



## Implementation of Crisis Planning and Prevention in Crisis Communications in BPK

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### **Abstract**

This research has the aim to determine how the implementation of crisis planning and prevention in crisis communication at BPK. The research method used in this research is a case study that is analyzed qualitatively. This study took informants from policy makers in the BPK Public Relations Bureau work unit. In data collection, researchers used in-depth interviews, documents collected in the form of BPK regulations, and other internal documents to support this research. The results showed that the BPK needed to make improvements at the stage of crisis planning at BPK in the form of a crisis TEAM not based on the duties and functions of the public relations bureau but by involving other interested parties. In addition, it is necessary to legalize the grand design of communication and operational standards for crisis communication procedures so that they can be used as a reference when a crisis occurs.

**Keywords:** *Crisis Planning; Crisis Prevention; Crisis Communication; Crisis; Government Public Relations*

### **Introduction**

Many definitions of crisis have been given by researchers / academics in various public relations literature and organizational communication. The definition of crisis is expressed by Friedman (in Coombs, 2010: 18) who considers crisis as "not necessarily a bad thing. It may be a radical change for good as well as bad ". Although the crisis in concept has had a bad effect, it can be a radical change for good. Summing up the ambivalence of the crisis, Coombs sees that a crisis is seen as either an opportunity or a threat as an outcome of how the crisis is managed, not a definition of the crisis itself.

Coombs (2010: 19) emphasizes that a crisis is a perception of an unpredictable event that threatens stakeholder expectations and affects performance and results in bad consequences. Meanwhile, Kriyantono's (2015) defines a crisis as "an unstable time for an organization, with a distinct possibility for an undesirable outcome". From this definition, it can be concluded that if an organization experiences a crisis situation, all normal procedures cannot run properly which in turn causes instability. The company/organization experiences a shock which, if it happens continuously, will have a negative effect on the organization.

In particular for government institutions in Indonesia, the crisis had a direct impact on the image and reputation of government agencies. Lee (2009) reveals eight unique factors of crises in government institutions, namely crises that can raise questions about the effectiveness of response performance in the prevention and containment phases. Crises can exacerbate the problem of government devaluation. Focuses media attention, so that the slightest mistake can lead to new conflicts. People often see government crises as thematic, not episodic, this is due to the accumulation of negative public memories which are used as evaluation materials and are often associated with leadership. The public also interprets government crisis management as a reflection of prioritizing the public interest. Political, social and economic factors are closely related to the crisis being faced and can influence decisions taken by the government.

There are three categories commonly experienced by the government, namely systemic crises related to organizational operations, adversarial crises related to parties opposing the institution, and crisis of institutional image / reputation (Liu & Levenshus, 2012).

Kriyantono's (2015) explains that a crisis communication strategy is commonly called crisis communication, which is an important part of a crisis management strategy to reduce the impact of the crisis. As expressed by (Coombs 2010: 25) it can be concluded that "communication is the essence of crisis management" that crisis communication is the core of crisis management. Crisis management is defined as "a set of factors designed to combat the crisis and to reduce the actual damage caused by the crisis" (Coombs, 2015). Drawing from the literature in emergency preparedness, crisis management involves four interrelated factors: prevention, preparation, response and revision (Coombs, 2015).

The Supreme Audit Agency of the Republic of Indonesia (BPK RI) is one of the high state institutions that has been regulated in the 1945 Constitution to examine the management and accountability of state finances independently and independently. As one of the top state institutions, BPK is obliged to encourage the improvement of the management and responsibility of state finances in order to achieve the aforementioned state goals. The position and duties of the BPK have been specifically regulated in Articles 23E, 23F and 23G of the 1945 Constitution.

In terms of conveying what BPK has done, it requires a communication process both internal and external. The communication process plays an important role in communicating the identity of the organization to stakeholders, in addition to increasing awareness and understanding of the organization. Good stakeholder understanding of the organization will form positive perceptions / opinions which ultimately build a positive image of the organization before a crisis occurs.

The occurrence of a crisis cannot be separated from involving relationships with stakeholders. It is possible that the crisis, which initially only involved one or two stakeholders, then spreads and disrupts relations with other stakeholders. A crisis that is widespread and not being resolved promptly will result in a domino effect, in addition to disrupting the performance and reputation of the organization it will also affect the work results of crisis-hit institutions / organizations, a gradual distrust of the results of the institution's performance will emerge. This domino effect could even affect the economic stability of the government in this case if the crisis that occurred at the BPK was not immediately handled properly.

For the above description, the author intends to determine the implementation of planning and crisis prevention activities in crisis communication carried out by the BPK in anticipating a crisis either originating from an issue or from internal employees. This research focuses more on the crisis communication section, as stated above that the essence of crisis management is that the crisis communication which is carried out will have an impact on the restoration of public image and the sustainability of the organization.

## ***Method and Materials***

This research uses a qualitative approach. Qualitative research itself is defined as a process of inquiry to understand social problems, by building a complex and holistic picture, then forming it with words that provide a detailed view of the informant, and carried out in a natural way (Cresswell, 2014). Qualitative research is more aimed at presenting a picture or providing an understanding of how and why in relation to the reality or communication symptoms under study. The key to qualitative research lies in answering questions about how researchers arrive at conclusions based on existing data, and the resulting findings are basically limited to the cases observed (Pawito, 2007).

More specifically, this research is a qualitative descriptive study that focuses on a part of a process, in this case the process of planning and crisis prevention carried out by BPK's government public relations (GPR) in terms of reducing the impact of the resulting crisis. Because when it is wrong in planning, the results will not be optimal, namely in terms of improving the BPK image. This is in line with what Moleong (2013: 3) states that qualitative methodology is a research procedure that produces descriptive data in the form of written and spoken words from people and observed behavior, and makes researchers a key instrument.

This study collected qualitative data from document data and transcripts of in-depth interviews with two informants. Documents collected were BPK regulations and other internal documents to support this research. The technique used to determine the validity of the data is data triangulation. Triangulation is used as a rule to ensure accuracy and alternative explanations. This study uses data triangulation for the validity of the study or often referred to as source triangulation (Slamet, 2019: 106).

## ***Result and discussion***

Kriyantono (2015) explains that every crisis contains issues and risks, both of which determine the pre-crisis stage (prevention and preparation). If the issue and risk management is not carried out properly, the opportunity for a crisis will be opened.

Based on the research findings, the BPK has conducted monitoring of negative news / issues based on an application rented by the BPK called IMM (Indonesia Media Monitoring). The monitoring results are in the form of a news resume where there are three categories namely Neutral, Positive and Negative.

On the resume of the IMM application, an analysis and public relations advice is made. If the Resume results are categorized as Negative News about the BPK for three consecutive days, after analysis and public relations suggestions are made, a media resume report is made. To complete the report, Public Relations also coordinates with the work unit concerned in order to obtain comprehensive information which will later complement the public relations step plan. This is as stated by:

"... We have done monitoring of negative issues / news (printed and non-printed media as well as social media) using the IMM (Indonesia Media Monitoring) application. We are doing this to identify possible warning signs for a crisis to occur. "(SV)

".. If negative news appears for 3 days it means that the issue has led to a crisis and is used as a warning, to conduct an analysis that produces recommendations and some concrete alternative steps that must be taken. The results of the analysis and suggestions on public relations will be reported and consulted with the leadership (members), later the leadership will decide from the results of the study. "(SH)

## Planning

According to Coombs (2007: 63) there are three things that organizations need to prepare in managing a crisis, namely the Crisis Management Team (CMT), Spokeperson, and the Crisis Management Plan (CMP).

Coombs (2007: 66) reveals that CMT was formed through special selection and training in order to get an effective team and is the main element in the pre-crisis dimension which has the task of compiling a Crisis Management Plan (CMP), implementing CMP; and handle problems that are not covered in the CMP. Based on the research findings, the BPK did not formally form a crisis communication team using the BPK Decree. However, the formation of this CMT is more to the duties and functions of the Public Relations work unit in the information management division, which consists of four to five people, not involving other work units. However, BPK requires this CMT to consult with related work units (Issues that occur) in order to obtain a comprehensive report.

According to Coombs (2007: 78) Spokesperson is a voice that represents an organization during a crisis which is the main function in CMT, more than one person may apply the same voice when issuing a statement regarding a crisis and of course must be trained and have the ability to carry out public activities. Relations that are able to work with the media. The main job of the Spokesperson is to manage the accuracy and consistency of messages coming from the organization. Based on the research findings, if you look at the concept developed by Coombs regarding the spokesperson above compared to the research results, it can be seen that there is an agreement between the concept and the research result. In the results of the study, it was found that the BPK had made direct appointments based on the decision of the body's session as a spokesperson, namely that the spokesperson related to the internal ISU was submitted to Head of PR and the spokesperson related to the ISU of the institution was carried out by the Chairman of the BPK.

According to Coombs (2007: 90) CMP is a communication document and additional experts who explain and support strategic planning information in dealing with crises, both in terms of processes, methods and response strategies (what, where, when, who, and how) that must be taken. Times of crisis which can reduce the negative impact of the crisis itself.

According to Cangara (2017), before making a strategic communication plan at the operational stage, there must first be a grand communication design or communication policy direction in the long term, which can be derived into the direction of the annual communication policy and finally the operational stage. When talking about critical management, after the grand communication design is formed, what must be made is a derivative of the communication policy in the form of guidelines that are still general in nature and then re-drafted the regulations in the standart operational procedure (SOP).

Based on the research findings, if you look at the concepts developed by Coombs regarding the Crisis Management Plan (CMP) and Cangara's (2017) regarding the relationship between policies, planning and communication strategies in various aspects above compared to the research results, it can be seen that the Grand design of communication (GDC) has not been authorized. In addition, currently the Crisis and Issue Management Guidelines have been ratified as BPK Regulation Number 71 of 2019 concerning Guidelines for Issues and Crisis Management at the BPK. The derivative of the crisis management SOP is still in a tiered review process to be legalized into a written regulation.

Fearn-Banks (2007) says that the important role of institutional crisis communication is to influence the public opinion process by establishing and Sellnow & Seeger (2013) in a book entitled "Theorizing Crisis Communications" describes some of the backgrounds on crisis management where, crisis management itself can be defined as "a set of factors designed to combat the crisis and to reduce the actual damage caused" (Coombs 2007: 5).

## **Conclusion and Suggestion**

There is no organization / company / institution that can avoid a crisis disaster. Regardless of the type, cause or magnitude of the crisis, communication "must be used to bring about recovery" (Fearn-Banks, 2007; 6).

Issue management activities are concerned with preventing a crisis that originates from an issue. In other words, issue management activities related to risk management are also closely related to crisis communication. A crisis can start from an issue, but when it is linked to mapping the existing issues based on the risks posed, the crisis management or crisis communication activities in the crisis prevention stage are very dependent on the issue and risk management activities.

By ensuring the completeness of planning and crisis prevention (plan and prevention) has been implemented, it will make it easier for Public Relations to take a response when a crisis appears suddenly other than those that start from circulating issues. Because according to Fink (in Ray, 1999: 108) that no matter how good and effective an organization's CMT and CMP are, if they are unable to communicate during a crisis, they are considered to have failed.

The communication discipline offers many guidelines on what, how, and when to communicate provides information in crisis situations. We know that crises are inherently uncertain, and that all crises are different. What we don't know is how to communicate crisis-related uncertainty effectively to the public, taking into account the variations between crises.

For this reason, BPK needs to make improvements to the planning and prevention of crises in CMP and CMT in order to reduce the actual impact and damage that occurs during a crisis, especially in relation to image restoration. Because in the CMP there are types of communication strategies that will be carried out by BPK if a crisis occurs and these are used as a guide for the crisis communication TEAM.

The researcher realizes that this research is limited to discussing planning and crisis prevention at BPK so that it can be possible for other researchers to discuss it from other perspectives. The purpose of this research is only to provide the things that can be used as input in terms of improving planning and crisis prevention activities at BPK.

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