for consideration. *Frontiers in Research Metrics and Analytics*, 10, 1669578.
- Dalimunthe, M. A. (2022). Keterampilan Komunikasi Antarbudaya Mahasiswa Malaysia di Kota Medan. *Langgas: Jurnal Studi Pembangunan*, 1(2), 82–89.
- Dalimunthe, M. A., Ohorella, N. R., & Nasution, N. F. (2023). The development of urban farming: Systematics literature review. *Journal of Peasants' Rights*, 2(2), 11–16.
- Dalimunthe, M. A., Suhendar, A., Ritonga, A. R., Nasution, F. A., Nasution, L. N., & Batubara, P. E. O. (2024). Effectiveness of waste management site reduce, reuse, recycle program in improving ecological citizenship. *IOP Conference Series: Earth and Environmental Science*, 1352(1), 12040.
- Fauzan, I., Arifin, A., Dalimunthe, M. A., & Rahmadani, S. (2024). The configuration of ethnic and religious relations towards the 2024 general election: A case study in Medan, Indonesia. *Multidisciplinary Science Journal*, 6(2), 2024006.
- Freudenreich, B., Lüdeke-Freund, F., & Schaltegger, S. (2020). A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, 166(1), 3–18.
- Indainanto, Y. I., Dalimunthe, M. A., Sazali, H., & Kholil, S. (2023). Islamic Communication in Voicing Religious Moderation as an Effort to Prevent Conflicts of Differences in Beliefs. *Pharos Journal of Theology*, 104(4).
- Jerab, D. (2024). The impact of communication on organizational performance: A comprehensive analysis. *Available at SSRN 4809789*.
- Kholil, S., Ismail, I., Dalimunthe, M. A., Suhendar, A., & Rambe, R. F. A. K. (2024). Strengthening Religious Moderation through PTKIN and SIT Collaboration to Build Social Harmony. *JIPi (Jurnal Ilmu Perpustakaan Dan Informasi)*, 9(2), 228–236.
- Kissi, E., Ikuabe, M., Aigbavboa, C. O., Kwofie, T. E., & Eluerkeh, K. (2026). Role of

- information sharing and management commitment on procurement performance in public organisations of developing economies–PLS-SEM approach. *Journal of Facilities Management*, 24(2), 439–456.
- Kondolele, S., Sultan, M. I., Akbar, M., & Putra, B. A. (2025). The nexus between public communication and policy implementation revisited: insights from the Population and Civil Registration Service of South Sulawesi, Indonesia. *Frontiers in Communication*, 10, 1556747.
- Malecki, K. M. C., Keating, J. A., & Safdar, N. (2021). Crisis communication and public perception of COVID-19 risk in the era of social media. *Clinical Infectious Diseases*, 72(4), 697–702.
- Niessner, C., Reiß, F., Sand, M., Knirsch, F., Behn, S., Hanssen-Doose, A., Kaman, A., Reichert, M., Olfermann, R., & Wagner, P. (2025). Strategies to Minimize Selection Bias in Digital Population-Based Studies in Sport and Health Sciences: Methodological and Empirical Insights from the COMO Study; [Strategien zur Minimierung von Selektionsverzerrungen in digitalen bevölkerungsbasierten Studien in den Sport-und Gesundheitswissenschaften: Methodische und empirische Einblicke aus der COMO-Studie]. *Deutsche Zeitschrift Fur Sportmedizin*, 76(4), 160.
- Osyphchuk, O., & Iwan, S. (2023). Analysis of selected solutions for sustainable urban deliveries in the construction industry. *Sustainability*, 15(4), 3567.
- Putro, H. P. (2023). Building digital communication effectiveness in organizations. *Journal Of Data Science*, 1(02), 61–67.
- Rambe, R. F., Ritonga, A. R., & Dalimunthe, M. A. (2023). Komunikasi Publik Pemerintah Kota Medan dalam Pengalihan Kewenangan Kebijakan Terkait UU No. 23 Tahun 2014. *KomunikA*, 19(01), 39–44.
- Ritonga, A. R., Dalimunthe, M. A., Veronica, A., & Ginting, L. D. C. U. (2023). The Effectiveness of Social Media As A Promotional Medium Of The University Of Sumatera Utara (USU) Library. *Talenta Conference Series: Local Wisdom, Social, and Arts (LWSA)*, 6(3), 16–20.
- Ritonga, A. R., Thamrin, M. H., Siahaan, H., Dalimunthe, M., & Nur'aini, N. (2024). Promotion of ecotourism and communication policy in increasing tourists in Indonesia. *Journal of Infrastructure, Policy and Development*, 8(8), 4764.

- Romero-Rodríguez, L. M., & Castillo-Abdul, B. (2023). Guest editorial: digitalization of corporate communications: a multi-stakeholder approach. *Corporate Communications: An International Journal*, 28(2), 176–179.
- Saputra, A. A., Apriyanti, A., Ahmada, D., & Khotimah, I. C. (2025). Effectiveness of Business Communication in Improving Organizational Productivity in The Digital Era. *Jurnal Bisnis Dan Manajemen (JURBISMAN)*, 3(1), 197–206.
- Saraan, M. I. K., Rambe, R., Syam, A. M., Suhendar, A., Dalimunthe, M. A., & Sinaga, R. P. K. (2024). The application of fertilizer subsidies in the context of coffee plantations in Pollung Sub-District, Humbang Hasundutan District, North Sumatra Province. *IOP Conference Series: Earth and Environmental Science*, 1352(1), 12012.
- Saragih, K. W., Gultom, S., Sitinjak, I. Y., Suhendar, A., & Marini, N. (2025). Penguatan Kewarganegaraan Ekologis melalui Pembelajaran PPKn untuk Meningkatkan Kepedulian Lingkungan Siswa di SMP Negeri 1 Dolok Pardamean. *Dedikasi Sains Dan Teknologi (DST)*, 5(1), 16–26.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587–632). Springer.
- Shoushan, S. M. Ben, & Yavetz, G. (2025). To Facebook and beyond: Government space agencies' communication strategies in the digital age. *Space Policy*, 101702.
- Sikumbang, A. T., Dalimunthe, M. A., Kholil, S., & Nasution, N. F. (2024). Digital Da'wah Indonesia Ulema in the Discourse of Theology. *Pharos Journal of Theology*, 105(1), 1–14.
- Suazo-Galdames, I. C., Saracostti, M., & Chaple-Gil, A. M. (2025). Scientific evidence and public policy: a systematic review of barriers and enablers for evidence-informed decision-making. *Frontiers in Communication*, 10, 1632305.
- Suhendar, A., Syam, A. M., & Ritonga, A. R. (2023). Efektivitas Instagram Sebagai Ruang Motivasi Hijrah Mahasiswa IAIN Lhokseumawe. *Komunika*, 19(02), 12–20.