

Opportunities and challenges of public relations in Yogyakarta special region high prosecutor's office

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ABSTRACT

Background: The High Prosecutor's Office for Yogyakarta Special Region (D.I.Y., abbreviation in Indonesia) conducts public relations through the Legal Information Section (Penkum., acronym in Indonesia). Penkum communicates and listens to public opinion and builds and maintains the institution's image. **Purpose:** This study aims to find out the communication strategies employed by Penkum and its public relations opportunities and challenges. **Methods:** The current research used the four-step theory of the public relations process by Cutlip, Center, and Broom to see whether the communication process by Penkum had gone through the stages of mapping the situation and strategy, conducting program planning, program execution, and evaluation. Then, it used the SWOT concept to reveal internal and external factors that become opportunities and challenges in running public relations programs. It used a qualitative descriptive approach to examine and understand the data collected through interviews with relevant officials. **Results:** The results of the data analysis found empirically that the communication strategy of Penkum as public relations has adopted public relations stages by mapping budget availability, program planning, program execution, and evaluation. The SWOT analysis obtained opportunities and challenges encountered in the public relations programs, including strength-opportunity strategy; weakness-opportunity strategy; strength-threat strategy; and weakness-threat strategy. **Conclusion:** Based on the four-step theory of public relations process and SWOT Analysis, this research recommends that the public relations at the High Prosecutor's Office of D.I.Y: 1) increased programs that involve the community; 2) established an SOP for handling issues; 3) strengthened collaboration with the mass media; 4) added and update of public relations facilities and infrastructure; 5) improved the ability and skills of personnel. **Implication:** The findings in this study are expected to strengthen the public relations role of the Public Prosecutor's Office and become a source for further related research.

Keywords: Public relations; SWOT analysis; strategy; opportunities; challenges

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INTRODUCTION

Public relations is a general profession that plays a vital role from the past to the present (Abdullah et al., 2023). It is a primary need for both private and state organization because it is an instrument of organizational communication to the public (Sani et al., 2020). Public relations functions well in managing communication, making it the most crucial element in every organizational strategy (Koswara et al., 2023). It communicates and manages relationships with stakeholders, such as public information (Dong et al., 2023). It acts as a liaison between an organization, the community, and stakeholders to achieve mutual trust and connect their interests.

Public relations functions as management that identifies, creates, and maintains mutual relationships between organizations and the public that affect the success or failure of the organization (Wang et al., 2021). The relationship between the organization and the public must be based on honesty and mutual trust. Through effective public relations communication, organizations can build cooperation with the public (Bakti & Zubair, 2021). Public relations is closely related to organizational interests (Pribadi & Nasution, 2021), so its activities influence the reputation or image of an organization (Permatasari et

al., 2021). In conclusion, public relations is responsible for building a positive image and erasing a negative image (Yosephine & Diniati, 2021). It also manages the public's and stakeholders' interests (Simatupang, 2020).

In general, public relations play a strategic role and task in an organization. It is responsible for all types of communication between the organization, the public, and stakeholders. Harlow explained several public relations roles (Permatasari et al., 2021). The first role is to control and be involved in the conceptual and operational processes of organizational communication with the public. The second role is to participate in managing issues and crises of the organization. The next role is to support management to be responsive and updated on the developments in public opinion. Then, outline and emphasize management's responsibilities in serving the public interest. And the final role is to help management to adapt to changes effectively in anticipating trends.

Ideal public relations are also expected to apply in government agencies. Public relations of a government institution or agency should be able to carry out basic tasks, such as disseminating information, evaluating public responses, maintaining the organization's image, providing general information disclosure, and allowing two-way communication (Maulana &

Afifi, 2021). The primary role of government public relations is to be a liaison between the organization/institution/agency and the public (Prastowo, 2020). A positive image will be maintained if public relations can become a liaison between the institution and public (Dunan & Mudjiyanto, 2020). Another responsibility of government public relations is to ensure that the public gets the correct information about their organization (Sani et al., 2022).

Many institutions in Indonesia are divided into respective administrative areas. Each work unit is responsible for maintaining its image and that of work units at its upper level. One of the largest vertical institutions in Indonesia is the Prosecutor's Office. The highest administrative area of the Prosecutor's Office is the Prosecutor General's Office; then, it is followed by the High Prosecutor's Office at the provincial level, the District Prosecutor's Office at the Regency/City level, and the District Prosecutor's Branch under the Regency/City area. Each prosecutor's work unit is responsible for building and maintaining the public image of the prosecutor's office.

Maintaining the image of an institution is the duty of public relations. More than that, as previously explained, the task of public relations is not only to preserve the institution's image. Public relations must be able to act as a liaison between institutions and the public. The topic of public relations in the Prosecutor's Office has

received relatively little attention in research, so discussing the public relations work system in a Prosecutor's Office is novel. Some prominent question to empirically answer are regarding the public relations programs implemented, the way these programs are implemented, and the obstacles, solutions, and innovations.

The Prosecutor General's Office of the Republic of Indonesia, one of the state institutions engaged in law enforcement, also relies on reputation management for its public relations. Apart from organizing technical communication functions, such as press releases, events, news, and social media or website content (Maulana & Afifi, 2021), the public relations of the Prosecutor General's Office, which is realized in the Legal Information Division (*Penkum*), is also expected to have an issue management role, mediator, and leadership advisor.

Penkum stands as public relations in the government organizational structure of the Prosecutor's Office. Ruslan explained that government public relations have the following functions: 1) participating in maintaining policies, 2) disseminating information about government policies and programs and providing public services, 3) being a liaison between organizations/institutions/agencies with the public, and 4) forming a favorable climate to maintain national stability (Prastowo, 2020).

Penkum's role in public relations is not only for the central level; its implementation must also be aligned with the level of the High Prosecutor's Office. The High Prosecutor's Office of the Special Region of Yogyakarta, or in this study abbreviated as D.I.Y, is the executor of state power in the field of prosecution and other authorities in the jurisdiction of the D.I.Y Province, whose reputation in the region also affects the image of the Prosecutor General's Office. Therefore, *Penkum* of the D.I.Y High Prosecutor's Office must be able to build and maintain public trust in solving legal problems.

The image of the D.I.Y High Prosecutor's Office is the responsibility of the communication program under the *Penkum* Section. Communication is sending or delivering news or information from one party to another to establish mutual understanding. In the context of public relations, the communication goal of *Penkum* is to achieve expected results for the organization and society (Harmaningsih et al., 2021).

Effendi Gazali explained that the communication process is divided into primary and secondary (Harmaningsih et al., 2021). The first is direct communication, a communication process or delivery of messages using symbols in the form of language, gestures, and other signs that communicants can directly translate. Second, secondary communication uses a means

as a second medium, usually using specific tools because of the distance of communicants or the large number of communicants.

Specifically, *Penkum* is required to demonstrate the credibility and authority of the Prosecutor's Office in the eyes of the public in the current era of disruption. *Penkum* must adapt to the utilization of information and communication technology that is constantly developing to keep up with public expectations. Because information channels have shifted to digital platforms in this era, public relations must adjust their communication processes by increasing digital competence (Afrilia et al., 2023). Currently, social media is considered a popular aspect, while mobile media seems to be sidelined (Bernhard & Russmann, 2023). According to Wright and Hinson, social media is a valuable medium for an organization's public relations practice (Dunan, 2020). Social media is an aspect that has great potential to be applied in image-building strategies (Supriadi et al., 2023). Communication via social media can be used for various purposes. Communication has four functions (Harmaningsih et al., 2021), which are to inform, educate, entertain, and influence.

The first function of communication is to inform, providing information to other people about something, for example, events, problems, opinions, thoughts, and others. The second

function of communication is to educate, which means to convey knowledge and ideas useful to other people. The third function is to entertain. In communication, we are suggested to make other people feel entertained by the message conveyed. The last function of communication is to influence, with the messages conveyed.

The D.I.Y High Prosecutor's Office is in an area with a heterogeneous society. Several main factors, such as culture, education, and tourism, are the causes of the high level of diversity in Yogyakarta society. Such pluralistic society presents a challenge for the D.I.Y. High Prosecutor's Office of Law and Justice in bringing together the interests of institutions and society. Hence, how does the D.I.Y High Prosecutor's Office plan, implement, and evaluate public relations activities to build legal understanding among the very diverse people of Yogyakarta?

The previous question is an exciting subject. Examining the public relations operations of the *Penkum* of the D.I.Y High Prosecutor's Office public relations program implemented, the way the program was implemented, the obstacles encountered, the solutions implemented, and the innovations found as well as the use of new media such as Instagram, Facebook, Twitter, Tiktok, YouTube, and other media can answer that question.

This research explores the public relations

communication strategy of the D.I.Y. High Prosecutor's Office using the Four-Step Public Relations Process Theory by Cutlip, Center and Broom. They explain that the public relations operational process is divided into four stages, 1) mapping the situation and strategy, 2) program planning, 3) program execution, and 4) evaluation (Nadiva & Primasari, 2022).

The first stage is mapping the situation and strategy. It means sorting out the strengths and weaknesses before determining the program strategy to be implemented. The second stage is program planning. It means defining the public relations program, target activities, and steps to be taken in carrying out activities. The third stage is program execution, which implies the execution or implementation of public relations activity programs prepared in the work plan. The fourth stage is evaluation, which means measuring and knowing the level of success of the program.

This research reveals the stages of implementing the public relations program at the D.I.Y High Prosecutor's Office. With the Four-Step Public Relations Process Theory by Cutlip, Center, and Broom, this research sees to what extent the public relations business process carried out by *Penkum* of the D.I.Y High Prosecutor's Office is compatible with the ideal Public Relations steps by Cutlip, Center, and Broom.

In addition to looking at the public relations strategy of *Penkum* of the D.I.Y High Prosecutor's Office, this study also wants to analyze the resources and environment that affect public relations tasks using SWOT Analysis (Phadermrod et al., 2019). SWOT analysis functions as environmental monitoring and scanning (Wiwitan & Yulianita, 2017). SWOT analysis divides the organization's resources and environment into internal factors (strengths and weaknesses) and external factors (opportunities and threats) (Rocha & Caldeira-Pires, 2019) particularly due to the release of Product Environmental Footprint by the European Union (EU).

Dyson detailed that strengths and weaknesses are factors originated from within the organization; these factors can be controlled and can support or hinder the achievement of organizational goals. Meanwhile, opportunities and threats are external factors that cannot be controlled and can potentially help or hinder the achievement of organizational goals (Phadermrod et al., 2019). Organizations can identify their strengths for building strategy and decision-making by identifying factors in the four areas (Phadermrod et al., 2019).

With SWOT analysis, this research seeks to dissect and explain the opportunities and challenges of the *Penkum* of the D.I.Y High Prosecutor's Office. This is described

based on internal and external factors with a matrix summarized as follows: SO (Strength/ Opportunities) strategy: take advantage of opportunities, ST (Strength/Threats) strategy: avoid threats, WO (Weakness/Opportunities) strategy: introduce new opportunities by reducing weaknesses, and WT (Weakness/Threats) strategy: avoid threats by minimizing weaknesses (Benzaghta et al., 2021).

RESEARCH METHOD

This research is a qualitative descriptive research. Bradshaw et al. stated that the qualitative descriptive form of research is recognized by the deepening of the subjective experience of the perpetrator (Lloyd et al., 2023) BSc Midwifery students in the Republic of Ireland (RoI. Qualitative research collects data naturally and uses natural methods carried out by individuals with natural interests (Sani et al., 2022). The qualitative approach is research based on natural language data to interpret an individual's peculiarities and variety of personal experiences and their meaning. To conduct this research, one must deal with data, which is then utilized subjectively to understand the actors' expressions under study (Sevilla-Liu, 2023).

The purpose of descriptive research is to build a systematic, factual, and accurate explanation of the object under study by

describing the mechanism of a process (Nugraha et al., 2022). Marce explained that the main attributes of qualitative research are natural and based on the context that occurs in the research setting (Ashipala et al., 2023).

The researchers desired to investigate the process and understand the implementation of the public relations program at the D.I.Y High Prosecutor's Office. They used interview data related to the actual conditions of the public relations of the D.I.Y High Prosecutor's Office for analysis using the SWOT model to identify strengths and weaknesses so that strategic suggestions could be formulated to improve public relations performance.

The data in this research was collected using in-depth interview method with the Head of the Legal Information Section (*Penkum*), Public Relations Officer, and the Social Media Management Officer of the D.I.Y High Prosecutor's Office regarding public relations activities that have been carried out so far. The Head of the Legal Information Section (*Penkum*), Public Relations Officer, and Social Media Management Officer of the D.I.Y High Prosecutor's Office were chosen as resource persons because they were officials assigned and responsible for carrying out all public relations activities.

These activities include mandatory programs. Also, they are innovations from

the D.I.Y High Prosecutor's Office itself, which other work units may not own. The interview also covers the business process of implementing these programs. Researchers also made observations of public relations products or activities held by the *Penkum* of the D.I.Y High Prosecutor's Office, published on the website, social media in the form of Instagram, Facebook, Twitter, Tiktok, YouTube, and reviewed journals and scientific articles related to this research.

The data obtained from the interviews were then poured into interview transcripts. The researchers displayed the data as a whole or in certain parts to provide an overview of the public relations operations of the D.I.Y High Prosecutor's Office. The researchers conducted data reduction to determine the process of implementing the public relations program, from planning to reporting, along with the factors influencing its implementation. The researchers drew conclusion and verification by looking for meaning from the collected data by looking at the similarities, relationships, and patterns.

The Head of the Legal Information Section (*Penkum*), Public Relations Officer, and Social Media Management Officer are the main actors in the implementation of the public relations duties of the D.I.Y High Prosecutor's Office. Researchers determine sources based on

their willingness to be interviewed to explain their experience in public relations duties and provide various data related to public relations to support the research.

Further, the researchers triangulated sources to determine the validity of the data used in this study. They confirmed interview transcripts and observations regarding all forms of public relations activities of the D.I.Y High Prosecutor's Office to the selected sources.

RESULTS AND DISCUSSION

Based on the research results, *Penkum* activities of the D.I.Y High Prosecutor's Office are operationalized in one year based on the budget or DIPA. The budget determines the volume of public relations activities in one period. The head of *Penkum* Section leads a meeting at the beginning of the year to map funding availability involving all personnel. Then, he compiles a public relations program implementation plan in the activity plan administration. Activities are carried out by a team appointed in the order, and the plans prepared are adjusted in coordination with related parties. After the program is implemented, it is reported in writing as material for evaluation for better future activities. The entire public relations operation relies on the involvement

of personnel who understand the conditions in the field, not based on the absolute will of the leaders, as expressed by the Head of *Penkum* Section:

"...For example, at the beginning of the year, we meet to find out our capital for activities, then determine the target of the next program together with the staff. The program is also managed by staff, from preparing the order and activity plan we entrust to the staff. For implementing activities in the field, such as coordination and preparation, they are carried out by *Penkum* staff. Activity reports as evaluation material are also compiled by staff according to their team." (Interview, Herwatan, SH., December 2023)

The same thing was also conveyed by the Public Relations Officer. The meeting is held to agree on activities based on the available budget. The activity plan is made based on the time requirements for program implementation. The activity plan contains the activity target, number of participants, implementation date, theme/material, reason for the target, and appointed officers. All personnel, including Public Relations Officers, Social Media Management Officers, and other *Penkum* personnel, are fully involved in implementing the public relations program, from planning to reporting, as follows:

"...like at the beginning of the year, we hold our meeting led by the Head of *Penkum* Section, where we know how much of the budget and how many activities we might carry out. Then, we decide the right time for the implementation. Our activity program is based on the activity plan, which contains the target of the activity, the number of participants, the date of implementation, the theme/material, the reason for being

targeted, and the officers. Usually, it is made for monthly, quarterly, one semester, right, or impromptu can also be. His involvement is also during the execution or implementation of the program until later evaluation. For the evaluation, we also make a report.” (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

The purpose of communication in the public relations activities of the D.I.Y. High Prosecutor’s Office includes several things, including providing information, educating or providing knowledge, and influencing or inviting to do certain activities (Harmaningsih et al., 2021). The Head of the *Penkum* and Public Relations Section explained:

“Of course, we provide an understanding of the law to the community; for example, we have been to villages in the Sleman and Bantul regions. We provide counseling about the law in the village and the community. Therefore, we can be in contact with the community. In the villages, we are related to the use of the village fund budget. Besides, in the community, we give information about, for example, taking the law into one’s own hands...” (Interview, Herwatan, SH., December 2023)

“There are many activities such as *Jaksa Masuk Sekolah* and *Jaksa Menyapa* at RRI. Then we also have low enlightenment, which targets the community from the district to the RT level. Either we organize it ourselves or sometimes we are invited as resource persons. Yesterday, we also went to the *Kelurahan*; coincidentally, one of the staff at Intel in his village was experiencing community turmoil or conflict due to cases of persecution or domestic violence, and we were invited as a resource person.” (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

As a law enforcement institution, the

D.I.Y High Prosecutor’s Office is staffed by qualified, experienced prosecutors. Capitalizing on this, *Penkum* implements programs with a direct contact with the community to provide understanding, knowledge, and insight into the law. *Jaksa Masuk Sekolah*, *Jaksa Menyapa*, and *Penerangan Hukum* are routine programs that interact directly with the community. People can now provide feedback through questions or responses, not only hearing or seeing. Questions and responses from the community becomes an evaluation material for further program implementation. This feedback from the community can also measure community interest and involvement in the program. Finally, a conclusion can be drawn about the needs of the community regarding law to meet by the D.I.Y. High Prosecutor’s Office.

Innovating is also one of the public relations missions of the D.I.Y High Prosecutor’s Office. Through the *Penkum* Section, other divisions are given facilities to show their commitment to the community. For example, the Civil and State Administration Section has the *Suluh Praja* program. There is also an Intelligence Division with a program of *Jaksa Peduli Difabel*. There is also a pure creation of *Penkum* called *Jaksa Ginem*. This inter-sector program results from collaboration with the *Penkum* Section, which aims to increase community participation and awareness. These programs may not yet exist in

other work units and are an added value for the public relations of the D.I.Y. High Prosecutor's Office. This kind of innovative program needs to be developed if it can attract public attention and participation, as expressed by the following Public Relations Officer:

"As for the *Penkum* innovation, it is a container; the innovation from each field is all we have to facilitate. Like in *Datun*, there is *Suluh Praja*. Then, there is also supervision. *Penkum* itself also makes *Jaksa Peduli Difabel* and *Jaksa Ginem* program." (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

It doesn't stop there; *Penkum* opens up as much space as possible to absorb people's aspirations, become a source of information, and connect institutions with the community. *Penkum* provides a hotline, WhatsApp, Social Media Direct Messages, and website channels to answer public questions. It also functions as a public information service medium, making it easier for people to get information from the distance. *Penkum* also facilitates the public's complaints or reports regarding the Prosecutor's Office employees' criminal acts or disciplinary violations. This effort can bring the community closer to the D.I.Y High Prosecutor's Office. Information about the law is easily and quickly obtained through the channels provided. It is also a form of transparency and increasing community involvement to monitor every action of the D.I.Y. High Prosecutor's Office employees in carrying out their duties, as

expressed by the Public Relations Officer as follows:

"We receive reports directly to the office, but there are also many online reports. We have a hotline; there is a public information service channel, a channel about receiving complaints from the public, and then on the website channel, it is even complete. There, we also contact each field that has service innovations. Then, there is WhatsApp hotline number, too. There is also a reporting channel related to employee discipline. There are many channels that we provide. We respond via Instagram DM and answer immediately and through comments." (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

Penkum of the D.I.Y High Prosecutor's Office seeks to build the institution's image by broadcasting performances, positive activities, and specific achievements to the public. Hubbard defines public relations as "good work must be well publicized" (Formentin & Spaulding, 2022). *Penkum's* Social Media Management Officer said:

"Apart from performance, usually leadership activities, inter-institution/institution relations activities. Entertainment content is rare."

"From Facebook, Instagram, Twitter, Tiktok and the Website. For YouTube, usually for activities that are large in nature." (Interview, Beti Monaris, A.Md., December 2023)

Through various platforms available, *Penkum* of the D.I.Y. High Prosecutor's Office can adjust the types of content according to their objectives. YouTube and Tiktok are very suitable for video content, such as the activities of *Jaksa Ginem*, *Suluh Praja*, *Jaksa Menyapa*,

and others. Meanwhile, Instagram, Facebook, and Twitter are more flexible for videos, images, or photos. Through social media platforms, such as Facebook, Instagram, Twitter, TikTok, and the Website, *Penkum* publishes various activities and performance achievements of the D.I.Y High Prosecutor's Office. The publication method through mainstream media is still one of the choices. However, with social media, Public Relations and Social Media Management Officers can be creative with new ideas in processing images and video editing. In essence, social media makes publication more efficient.

Unexpected events, news, and issues, especially those that are negative, pose a threat to reputation. The D.I.Y High Prosecutor's Office is not immune to such things. As stated by the Head of the *Penkum* Section:

"Once, about seven months ago, there was news about a Prosecutor's Office employee committing fraud against an auction at the Prosecutor General's Office. Even though there has never been an auction at the D.I.Y High Prosecutor's Office..." (Interview, Herwatn, SH., December 2023)

Such news above develops into a crisis if not effectively managed. A problem is an unexpected event with a low probability but a significant impact on the organization (Hinsberg & Lamanna, 2023). The head of *Penkum* Section realizes that inviting people not to believe negative news is not easy, yet

with the influence of mass media, it has become more rational. The head of *Penkum* Section, and Public Relations Officer, explained:

"...so we counter through social media to urge people not to believe the promises of someone claiming to be a Prosecutor's Office employee. In addition, some media report that this is not true because the Prosecutor General's Office has never conducted an auction." (Interview, Herwatan, SH., December 2023)

"If there is negative news, we usually counter it by massively reporting positive activities about the office so that the negative news fades gradually, and we also mobilize journalist friends by providing positive news so that negative news can be covered." (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

Responding to the incident at the D.I.Y High Prosecutor's Office, collaboration with the mass media becomes essential. Not only does it help convey correct information to the public, but the role of mass media is also needed when clarification is not enough to resolve and eliminate problems. The role of journalists in taking new points of view gives people a second opinion in perceiving an issue. This case will not merely disappear. Another new topic is required to reduce the previous point. The *Penkum* itself has developed a strategy with massive reporting regarding positive things regarding achievements or performance achievements. One day, the D.I.Y. High Prosecutor's Office may face a more challenging situation related to a potential crisis, so *Penkum* needs to strengthen

issue management as a preventive measure.

In carrying out its public relations duties, *Penkum* faces challenges. Many things influence the effectiveness and productivity of *Penkum*. Human resources and budgets are classic problems often encountered in regional-level institutions. In many Prosecutor's Office work units, activities are usually not covered in the budget, where each year's budget has a value determined for mandatory program needs. Apart from that, the limited number of Public Relations Officers is another challenge, but this is still being improved, considering that Public Relations Officers are a relatively new position in the Prosecutor's Office. Human resources and budget are also challenges for implementing public relations at the D.I.Y. High Prosecutor's Office. The Head of the *Penkum* Section must be able to work around these limitations so that they do not impact public relations performance too much.

The first is the problem of limited human resources. The number of Public Relations Officers in the Prosecutor's Office is still not many because it is a new functional position. Overcoming this, the D.I.Y High Prosecutor's Office chooses personnel familiar with social media or with journalism skills to be placed in the *Penkum* Section, even though some personnel do not have a public relations education background. However, the reason for

education does not make them work arbitrarily.

With the commitment and work patterns built, programs can run according to plan. The speakers conveyed this fact:

"I'm from economics, but I just happen to like photography and videography. Therefore, it fits in at *Penkum*." (Interview, Beti Monaris, A.Md., December 2023)

"In the context of D.I.Y High Prosecutor's Office, the challenges in *Penkum* that we encountered were first regarding human resources. The number of activities from D.I.Y High Prosecutor's Office, both routine and incidental, is recently increasing. That is the difficulty of personnel to divide into these activities ..." (Interview, Herwatan, SH., December 2023)

"So far, it may lack of personnel because there are still few Public Relations officers in the Prosecutor's Office..." (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

The number of *Penkum* personnel is also not proportional to the increasing number of official activities. In response, a special coordination team comprised of *Penkum* personnel, protocol, and representatives of the divisions. If many actions must be covered and published simultaneously, the team from the regions is tasked with making documentation forwarded to the *Penkum* team. With synergy between divisions, public relations productivity will remain optimal even though there is no Standard Operating Procedures (SOP) as a guideline. This is expressed by the Public Relations Officer as follows:

"Then, we also coordinated with the protocol, and the term became one unit

with *Penkum*. There is a group of Protocol and *Penkum*, so there are official activities, especially the leadership's activities, or if it has been represented, we already know. Therefore, collaboration with the protocol is patterned and systemized, so a week before that, we already knows the leader's activity schedule. So, without having to be ordered, it usually works. And we also have another group, called the creative team, now in the creative team that commands *Penkum*. There is a forum for each field; a liaison is appointed who is tasked with sharing activities, performance or information that must be published" (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023)

SOP will help carry out activity documentation as public relations production material for social media. If there is no SOP, personnel will only depend on orders from leadership or usual coordination patterns and will encounter problems if one of the personnel is absent. With SOP guidance, any personnel involved in documentation activities will avoid doubts and confusion about their duties. Likewise, if there is a change in personnel, the SOP will help the new personnel adapt to the tasks they have to carry out.

The second challenge is the budget, where the public relations budget allocation has been determined in the annual DIPA. The opportunity to improvise or meet incidental needs is minimal. The budget did not include some fundamental elements, such as the need to mobilize mass media. Meanwhile, the persuasive role of mass media is vital when negative trends emerge in society. D.I.Y. High Prosecutor's Office of Law

and Justice is less likely to develop relationships with the media crew. A *Penkum* Section Head's creativity is required to respond to this problem.

The accuracy of the *Penkum* Section Head and team in allocating the budget is very crucial.

Penkum must meet activity targets with budget availability while still paying attention to incidental needs. *Penkum*'s operations will run well if this can be done, as happened to the D.I.Y High Prosecutor's Office. *Penkum* of the D.I.Y High Prosecutor's Office is not lacking in fostering relationships with the media crew. However, it is still at a low level of intensity, as in the following excerpt from the head of

Penkum Section's interview:

"...no matter how good a person is, it will be like running if there is no budget. This means that even though we have many activities and opportunities to showcase the performance that has been achieved, the lack of budget will be challenges. Our partners outside who are both looking for work will certainly not volunteer to contribute to us with their capital. This means that cooperation with partners must be mutually beneficial..." (Interview, Herwatan, SH., December 2023)

From this research, there are still other alternatives to improve the quality of the public relations products of the D.I.Y High Prosecutor's Office, as in the following quote from the statement of the Public Relations Officer:

"Then, if public relations may be related to infrastructure, facilities need to be upgraded so that the results or quality are better because IT continues to develop.

Table 1 SWOT Analysis Matrix of the D.I.Y High Prosecutor's Office

Internal Strength (S)	Weakness (W)	
	Opportunity (O)	
<p>A good reputation in the performance of law enforcement, both Special Crimes and General Crimes and social society, has superior human resources in the field of law as a reliable source of public review, has formed a unique team of collaboration between divisions that support public relations activities to be more effective.</p>	<p>The number of personnel is not proportional to the number of activities that impact effectiveness, budget limitations that affect the ability to strengthen the role of public relations and lack of training and development programs for Penkum staff.</p>	
	<p>1) Innovation of public relations programs that have the potential to be optimized, 2) maximizing MoUs with RRI or other institutions in increasing the productivity of public relations, 3) strengthening relations and cooperation with the media to manage both positive and negative issues to maintain the image of the institution.</p>	
External Threats (T)	ST	
	WT	
<p>1) Potential crisis due to negative issues that can threaten the institution's image if not handled quickly and effectively; 2) the emergence of negative perceptions due to lack of public understanding of institutional policies that are not socialized optimally.</p>	<p>1) Creating Standard Operating Procedures (SOP) and appointing special officers to respond to and manage negative issues; 2) utilizing websites, social media, and face-to-face activities in socializing institutional policies or decisions, especially in handling cases.</p>	
	<p>1) Involve Prosecutors from other divisions who are competent as fillers in superior programs and other Penkum programs, 2) utilize the Penkum and Journalist WA groups always to exchange information and maintain communication, 3) include Penkum personnel in public relations training programs in collaboration with the Provincial Government or other institutions.</p>	

Source: Researchers' data, 2023

Then, maybe more frequent technical guidance or training on public relations is held, because it is still rare. Maybe, we also need a comparative study of TV stations. That's the same; the leaders may block our creativity because the mouth of the policy or decision is at the leaders or must be bureaucratic" (Interview, Dhimas Yudi Aryanto, S.Sos., December 2023).

The equipment dramatically influences the quality of public relations products in visual images and videos. Photography and

videography support equipment, such as camera bodies, lenses, and other accessories are constantly undergoing development. For this reason, the renewal of journalistic equipment and editing software is needed to improve the quality of public relations products shared on social media and websites. On the other hand, *Penkum* personnel also need to upgrade their skills and knowledge in public relations. Through technical guidance, workshops, or

training, the ability of Public Relations Officers and Social Media Management Officers will always increase to adapt to technological developments.

Table 1 below shows the opportunities and challenges in the implementation of public relations activities of the *Penkum* of the D.I.Y High Prosecutor's Office. From the description previously presented, the researchers summarize the influential factors, both internal and external, into a SWOT analysis matrix. The matrix includes SO (Strength/Opportunities) strategy: take advantage of opportunities; ST (Strength/Threats) strategy: avoid threats; WO (Weakness/Opportunities) strategy: introduce new opportunities by reducing weaknesses; and WT (Weakness/Threats) strategy: avoid threats by minimizing weaknesses.

CONCLUSION

This research concluded that *Penkum* of the D.I.Y. High Prosecutor's Office has carried out the public relations process with stages that follow the theory of strategic public relations management by Cutlip, Center, and Broom. The four stages include 1) mapping the situation and strategy, 2) program planning, 3) program execution, and 4) evaluation.

The first step is to look at the availability of the budget in DIPA. From the available budget,

the team determines the number of activities in a year through meetings. The budget is allocated to various agreed activities according to the needs. The second step is to plan the public relations program, usually in the form of an activity plan. The activity plan contains the objectives, number of participants, date of implementation, themes/materials, reasons, and designated officers. The third step is to carry out public relations activities. Based on the warrant, the team communicates and coordinates with the target to ensure the readiness of the activity implementation.

The last step is to make a report to the leadership. The report contains a chronology of activities and is equipped with an analysis of the challenges faced. Under the "Strength-Opportunity" strategy, *Penkum* of the D.I.Y. High Prosecutor's Office increase the portion of innovative programs on social media, such as *Jaksa Peduli Difabel*, *Jaksa Ginem*, *Suluh Praja*, and others. Besides, they do broadcasting live-streaming programs on social media or working with broadcasters to gain audience reach. Further, they increase the quantity of *Jaksa Menyapa* programs broadcast via radio and live-streaming RRI because there is already a MoU between the Prosecutor's Office and RRI. Finally, they increase press gathering activities, coffee morning, and similar activities with media crews to maintain harmonious and

mutually beneficial relationships.

In terms of “Weakness-Opportunity” strategy, they involve prosecutors from other divisions who master certain materials as performers in the *Penkum* program will make the information ore factual. Besides, they utilize the WA Journalist groups to exchange information and communicate as an alternative to the limited budget for press gatherings. They also include *Penkum* personnel in public relations training programs in collaboration with the Provincial Government or other institutions.

Under the “Strength-Threats” strategy, they create a Standard Operating Procedure (SOP) and appoint a special officer for negative issue management to minimize confusion in taking steps on potential crises. They also utilize the website, social media, and face-to-face activities to socialize policies related to the public, especially case handling, so they do not only rely on news through the mass media.

In the “Weakness-Threats” strategy, they maximize collaboration with other divisions to overcome the limitations of *Penkum* personnel in documentation activities. They also involve the role of active employees in social media to increase the effectiveness of socializing policies and regulations or to answer issues that develop within the community.

This research provides several recommendations based on the theory of the

Four Steps of the Public Relations Process and SWOT Analysis to strengthen *Penkum*’s role in the years ahead. Increasing activities that directly involve the community can increase positive public attention to the institution. Exciting programs, such as *Jaksa Peduli Difabel*, *Jaksa Ginem*, *Suluh Praja*, and others can be optimized face-to-face or by utilizing communication and information technology.

Establishing SOP and appointing special officers to manage issues will prevent crises from occurring. SOP can minimize confusion in taking action to handle issues, especially regarding the institution’s image. Besides, strengthening collaboration with the mass media is an essential key to delivering information. A good partnership can benefit both parties; the D.I.Y High Prosecutor’s Office can publish accurate and sympathetic information, and the mass media can obtain credible and fast news sources. Further, they can add and update facilities and infrastructure to improve the quality of public relations production. The latest photographic and video graphic equipment, such as cameras, microphones, tripods, gimbals, drones, and editing devices, significantly affect the quality and effectiveness of documentation output. In addition to involving personnel in technical guidance, training, and workshops organized by the Prosecutor General’s Office, the leadership can seek other alternatives through

cooperation with the provincial government or other institutions.

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