

West Java Regional Police Public Relations Personnel's adaptation to digital age communication

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ABSTRACT

The development of communication and information technology supports the use of various media to convey messages or information to the public. Therefore, the National Police of the Republic of Indonesia, as one of the largest institutions in Indonesia, is expected to be proactive in utilizing new media to utilize information. Various new policies will be implemented, including using the NCO as the spearhead of public communication in this digital era. However, these non-commissioned officers are uncomfortable sitting in their position as public relations officers who act as police communicators with digital technology that accompanies their work. This study explores the adaptation process carried out by young non-commissioned officers who manage police communications through social media and the obstacles they face in the adaptation process. To explore these activities, the researchers will use two theories: technological adaptation and the Social Construction of Technology. This research is a case study research with the descriptive data type. Data collection is based on interviews, observation, and also documentation. The results and discussion of this research show that public relations personnel at the West Java Police must adapt because they do not have a qualified educational background in public relations, especially communication in the digital era. SOPs and management for communication depend on what the leader is inclined to do. Public Relations personnel attended training from within the police organization. However, the training cannot improve their abilities in the short term. Ensuring that our Regional Police have SOPs in managing social media and conducting training could be the problem-solving needed.

Keywords: West Java Police Public Relations; adaptation; digital technology; public relations; digital communication

Adaptasi Personil Humas Polisi Daerah Jawa Barat di era komunikasi digital

ABSTRAK

Perkembangan teknologi komunikasi dan informasi memungkinkan penggunaan berbagai macam media untuk menyampaikan pesan atau informasi kepada publik. Oleh karena itu, Kepolisian Negara Republik Indonesia sebagai salah satu lembaga terbesar di Indonesia diharapkan menjadi mampu proaktif dalam memanfaatkan media baru untuk manfaat mengelola informasi. Berbagai kebijakan baru dilaksanakan, termasuk di dalamnya adalah penggunaan Bintara sebagai ujung tombak komunikasi publik di era digital ini. Namun bintara-bintara muda tersebut tidak serta merta merasa nyaman ketika duduk di posisi mereka sebagai humas yang berperan sebagai komunikator kepolisian dengan teknologi digital yang menyertai pekerjaan mereka. Penelitian ini bertujuan untuk mendalami proses adaptasi yang dilakukan oleh para bintara muda yang mengelola komunikasi public kepolisian lewat media sosial dan juga kendala yang mereka hadapi dalam proses adaptasi tersebut. Untuk mendalami kegiatan tersebut, maka peneliti akan menggunakan dua teori, yaitu adaptasi teknologi dan juga Social Construction of Technology. Penelitian ini adalah penelitian studi kasus dengan jenis data deskriptif. Pengumpulan data dilakukan dengan cara Interview, observasi, dan juga dokumentasi. Hasil dan pembahasan dari penelitian ini diketahui bahwa personel humas yang ada di Polres Jawa barat harus beradaptasi karena mereka tidak memiliki latar belakang pendidikan yang mumpuni di bidang kehumasan, terutama berkomunikasi di era digital. Mereka dihadapkan pada ketiadaan SOP dan juga pengelolaan yang masih menyesuaikan dengan selera pemimpin. Mereka mengikuti pelatihan dari pihak internal Polda. Namun pelatihan tersebut tidak dapat membuat kemampuan mereka meningkat. Sebaiknya Polda menyiapkan SOP dalam pengelolaan media sosial dan juga mengadakan riset terlebih dahulu sebelum mengadakan pelatihan sehingga pelatihan yang diberikan bisa efektif dan menyelesaikan masalah.

Kata-kata Kunci: Humas Polda Jawa Barat; adaptasi; teknologi digital; hubungan masyarakat; komunikasi digital

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INTRODUCTION

The presence of new technologies renews the way to develop messages, methods to spread them, and processes to save them. The development of communication and information technology allows the use of a wide variety of media to convey messages or information to the public. Now, Messages spread faster on the internet than in conventional media. More than 354 million internet users in June 2015, of which 143 million used social media platforms, such as Facebook (125 million users), YouTube (60 million users), LinkedIn (30 million), and Twitter (22.2 million users) became new lifestyles in the digital era today (Rifandi & Irwansyah, 2021).

The latest technology makes public relations from government agencies, or government public relations must continue to be aware of their abilities. The adoption of increasingly sophisticated technology makes information spread faster. The public can find information about government agencies and implemented policies as an object in all government activities. The variety of information obtained by the community will affect the institution's image. Government public relations must be able to deal with changes in its environment that arise very quickly in the middle of information flow that moves very quickly and wild. Not only

sharing information, but government public relations must also ensure the public gets the right information related to its institutions. The Captious Society in the digital era demand government Public relation of every Ministry in the government or other high institutions, such as TNI, Polri, DPR and judicial institutions, and even village level government to be more active and aware (Priyatna et al., 2020).

Good public communication requires a two-way dialogue between the government and the community to realize the vision that a public institution wants to realize while ensuring the public will participate in the program being and will be rolled out (Graham, 2014). From the point of view of public relations, the institution must be able to build reciprocal communication with the community. With various forms of technological advancement, public relations institutions in government organizations no longer only act as press agents or publications but must form a public relations institution model that is two-way symmetrical (Grunig & Hunt, 2012).

Therefore, the State Police of the Republic of Indonesia, as one of the largest institutions in Indonesia, is expected to be proactive in utilizing new media to benefit from managing information outside and within the organization. This new media is used as part of efforts to harmonize public expectations with policies

that police regulations will produce.

Some scholars explained that the presence of the police in carrying out their duties depended on the legitimacy of the community (Mathias, 2016; Theophilus, 2011). The task of the police agency will not run smoothly if the police do not try to bring the emotional relationship to the community. The police need to be able to establish closeness to gain awareness and legitimacy from the community in order to be able to carry out their duties properly (Prabowo & Rusfian, 2019; Sunshine & Tyler, 2003).

The Enhancement of Police Public Relations duty is listed in Reformasi Birokrasi Polisi (RBP), set in 2002. There is a 2005-2025 police grand strategy divided into three phases in that document. In the first phase in 2005-2009, the Police institution performed a trust-building program. In the second phase, 2010-2015, they implemented a partnership-building strategy; in the third phase, from 2016-2025, they maintained a strive for excellence program. The strategy shows the willingness to establish a good societal reputation (Silaen, 2017).

The revolution started when the police were under the leadership of the National Police Chief, Prof. M. Tito Karnavian, M.A., Ph.D. He issued a Commander Wish in which the contents of Commander Wish are cultural reform, improving public services, increasing law enforcement professionalism, increasing

public order stability, and managing media.

Public communication activities grew when General Idham Azis served as Police Chief. General Idham Azis wants to reform a Public Relations Agency (Badan Humas) to replace the Public Relations Division, which a three-Star General will lead with the minimum rank of Commissioner General (Komjen). This policy makes the public relations position as the executor of public communication duties will enter into a “dominant coalition.” Public relations is considered to be the spearhead in improving the image of the police in the eyes of the public, which is one of the main missions of the Police Chief. The change will certainly strengthen the public communication of the police and has a clear direction because it is structurally adjacent to the highest leader in the organization structure. Bowen explained that if the divisions that perform public relations functions in the organization are the dominant coalition that makes them have access to participate in organizational or institutional policies, then it will make their task easier (Bowen, 2016).

The public relations function at the Police Institute then changed 180 degrees. Public relations, which initially only run the documentation function, must now be ready to disseminate information. The “weapon” used by public relations during work is no longer

only a camera to photograph activities but also a mobile phone equipped with a social media account.

This is supported by several empirical studies that have been done. Research conducted by Prabowo and Rusfianto (2019) shows that police agencies show seriousness in building a positive reputation on social media. This is indicated by establishing a multimedia bureau in the Public Relations Division of the Police. The bureau specifically makes content, manages, analyzes, and disseminates content on social media. The policy is implemented up to the regional level of Kepolisian Resort based in regencies/cities throughout Indonesia. Polri also prepares competent human resources to manage the Multimedia Bureau. Through the Hr Bureau, the police then conducted recruitment with the School Of Inspector of Police Source Undergraduate Program (SIPSS) to recruit members with a background in Communication Science and also Visual Communication Design to strengthen the Multimedia Bureau.

The implications of public relations development in the police also occurred in west Java Police as one part of police. West Java Police realized that the public relations field could not avoid developing information and communication technology. There needs to be the development of the ability of public relations personnel who oversee it, accompanied by the

development of facilities and infrastructure that support these activities.

The Public Relations Field in the West Java Regional Police also did this to all Resort Police in its jurisdiction. Each Polres then prepares the right Human Resources to perform multimedia management tasks as part of the Public Relations Sub-Section in the Polres area.

The management of multimedia tasks in the Polres area is widely given to young officers who have just graduated from the Police Academy. Police officers who serve as heads in the Public Relations field are already in the senior category, but fresh officers dominate the members. The young petty officers became the backbone of public relations activities to provide information to the public through social media. From the coverage of the activities of the leadership of high-ranking police officers, then the processing of raw materials from coverage into video products or memes to uploading, almost all of them are held by the younger generation.

Petty officers at the Police level in the ranks of the West Java Police are also assigned to the Public Relations section. They are usually accompanied by a senior or experienced petty officer. Senior personnel usually have existed since the age of social media has not become a communication medium that dominates interaction and forms opinions in the community.

The Young Petty Officers, in their duties, then carry out strategic and technical functions. The officer, who started from the rank of Brigadier Dua (Bripda), took to the field, documented the activities of police from various divisions, and also posted the activity on police social media. In addition, the young officers devised social media planning based on their abilities.

But the young officers do not necessarily feel comfortable sitting in their positions as publicists who carry out the role of police communicators with the digital technology that accompanies their work. Some of them are not even aware of the existence of public relations divisions at the regional level, such as Polda and Polres below. The officers need time to adapt to their new work environment. This was revealed by one of the officers who became a source in this study, Bripda Asri Laila Yunita, who served in the Ciamis Police in the following interview:

“When I came in here, I didn’t know what to do. What’s my job? What’s the job. Because it’s still groping as well. Because I don’t understand at all about public relations, more or less, I’m adjusting. Less than one month. One month because inevitably I had to work there, finally I had to ask a colleague there, the senior there. PHL. What is the job of public relations? First of all, it’s a photo. Documentation, store it on a computer if it can continue to be developed, entered into the website, the same report collected to PPID, to Mabes.” (Interview, Bripda Asri Laila Yunita January 2019).

The curriculum regarding public relations activities was not introduced to BIntara when studying at the National Police School (SPN). Public relations skills expressed by Jefkins (2004) are the ability to communicate, the ability to establish good relationships with others, the ability to organize, having a creative spirit, integrity, and full of imagination are not taught clearly in the National Police School where the petty officers demand knowledge.

Young officers are also not given lessons about digital technology, including social media management. As a publicist in era 4.0, public relations must also have a variety of technology skills to compete in the future. In addition to these skills, public relations are also required to understand the impact of digital media and other technological applications on organizations and their brand reputation (Permatasari et al., 2021).

With the complex police public relations task, the position should be filled by credible human resources and have a scientific background in communication and PR. Nielson-Green (Nurnisya et al., 2021) With the complex police public relations task, the position should be filled by credible human resources and also have a scientific background related to communication and PR. Nielson-Green said the role of public relations in the police force and military institutions should be filled by qualified social science and public communication

backgrounds. Especially in the digital era where public relations work is increasingly complex and requires skills and creativity in knitting communication in the digital world, it takes human resources who have the ability and skills in the field of public relations.

This was recognized by AKBP Trunoyudho, who served as Head of Public Relations of West Java Police when this research was conducted. He explained that changes in the field of public relations in the police system went quickly and made the personnel have to adapt in their own way. AKBP Trunoyudho also explained that the West Java Police and the City / Regency Resort Police below also need skilled human resources. However, because of various limitations, they maximize young officers who are considered to have ability and closeness to the digital world, especially with communication activities on social media.

It even leads to the lack of optimal public communication carried out by the West Java Police and the police in its territory through social media. Less than optimal public communication is shown by research conducted by Randikalam (2018) That public communication on Instagram social media is still not optimal. The engagement rate is one aspect of social media activity but is still low.

Young officers who do not have a background in public relations in the digital

era who are qualified must carry out public communication activities with references and limited knowledge. They are trying to adapt to communication technology, especially social media, which must be used optimally to produce a qualified police public communication process. With this situation, young officers who served in the Field of Public Relations in the police department adapted to the development of the public relations world in this digital era. The young officers carried out their duties in Police Public Relations by constructing their understanding related to the use of technology.

This paper will explore the adaptation process carried out by young officers who manage public police communication through social media and the obstacles they face in the adaptation process. To explore these activities, researchers will use two theories as a basis for analyzing facts and information that will be found in the field.

The first theory is the Theory of Technological Determination. The technological determinism (TD) approach shows that a part of society believes that society's development is determined by technology. This theory believes that technological evolution develops autonomously and will also determine the development of society technologically (Dafoe, 2015).

The next theory is the social construction

of technology. This approach believes that technological development is another form of social construction. The basic concept of SCOT states that technological design is an open process in which social conditions during the development stage have a role in determining the final design. Different social conditions during the process of developing technology design have the opportunity to produce a different final design (Irwanto & Irwansyah, 2020).

RESEARCH METHOD

This study uses qualitative methods with case studies. This research uses qualitative approach methods. Qualitative research is the collection of data naturally, using natural methods, and is carried out by naturally interested people or researchers. Clearly, this definition gives the impression that qualitative research prioritizes natural settings and natural methods and is carried out by people who have natural attention Moleong (in Romli & Romli, 2020). The case study approach itself is a study in which researchers explore a particular phenomenon (case) at a time and activity (program, event, process, institution, or social group) and collect information in detail and in-depth using various data collection procedures over a certain period Stake (in Hartoyo & Supriadi, 2015).

Data collection techniques are carried out to obtain the required data; the author conducts systematic observations by observing and recording the activities carried out by sources that run social media management as a form of digital communication carried out by personnel in the Police in West Java. And conduct in-depth interviews to get data about the adaptation process and also obstacles carried out by public relations personnel in the police in the West Java Police region to the technology they use in their work.

Display the data to see the overall picture or portions of certain research related to the adaptation of public relations personnel, as well as habitat. The technique of data analysis used in this study consists of data reduction, where the data is associated with the function and role of public relations, as well as the activity of the adaptations made by the personnel of public Relations of the Police in the region of West Java to digital technology. Taking the conclusion and verification, the researcher seeks to find the meaning of the data it collects, for that look for patterns, themes, relationships, similarities, things that often arise, and in fact, in the span of looking for a conclusion about the adaptation of public relations officer, then look for new data, to reach a consensus, inter-subjective, that is a deal together that warrant further validation or confirmability.

The research subjects used as sources in this study were young officers who served in public relations of the police in the West Java Police area and were assigned to manage social media as a form of digital communication from the police. The determination of the informant/source is based on his willingness to accept the presence of researchers to be interviewed and able to express his experience while active in digital public relations activities in the police department.

To find out the validity of the data in this study, researchers triangulated the source by confirming data obtained from interviews and observations about public relations activities in the Police environment in the West Java Police jurisdiction. Polres were selected by researchers based on assessments conducted.

RESULTS AND DISCUSSION

The digital age changed the patterns of public communication carried by the police, including the West Java Police. Public relations in the police adopt various technological developments in the world of communication to support the process of public communication in the digital age.

The adaptation of police public relations in the era of technology begins with the

rejuvenation of the human resources that manage it. The need for police public relations to adapt to technology makes the police recruit many young officers to carry out public communication activities with the support of digital technology.

AKBP Trunoyudho stated this in the interview process conducted by researchers. Young officers are relied upon to manage public relations activities. They have the advantage of being close to technology, and some are already familiar with it. Here is an excerpt of the interview with AKBP Trunoyudho

“We are starting to select prospective employees managing this public relations activity. In the past, we can say that those in public relations are placed for no particular reason. For example, they already want to retire or quota in their units already excess human resources. Now the tuning is getting higher. Public relations is increasingly considered to be an important unit.” (Interview, AKBP Trunoyudho November 2018).

The policy to better sort human resources with capabilities that follow the needs of public relations activities is also carried out by the police in the West Java Police area. One of them was experienced by the CIamis resort police. Bripda Asri Laila Yunita explained that she was chosen to be one of the public relations personnel because she can write articles. It is stated in the following interview excerpts:

“Senior policewoman Bu Hj. Iis, well the

time of placement to the police was asked, especially policewomen, who could operate the computer. Everyone can use a computer, which likes to make news. I raised my hand because, in high school, I liked to make stories on Blogspot. Keep making short stories on blogger. Immediately asked the same Mrs. Hj. Iis. I Accidentally have a blog. I don't know why that question, but then I understand that Mrs. Haji Ii situ is looking for additional members. Therefore, the officer being asked is not only who can be a computer, but someone who can also be written." (Interview, Bripda Asri Laila Yunita January 2019).

The Karawang Police did the same thing. It was revealed by Bripda Tommy, whom he was assigned to public relations because he has a photography hobby that he has had since he was still educated at the National Police School. This he revealed in the following interview excerpt:

"There was a time when the inauguration was fitting; we were told to show off talent. Others on cooking, dance, I just take pictures. I had a hobby of taking photos until I asked my parents to bring my camera to Makassar when I entered the police training. Because it's my hobby, the results of the photo are then uploaded to social media; many respond; there is pride itself when there is a like, there is a response. That means our photos are considered good and appreciated by people on social media, on Instagram. Well, at that time, I did not know there were public relations in the Sector Police. The problem is in spn we seem never given information about it." (Interview, Bripda Tommy January 2019).

Research conducted by Sani (2020) shows that an important factor to note in the implementation of the role of government public

relations is human resources as the implementer of the public relations role. Human Resources, which cannot fulfill the role of public relations, can be a factor that hinders the purpose of the role of public relations in government. In this case, it is an organization's image. Therefore, an organization needs to pay attention to human resources who fill public relations positions. The digital era also demands more straightforward and creative public relations capabilities. In addition to having public relations capabilities expressed by Jefkins (2004), Public Relations Officer is demanded to develop digital content for social media (Permatasari et al., 2021). Therefore, the political parties no longer randomly choose people who will fill the duties in the public relations section, let alone put personnel who are not used or have entered retirement to serve in public relations posts.

One of the most prominent policies in the digital era for the police, especially in the Regional Police (Polda) or at the district/city level in the Polres area, is the activation of Social Media. There are Regional Police who previously did not manage or even did not have a social media account to communicate with the community. The Public Relations Sub-Section in the Police began to activate their social media when there was an order from the police. During that time, public relations at the police level had developed enough.

Bripda Tommy from Karawang Police stated this. Karawang Police had absolutely no social media accounts before he was assigned to the Public Relations Sub-Section. Officers who carried out public relations functions at that time were still preoccupied with the documentation activities of the Police Chief and other unit units. Documentation of these activities is only archived without further processing. This activity, according to him, would be better if it could be published as if the public knew the activities of the police who protect them. Bripda Tommy reveals this in the following interview excerpt:

“In the past, there were no social media; public relations work only spread content from photos from other unit activities. I started from the beginning, starting from zero. Create an account first, and keep trying to find a way to make a lot of followers. Content production as well. These social media accounts are to increase public confidence in the police. But we never know how. That means there are no provisions. There are no written rules. So we use our personal tastes to manage it. The picture we think is good, and we’re going up. Sometimes we just find a way to get there to be content every day. Sometimes we also confuse the content that wants to be uploaded.” (Interview, Bripda Tommy January 2019).

The same thing was also revealed by Bripda Asri Laila Yunita, who served in the Ciamis Police Public Relations Sub-Section. He claimed not to understand the management of social media and the duties of public relations

policy in general. The police education that he got did not provide public relations skills at all, especially with digital communication materials. He only knows if in the police there is a position for public relations personnel but does not know the jobs that must be completed. Bripda Asri Laila Yunita revealed this in the interview excerpt below:

“Quite surprised also because I do not know what the work of the police public relations and I just found out that in the police there is a public relations section. Initially, just follow the Chief of Police, continue to document photographs, and continue to record their activities. Now we have to go viral and also.” (Interview, Bripda Tommy January 2019).

Young officers who carry out the role of police communicators on social media experience diversity in carrying out their duties. One aspect of their diversity is the lack of guidelines in managing these accounts. They do not understand the proper management of social media for the police, ranging from the content that must be uploaded, the limits that they must pay attention to in the content editing process, the format of captions in every content uploaded, and others. None of their seniors in the police force could provide clues, nor could the leaders of the Public Relations sub-section where they were, on average senior officers.

The young officers run social media based on their respective understandings. Most of them have and are active on social media, but

there is a difference when holding official social media accounts from the police. They see the needs in the field combined with the ability and understanding they have of social media. This is expressed in the following interview quote with

Aipda Djumaedi:

“In the public relations subsection, there’s no guidebook, sir. Officially, there isn’t. Not like in other units where there are guidebooks. For example, in “Reskrim,” there is a book on how to investigate criminals, how it is. If in public relations, as far as I get, there is nothing detailed. We only have field instructions just for the making of reports. Especially internal only. What I experienced on the pitch, outside the “Juklak Juknis.” But on the field, it’s different. Yes, there is. Like this (pointing to Perkab. But on different pitches, it doesn’t suit our work.” (Interview, Aipda Djumaedi January 2019).

It was also experienced by Bripda Asri Laila Yunita from Polres Ciamis. He has no guidance in carrying out his duties as a police public relations officer, including managing his social media accounts. He has used social media and is still active today. But to manage an organization’s social media accounts definitely requires a different touch compared to managing a personal account.

Implementing public relations roles in the field is like art, meaning that the implementation of public relations roles in the center can be different from in the area. One of the factors is the style and taste to support the leadership against public relations actors in a government

agency (Rahman et al., 2019). This is seen from each Polres has its own style in managing social media, from captions to meme designs (social media posts in the form of images with additional text as captions).

The tastes of leaders are also still the basis of the management of social media in regional police. This was revealed by Bripda Tommy, who had worked with several Police Chiefs who served in Karawang. Each Police Chief has their own taste and expectation for the style of Karawang police posts on social media. Bripda Tommy revealed this in the following interview excerpt:

“I’m looking at the famous Instagram accounts, sir. I learned how to create content that makes people interested. I continue to try to see how to implement it on the Karawang police social media account. But sometimes, it depends on the taste of the leader as well. If we, for example, make it in this style, afraid that the leader does not like it too much, I have to revise again.” (Interview, Bripda Tommy January 2019).

The taste of leaders becomes one of the obstacles faced by young officers who manage social media and also digital communication media in the police. The same thing was also done by Aipda Zaenal Arifin from Purwakarta Police. Aipda Zaenal found it difficult to adjust the character of his news writing in Tribratanews with the character of the writing desired by the Purwakarta Police Chief at that time. He is personnel responsible for filling out articles

on the tribratanews website of the Purwakarta Police. This continues to be revealed in the following interview excerpts:

“That’s why I have been writing all this time; the benchmark is not good, but how do I not get it wrong in the following words. Because there really isn’t a gatekeeper or editor, sir. Yes, the definition is not offensive, ethnic, or religious, not offensive to the organization. Far from SARA. And another one, sir. According to the taste of the leadership.” (Interview, Aipda Zaenal Arifin January 2019).

The existence of the leadership, in this case, the Police Chief at the City and District Police level, gives its own color to public relations performance in addition to the taste for social media management, the concern of the leadership is also a challenge faced by public relations personnel in the Resort Police area. The existence of leaders who have great concern and attention to public relations performance will be a “blessing” to public relations personnel. Conversely, if the leader does not pay attention and seems indifferent to public relations performance, it becomes an obstacle.

This was stated by Aipda Djumaedi, who had felt several changes in the Police Chief in his area, the Cirebon City Police. The enthusiasm and also the sense of responsibility to continue working will increase when getting leaders who appreciate the performance of public relations and vice versa. Aipda Djumaedi revealed this in

the following interview excerpt:

“It also needs emphasis from the leadership, assessment, because so far maybe public relations has a role, but the leader is less appreciative. Public relations actually also have positive achievements. That is, ever counteract the contents with his work. They think it’s easy. So far, the most rewards in terms of arrest, yes, the success of disclosure. Public relations rarely get it. Many people think public relations are just photographs. Don’t know if we’ll be home more nights from them.” (Interview, Aipda Djumaedi January 2019).

Some of the other police officers also experienced the same thing. Bripda Tommy from Karawang Police also experienced the same thing. There are police leaders who appreciate the performance of the Public Relations Section. This makes public relations personnel easy to get information because the leadership asks a member of public relations to follow his activities. Different things will be obtained if the leader does not have attention to public relations performance. Public relations personnel will find it difficult to get and manage information related to leadership activities. The Public Relations section will also be provided with material support to improve their performance, such as cameras and laptops with good specifications to produce high-quality videos and images. Especially if the leadership does not appreciate public relations activities, then it will be followed by personnel under it, including personnel from other work units.

Bripda Tommy revealed this in the following interview excerpt.

“I don’t want to compare the leaders who have served here. But our work depends on the top, and it depends on the leader as well as what he wants. For example, some leaders are quite detailed in providing directions in the documentation. We follow his instructions. Now it’s more up to us. Both are equally good, like to give intensive bonuses, and have attention to public relations performance as well. We have a lot of facilities as well. Camera, laptop. It may also change if there is another change of leader” (Interview, Bripda Tommy January 2019).

The difference in taste then refers to the need for guidelines that researchers have explained before. A guideline will give Public Relations clues in managing content uploaded daily (Djusan, 2013). SOP is a guideline that contains operational procedures that are used as standards by an organization or company that serve to keep a working system running effectively and efficiently, consistently, standardized and systematic. SOPs in the company is used to facilitate company operations and clarify system procedures in working so that the company’s performance becomes better and more effective (Budihardjo, 2014).

SOPs will help a company in the face of transformations that will affect the way they work. The transformation from conventional ways to the digital world is a big change, so the human resources working in it need to be equipped with special SOPs to be able to get

good results (Setiabudi, 2018). Many public relations officers in practice are still not used to experiencing obstacles in their management. The existing guidelines will help public relations personnel to generalize their understanding of social media management practices in the police.

The existence of guidelines will create consistency in media management. Lutrell (2015) Explains that social media management requires consistency to show the values of the company or the company through social media posts. These values are displayed in the style of writing captions and audiovisual content uploaded. If the force changes along with the leadership mutation in the institution, then the values that have been created and virtualized before will fade.

With these limitations, personnel in the Public Relations Sub-Section in the police also strive to improve their performance by participating in various training related to their duties in Public Relations. One of the sources, Aipda Zainal Arifin from Purwakarta Police, explained that he repeatedly attended training from external parties to develop his ability as a publicist in charge of managing The Purwakarta Police Tribatanews. As a policeman, writing reports was commonplace. But different circumstances if you have to write good news and attract the audience’s attention to read it.

There is also training provided by the internal public relations department of West Java Police. The training is called Technical Guidance (*Bimtek*). The training was designed by the West Java Police Public Relations Field, and the training material refers to the needs and problems that exist in the field.

But the training is difficult to answer the needs of personnel in the police who work in the field. The material provided in training is only theoretical, and the things conveyed are also very normative. One of the sources, Bripda Tommy, explained that the training they need is more practical so that the material provided can be applied directly in the field. Here is an excerpt of the interview with Bripda Tommy:

“I want his training in the form of practice; for example, I sit holding a laptop, and the speaker is in front of us holding a laptop. Let us know exactly where our mistakes are and what we need to deal with. If in the format of college, I become sleepy and think it is ineffective. Then it's better to come here sometimes. To the resort, police area Do not we who come directly to Bandung. Our needs are different. Every police station is different. Usually, they come here during the evaluation and suddenly state that our work is far from good.” (Interview, Bripda Tommy January 2019).

Writings from Bepi Deniyanti in the book published by IPRA Public Relations Indonesia explain that being a Public Relations Government can be determined by choice factors and “magical” factors or task demands (Iprahumas Indonesia, 2020). If a person

becomes a Government Publicist through the task placement path, then a publicist is expected to adjust to continue to develop his or her abilities.

Research conducted by Feronika dan Harahap (2016) shows that Government public relations are often indifferent to the development of competencies and working standards of public relations personnel in their institutions. Existing training is not able to help its personnel in developing capabilities. It is necessary to do research in advance to see the capabilities and problems possessed by public relations personnel in the field to be able to design an effective training program. This is based on the information of the sources in this research.

Another policy in the Public Communication sector involving technology in it is to use Intelligence Media Management (IMM), a software (software) to monitor news and publications on the internet. Technology that serves as an instrument of intelligence perception analysis can document and identify various situations and conditions in society. Any news media coverage about the police will automatically be recorded based on the monitored topic. IMM, on the other hand, also helps the police in the data collection process, especially through very large and complex media coverage. This system has successfully

cut the stages of media data collection that were originally done manually into a computerized system. IMM has also helped the police to be able to run a counter-opinion process against negative news (Amar et al., 2019).

Research conducted by Amar et al. above shows that IMM as a technology product changes how police public relations conduct media monitoring. Observation of publications in printed mass media manually with clipping methods is still carried out, but mostly done to monitor news publications related to the West Java Police and also the resort Polices in its territory.

AKBP Trunoyudho, as the Public Relations Officer of the West Java Police when this research was conducted, explained that IMM was also used in the Lower Police. Some training is also given to Public Relations Personnel who have the task of monitoring mass media. This is done to provide knowledge and also understanding of public relations personnel, both in the Police and West Java Police, related to the use of IMM.

The training held by the West Java Police did not make the use of IMM optimal at the regional level. Unlike in public relations in the Central Police, the use of IMM in the region is still not optimal. Public Relations personnel fully understand the use of IMM for media monitoring.

IMM is supposed to be a device to help a

company take advantage of big data in era 4.0. Many companies use the software to analyze public opinion about a phenomenon related to the management of their organization or company. This analytical media through IMM provides a complete review ranging from influencers, top issues, sentiments, comparisons, and detailed searches on news objects (Pambudi, 2021). But in its implementation at the regional level of the Police, IMM is only used to see the amount of news about the police in the online mass media. This was revealed by Aipda Djumaedi from Cirebon City Police in the following interview excerpt.

“Look more at the quantity of news. Usually, we report from IMM. It is made in the form of the amount of news to be reported to the Public Relations headquarters (West Java Police). For example, Karawang Police can get how much news this policy is, and Cirebon Police so many cities. Later the number is less; yes must be evaluated again. Usually later will be told to improve again, try communication with journalists.” (Interview, Bripda Asri Laila Yunita January 2019).

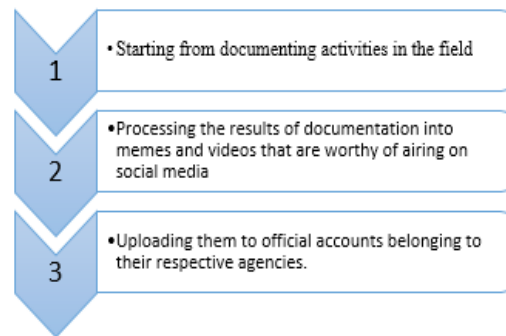
Bripda Tomy from Karawang Police also revealed the same thing. The existence of IMM, which is a tool to do media monitoring, can actually be very helpful. But the new software is not much that can be used, and existing personnel are still unfamiliar with the interface and features. The training provided by public relations police has also not been able to improve their ability to optimize the use of

IMM. This was revealed by Bripda Tommy in the following interview excerpt:

“If I’m the one who wears it, I’m still confused too. There is a menu to see the news according to the keywords we enter; actually, it can also be to see the news content, for example, this positive news content or even the tone is negative. But so far, we usually use it only to see the amount of news in each polres. It feels like in every polres the same problem maybe Mr. Kasubbag Humas also give his instructions so.” (Interview, Bripda Tommy January 2019).

Bripda Tommy also added that each police force would report the number of publications they get to the Regional Police. The Public Relations Department of the Regional Police will give an appeal to the police who have a low number of news publications on the web to try to improve their performance. Here is a look at the report released by the West Java Police regarding news publication reports from IMM

IMM is a form of Public Relations 4.0. Public relations 4.0 itself is an era in which artificial intelligence (A I) and the era of big data is present. The impact of this phenomenon is not yet felt at this time. However, in reality, robots are already able to write articles in the media and help write, find materials, and do other activities. Various devices can be utilized by PR that serves to simulate PR tasks. Activities such as the dissemination of releases to various media, management of corporate campaigns, devices to identify buzzers, influencers, and



Source: Processed by Researcher, 2022

Figure 1 Public relations functions in police agencies

data management of interested parties. In addition, platform management for digital, audio, and video content and analytics data management can be done with A I technology (Arief & Saputra, 2019). It is not easy for a PR who is not used to managing this program to be able to directly use it optimally.

Advances in existing technology and affect the management of public communication of police agencies in the digital era are a manifestation of Technological Determinism. Policies taken by public relations police which are then applied at the regional police level from the provincial level to the district/city level show that technology affects human life and its culture. Social media and other technology products that began to be seen by the police resulted in a major change. They are shaping a new culture and way of working within the police force. The individuals in it are required to follow and use it. This is in accordance with Hughes’ opinion

that in technological determination, technology will continue to grow and grow by ignoring the individual in it (Ratmanto, 2005). They have to keep up with the growth of this technology.

That in technological determination, technology will continue to grow and grow by ignoring the individual in it. They have to keep up with the growth of this technology. It is one of the faces of technological determination, members of the Police Public Relations agency at the regional level do not necessarily accept the technology. The demands for them to adapt to technological developments result in management and use of technology in accordance with their own understanding, and the result is clearly not in accordance with what is expected by policymakers, in this case, the State Police of the Republic of Indonesia, especially the field of public relations.

The utilization of technology in accordance with its meaning shows the paradigm of Social Construction of Technology (SCOT). SCOT does not view technology as a shaper of social reality in society but rather as a society that shapes technology according to its character. The quality of this flexible technology implementation, which is the basis of the SCOT theory, communicates the message that technology can be different, and thus, that technology, in general, is a flexible being, not an autonomous being, and not a creature resulting

from prudence, rational planning Pinch & Bikker (in Sirojjudin & Irwansyah, 2020).

CONCLUSION

The Young Petty Officers are the spearhead of the Police revolution carried out by the Police Chief in the field of public relations and media management. Young Petty Officers who have qualified abilities in the field of public relations are then put aside in the section that requires their abilities. Various public relations functions in police agencies can be carried out successfully because of their actions. Starting from documenting activities in the field, processing the results of documentation into memes and videos that are worthy of airing on social media, to uploading them to official accounts belonging to their respective agencies.

The young petty officers have the ability to use and utilize digital technology as one of the media to communicate with the public. But this does not necessarily make them free from problems in managing public communication of the police in the digital era.

The policy of the center makes the way of working and daily activity at the regional level change one hundred and 180 degrees. Young Petty Officers are adjusting to the limitations that exist, including in it is the absence of SOPs

in the management of social media, so they find it difficult to produce a good social media post because everything still depends on the taste of the leadership.

Training conducted by the West Java Police Public Relations Department to overcome this was not able to overcome their problems. This is due to the form of training that still dwells on theoretical aspects and slightly offends their practical work in the field. The officers are also in a difficult position because they can be said to be the first force in the experiment of the use of technology in the public communication sector of the police.

This research presents two theoretical perspectives, namely technological determination and also Social Construction of Technology. The policy presented by the center to use technology in public relations activities is a form of technological termination in which individuals in it are forced to adjust. The personnel who use the technology according to their ability and understanding is a manifestation of the SCOT theory, where the technology is a flexible product and is used according to the reference of the group that uses it.

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