



Study of public Communication Strategy to improve the Image of the Government in the Probolinggo District of Indonesia

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ABSTRACT

The aim of the research is to study the public communication strategies for enhancing the positive image of the Probolinggo Regency government. The research is also extended to analyze the Probolinggo Regency Government Public Relations communications for enhancing the image of the Probolinggo Regency Government. In addition, this study aims to describe and analyze supporting and inhibiting variables of public relations communication of the Probolinggo Regency administration from enhancing its good image. This research was conducted in the area of public relations at the Probolinggo Regency Leadership's Protocol and Communication Section, Probolinggo Regency Regional Secretariat. This public relations activity is part of the Leadership Documentation Subsection's responsibilities, which include documenting the activities of the Regional Head and Deputy Regional Head and compiling the minutes of their meeting; and facilitating media coverage of the activities of Regional Heads and Deputy Regional Heads. The results indicated that the "Probolinggo Regency Government" account successfully transmitted the intended message, despite not being flawless. In addition, the Public Relations of the Probolinggo Regency Government must be able to capitalize on supporting factors to enhance the Regency Government's favorable image by optimizing information and social media followers and enhancing government cooperation.

Keywords: Public Relationship, Government Image, SWOT Analysis.

1. INTRODUCTION

Public Relations (PR) is a department inside a business, government institution, or organization. Moreover, public relations serve the interests of the larger community, such as government agency public relations. The speed and accuracy of the information transmitted are necessary for people to obtain information that meets their demands [Herlina, S. (2015)]. This facilitates effective communication so that the agency's objectives can be met. The primary responsibility of a publicist is to make an impression. An impression is something that is felt or thought about a person, product, or situation, depending on the level of knowledge of that person; therefore, the objective of public relations is to create an impression so that someone's stigma against the agency is positive and becomes an asset for the agency. Knowledge and Understanding are the second primary function of public relations. Public relations is crucial in informing the internal and external public by delivering correct information in an easy-to-understand way. Thirdly, public relations must be capable of generating public interest in situations that have a significant influence on the company. The fourth objective of public relations is acceptance. Public Relations is responsible for explaining situations or events to the public to transform opposing opinions and injustices into Understanding and acceptance. Moreover finally, public relations must be able to communicate information to the public to elicit sympathy effectively.

Creating an image (impression), whether favourable or unfavourable, is one of the essential functions of public relations. Building a positive image is the objective of all organizations and businesses, but not only businesses but also government institutions require a public relations management role to achieve this objective, [Kusumauti, F. 2004]. In order to maintain public acceptance, government entities must maintain a positive image. An organization's image is one of its most valuable assets, which must be consistently developed and maintained. Katz [Soemirat, S et al., 2012] defines image as how people see a business, a person, a committee, or an activity. The other party in this scenario is the general population. This influences the public's perception of the agency. If the image created is positive, it will have a positive influence since it will boost public trust. As a democratic state, the purpose of public relations is to serve the public. Since the public participates in the oversight of every government activity, if it is not in agreement with the desires of the public, it will be swiftly criticized. In this capacity, Public Relations manages information and public opinion.

Government Public Relations is responsible for community and government policies, so the obligations of government public relations include providing the public with information and education about government policies, measures, and activities, as well as delivering the necessary information to the public in an open, honest, and impartial manner, then supplying the media with informational materials about government policies, measures, and activities, as well as facilities for reporting on significant official events to the media. Skills are required for managing information intended to create the image of an agency. Communication strategy is one of the required talents. The essence of communication strategy is goal-oriented planning and management. A communication strategy combines communication planning and communication management to achieve a specific objective [Subarsono. 2005]. In the communication process, there are components of the message, behavioural factors, communication channels to be used, communicator traits, the relationship between the communicator and the audience, audience characteristics, and the situation in which communication occurs. If one is missing, the entire communication process will be affected.

How are the public relations of the Probolinggo Regency Government able to develop public trust by constructing a new positive image in order to restore public confidence in the Probolinggo Regency Government Agencies? Researchers are interested in doing in-depth research on the role of Public Relations Communications in enhancing the positive image of the Probolinggo Regency Government in light of the issues above. The purpose of the research on public relations communication strategies for enhancing the positive image of the Probolinggo Regency government is to describe and analyze Probolinggo Regency Government Public Relations communications for enhancing the image of the Probolinggo Regency Government by Probolinggo Regent Regulation number 69 of 2019. In addition, it intends to define and analyze the variables that support and obstruct the public relations communication of the Probolinggo Regency government in enhancing its favourable image.

2. METHODOLOGY

2.1 Research Methodology

In this work, the author employs qualitative research methodologies, which Creswell [Subarsono. 2011] describes as a strategy or search to investigate and comprehend a central phenomenon. In order to comprehend the central phenomenon, the researcher conducted interviews with research participants by posing general and relatively broad questions. In order to comprehend the central phenomenon, the researcher conducted interviews with research participants by posing general and relatively broad questions. Collecting the information supplied by the participants, which is typically in the form of words or text. The significance of participant information as the primary data source, Therefore,

2.2 Investigate Sites

This research was conducted within the ambit of public relations efforts at the Probolinggo Regency Leadership's Protocol and Communication Section, Probolinggo Regency Regional Secretariat. In detail, these public relations tasks are included in the Leadership Documentation Sub-responsibilities, Section which include documenting the activities of Regional Heads and Deputy Regional Heads; preparing minutes of the meeting of the Regional Head and Deputy Regional Head, and facilitating media coverage of the activities of Regional Heads and Deputy Regional Heads.

2.3 Research Emphasis

This study focuses on issues related to the strategy of public relations communication in improving the image of the Probolinggo Regency government, with several indicators including the Probolinggo Regency Government's Public Relations communication in improving the Probolinggo Regency Government's image based on Probolinggo Regent Regulation number 69 of 201 - and the driving and inhibiting factors in communication to improve the image of the Probolinggo Regency government.

2.4 Types of Data and Sources of Data

The data utilized in this study are qualitative. Qualitative data are non-numerical data, which can be presented as words, sentences, or images. At the same time, the data in the study were retrieved or collected directly from the data source by researchers. Primary data is also known as original or fresh data with current properties. For researchers to access primary data, they must collect it firsthand. Strength, Weakness, Opportunity, and Threat (SWOT) analysis is the method researchers might employ to collect primary data.

2.5 Informant

Researchers in this study chose informants from various sources pertinent to the topic, namely the public relations communication strategy for enhancing the reputation of the Probolinggo Regency government. Informants chosen by the researchers served as both participants and resources. Taking into account that the informant or resource person is implicated in the social problem that

will be investigated. This study's informants included government employees from the Protocol and Communications Section of the Regional Secretariat of Probolinggo Regency and various residents.

2.6 Data Analysis Technique

This research uses the SWOT framework to conduct descriptive qualitative data analysis. Which is the systematic process of searching and organizing the transcription of literature studies and interviews or interviews based on questionnaires collected to enhance the researcher's Understanding of the materials studied and to enable the researcher to present the data gleaned from the informants. This analysis is founded on the reasoning that can simultaneously optimize strengths and opportunities while minimizing existing flaws and dangers. Strategic decision-making always involves formulating the organization's mission, objectives, strategies, and policies. The strategic planner must examine the company's current strategic factors (strengths, weaknesses, opportunities, and threats). The SWOT matrix is the instrument used to develop the company's strategic considerations [6]. This matrix describes in detail how the company's external opportunities and dangers might be adapted to its strengths and shortcomings. The format of the SWOT matrix is described in the table below.

Table 1 SWOT Matrix

| | | |
|---|--|--|
| IFAS EFAS | Strength (S) Determine 5 – 10 Internal Strength Factors | Weakness (W) Identify five to ten internal weakness factors. |
| Opportunities (O) Identify five to ten external risk factors. | Strategy SO Create a plan that capitalizes on current assets to exploit opportunities. | Strategy WO Develop a plan to minimize vulnerability in order to maximize opportunity. |
| Threats (T) Identify five to ten external threat factors. | ST strategy Develop tactics utilizing existing assets to counteract threats. | Strategy WT Create strategies that reduce existing vulnerabilities to prevent dangers |

3. RESULTS

The results of the identification of the internal strategy variables of the Probolinggo Regency Government as strengths and weaknesses are assigned weights and ratings to get a score of 0.98 on the IFE matrix. This number, derived by multiplying the X rating weights at each level of importance, is used to illustrate the reputation of the Probolinggo Regency Government. The results indicate that the Probolinggo Regency Government has mediocre internal conditions or capacities when it comes to using and conquering the most significant difficulties. The IFE matrix reveals that the primary strength of the Probolinggo Regency Government is the presence of numerous components with varying values. This score is produced by multiplying weights and ratings to determine the magnitude of the value of each strength factor, such as the content of the Instagram account "Probolinggo Regency", showcasing the activities of the Probolinggo Regency government. This component has the most significant impact on attempts to improve the image of the Probolinggo Regency Government, as it has a value of 309 and is directly tied to the promotion process conducted by public relations. Then followed by the creative "Probolinggo Regency Government" Instagram account administrator, the "Probolinggo Regency Government" Instagram account provides the most up-to-date information, and the "Probolinggo Regency Government" Instagram account has a large number of followers with scores of 0.87, 0.86, and 0.82.

The remainder, which included Facilities and Infrastructure to support public relations demands and Internet connectivity, had the lowest score of 0.78.

On another level, the main weakness faced by the Probolinggo Regency Government is that the Instagram account "Probolinggo Regency Government" is only active during working hours (08:00-16:00 WIB), earning a score of 0.85, while the display of the content of the Instagram account "Probolinggo Regency" is still simple (the display template content needs to be updated), earning a score of 0.92. Moreover, the content of the Instagram account "Probolinggo Regency Government" consists of information about government programs (such as education, social, and health programs) in the Probolinggo Regency, which the public expects to be more diverse. The Admin of the Instagram account "Probolinggo Regency Government" is also responsible for other duties and receives a score of 1 for this factor.

In this discussion, we will give the results of the identification of external strategic variables in the Probolinggo Regency Government's efforts to improve its image. After specifying the weights and rating values, the analysis of the EFE matrix yields results that provide an overview of the external conditions or capabilities of the Probolinggo Regency Government to capitalize on opportunities and avoid threats at an average level indicated by a total score of 218; this value is used to determine the image's position. The current government of Probolinggo. According to the EFE matrix, the most significant potential for the Probolinggo Regency Government is that there is a great deal of information on the most recent Probolinggo Regency Government work program that the community is awaiting receives a score of 2.96. The "Probolinggo Regency Government" Instagram account's content will be diversified by presenting information on work programs in a modern graphical manner. Next is the natural resources that can be investigated with a score of 2.82, indicating that the remarkable community anticipates material that provides knowledge on the investigation of natural resources that could become a tourism destination.

Obtaining a score of 2.68, the creative economy aspect merits documentation. The public anticipates that the "Probolinggo Regency Government" Instagram account will provide content offers relevant to the creative economy broadly generated by the community as a promotional endeavour. It can also be utilized as a marketing strategy for creating economic resources to provide tourists with examples of Probolinggo-specific souvenirs. The final criterion in this evaluation is the number of OPDs that offer documentation of their actions, with a score of 2.16. This issue can be pretty significant because numerous Probolinggo Regency Regional Apparatus Organizations (OPD) have different work schedules. The primary threat posed by the Probolinggo Regency Government is depicted in the EFE matrix by the threat element with the lowest value, namely Lack of Upgrading of "Probolinggo Regency" Instagram Content, which obtained a score of 1.69.

According to the IFE matrix, the Probolinggo Regency Government is in an average position with a score of 309, while the EFE matrix yields a score of 218, indicating that its external factors are also average. Upon additional analysis, the value difference between strengths and weaknesses is 0.98, whereas the value difference between opportunities and obstacles is 7.13. By referencing the outcomes of the two assessments of internal and external elements. Using a SWOT matrix, determine viable alternative methods for enhancing the image of the Probolinggo Regency Government. The matrix is based on a questionnaire with Probolinggo Regency Government public relations professionals

Based on previously developed assumptions and other facts, a SWOT-based strategy and choice analysis (ASAP) is conducted to generate the following alternatives. Strategy SO (Strength – Opportunity): As a source of information and reference material, we are leveraging facilities and infrastructure to facilitate the exploration of natural resources and the creative economy. Use the public relations authority to coordinate the information OPD work program as a content reference with a more modern presentation. WO Strategy (Weakness – Opportunity):

Providing enough facilities and infrastructure allows the Admin to manage the Instagram account "Probolinggo Regency" while having restricted time. Adjusting current trends will increase the Instagram account 'Probolinggo Regency' administrator. Strategy for (Strength – Threat): Exploration of employment programs, natural resources, and the creative economy with enhanced integration with the OPD. Strategy WT (Weakness – Threat): Establish standard operating processes for the acquisition of information as content reference.

Based on the results of a review of the Probolinggo Regency Government's Public Relations communication to enhance its image, the communication strategy is a significant component of the communication process. Communication strategy is essential and requires specific attention, mainly in digital media communication (social media). The primary characteristic of digital media is that all posted social media activities are easily accessible to the entire community. In general, but not perfectly, Probolinggo Regency Public Relations has delivered statements through the "Probolinggo Regency Government" Instagram account. Therefore, Public Relations of Probolinggo Regency must be able to produce clearly understood communications for each content

type. Additionally, in order to attract the general people, Probolinggo Public Relations must be able to use the existing social media tools, such as live streaming, instastory, and direct messaging (DM) features, to generate effective social media engagement with their followers. Followers of the "Probolinggo Regency Government" account can use this tool to communicate with Probolinggo Regency Public Relations so that the information delivered is clear and if any questions need to be answered. Moreover, Probolinggo Regency Public Relations must be able to make the "Probolinggo Regency Government" Instagram account more visually appealing, cover government activities, and upload them as quickly as possible.

According to the study's findings, the communication strategy employed by Public Relations or Public Relations of the Probolinggo Regency Government is not generated spontaneously; rather, it must be determined through a series of processes. Public Relations or Government Public Relations the Probolinggo Regency Government and the Public Relations or Government Public Relations Probolinggo Regency will agree on implementing strategic initiatives. During the Covid-19 pandemic, Public Relations or Public Relations of the Probolinggo Regency Government implemented the following communication strategies: First, group and identify audience characteristics. According to Cahyani (2020), the first stage in determining the communication strategy is identifying and categorizing the target audience. This is done so that it is easier to select which communication strategy will be utilized to deliver information. Second, identify the subject/theme/content. In selecting a topic related to economic and social recovery efforts during the Covid-19 pandemic in Probolinggo Regency, the Probolinggo Regency Government first determined what appeals should be made, such as hand-washing, advice not to leave the house, and prohibitions against gathering and releasing other appeals in the context of the succession of the recovery program.

According to Abidin (2015), messages can be generated by identifying the subject matter or substance. Therefore, before assembling messages while implementing communication strategies, the theme must be determined so that the intended meaning and purpose of the message are apparent. Thirdly, compose a story. This narrative aims to ensure that the message conveyed is appropriate for the intended audience, i.e., that it is on target. The conveyed messages must be clear and enticing for people to want to read them. According to Cahyani (2020), one of the essential requirements for persuading an audience to pay attention to a message is the capacity to arouse their interest. Fourth, select the appropriate media. Because different media have varying degrees of effectiveness, the choice of media influences the effectiveness of a message's transmission. As stated by Cahyani (2020), we must be selective in determining media, adjusting the situation and audience conditions, just as we do when compiling a message from communication to be launched.

According to the analysis results, multiple factors impact the success of improving the image of the Probolinggo Regency Government. Variations in content reference sources such as the Probolinggo Regency Government's work program; Probolinggo Regency Public Relations Cooperation with Probolinggo Regency Public Relations OPD; and the number of followers of the "Probolinggo Regency Government" Instagram account are factors that support the Probolinggo Regency Government's PR communication strategy for improving the Probolinggo Regency Government's positive image. On the other hand, the Public Relations of the Probolinggo Regency Government must pay attention to other factors that can impede the Probolinggo Regency Government's Public Relations communication strategy in enhancing the positive image of the Probolinggo Regency Government. These factors include limited service time by admins due to working hours and responsibilities; presentation of content that does not follow current trends; and the lack of a consistent brand voice.

In addition to a discussion of the results of the study of the Public Relations communication strategy of the Probolinggo Regency Government and its driving and inhibiting elements, it is possible to identify what can be done to enhance the reputation of the Probolinggo Regency Government. Several variables or items can contribute to the formation of a picture, including: Physical identity (such as motto, tagline, logos, fonts, and colours) and non-physical identities (such as philosophy, history, values, and the culture inherent in identity) comprise what is meant by identity in this context. In organizational management, the image of the Probolinggo Regency Government must have a vision, mission, decision-making system, organizational structure, and service system, among others. This is not explicitly stated, but it is implied by the activities presented on the Instagram account "Probolinggo Regency Government" by the Probolinggo Regency Government.

Every organization has different communication patterns, including internal and external communication. This communication pattern will form an image for the organization. Product Quality, the segmentation of an organization, has a significant impact on the quality of its products and services. The company's segmentation will be directly tied to the items it produces. A product's characteristics contribute to forming a firm or organization's image. In this conversation, the product in question is the Instagram account for the "Probolinggo Regency Government," which is intended to reach all segments of society and stakeholders. Therefore, Public Relations of the Probolinggo Regency Government continues to improve the driving factors consisting of aspects of strength and opportunities to expand the "Probolinggo Regency Government" Instagram account.

4. CONCLUSION AND RECOMMENDATIONS

In general, but not perfectly, Probolinggo Regency Public Relations delivered messages through the "Probolinggo Regency Government" Instagram account, as mentioned in the previous chapter. Therefore, a communication strategy must be developed by the Public Relations of the Probolinggo Regency Government in order to improve the image of the Probolinggo Regency Government by Probolinggo Regent Regulation number 69 of 2019 as follows: optimizing facilities and infrastructure to explore information as a reference for the content of the "Probolinggo Regency" Instagram account; strengthening coordination and integration between Probolinggo District Go and Probolinggo Regency Go. The following reasons contribute to the success of the Probolinggo Regency Government's PR communication strategy in enhancing its positive public image: Variations of content reference sources, such as the Probolinggo Regency Government's work program; Cooperation between Probolinggo Public Relations and Probolinggo Public Relations OPD; and The amount of Instagram followers for "Probolinggo Regency Government." The factors preventing the Probolinggo Regency Government's public relations communication strategy from enhancing its positive image are as follows: Due to working hours and responsibilities, the administrator's service time is limited. Presentation of content that does not conform to contemporary fashions; and The administrative expertise of the Instagram account "Probolinggo Regency" does not centre on promoting managerial-public relations via digital media. The following are strategies for enhancing the positive image of the Probolinggo Regency Government: grouping and identifying the audience's traits, determine the subject/theme/content, compose a narrative, choose the medium based on the message's content.

Then, based on Probolinggo Regent Regulation number 69 of 2019, some recommendations can be transmitted based on the research findings on attempts to enhance the reputation of the Probolinggo Regency Government. We need to improve the caption preparation so that followers of the Instagram account "Probolinggo Regency" do not experience miscommunication or misunderstanding. It is necessary to increase the upload time for specific news articles so that Probolinggo Public Relations can be the quickest and most credible source for disseminating government-related information. During the live process on the Instagram account "Probolinggo Regency Government" Probolinggo Regency Public Relations, a stable connection is required to maintain the image.

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