

O papel da relação pública do Ministério do Comércio na lidar com a crise do tempo de habitação em 2015

The role of public relation of the Ministry of Trade in handing the crisis of dwelling time in 2015

El papel de la relación pública del Ministerio de Comercio en el manejo de la crisis del tiempo de vivienda en 2015

Recebido: 28/08/2019 | Revisado: 02/09/2019 | Aceito: 03/09/2019 | Publicado: 04/10/2019

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Resumo

As metas da empresa podem ser alcançadas se uma empresa tiver uma boa gestão, reputação e comunicação eficaz dentro dela. A boa gestão da empresa não é meramente acontecer dentro de seu escopo interno, mas deve ser acompanhada pelo escopo externo. Basicamente, a administração da empresa queria que a empresa funcionasse sem problemas, sem qualquer crise gerencial. A relação pública tem um papel muito importante quando a crise gerencial é vivenciada por uma empresa. Assim, este trabalho tem como objetivo conhecer o papel da relação pública no enfrentamento da crise do tempo de moradia em 2015. A metodologia utilizada neste trabalho é a metodologia qualitativa, utilizando a entrevista como ferramenta de análise. O resultado mostrou que a relação pública do Ministério do Comércio é boa o suficiente para desempenhar seu papel de lidar com o caso do tempo de moradia, conectando

e esclarecendo o problema. Também a relação pública do Ministério do Comércio foi feita um refinamento interno, isolando os problemas.

Palavras-chave: relações públicas; relações públicas do governo; crise.

Abstract

Company goals can be achieved if a company has a good management, reputation, and effective communication within. Good company management does not merely happen within its internal scope, but it should be walked together with the external scope. Basically, company management wanted the company to run smoothly without any management crises. Public relation has very important role when the management crisis is experienced by a company. Hence, this research has objective to know the role of public relations in handling the crisis of dwelling time case in 2015. The methodology used in this research is qualitative methodology by using interview as the analyzing tool. The result showed that public relation of the Ministry of Trade is good enough in running its role in handling the dwelling time case by connecting and clarifying the problem. Also, the public relation of the Ministry of Trade has been done an internal refinement by isolating the problems.

Keywords: public relation; government public relation; crisis.

Resumen

Los objetivos de la empresa se pueden lograr si una empresa tiene una buena gestión, reputación y comunicación efectiva dentro. La buena gestión de la empresa no se produce simplemente dentro de su ámbito interno, sino que se debe caminar junto con el ámbito externo. Básicamente, la administración de la empresa quería que la empresa funcionara sin problemas y sin ninguna crisis administrativa. La relación pública tiene un papel muy importante cuando una empresa experimenta la crisis de gestión. Por lo tanto, este documento tiene el objetivo de conocer el papel de la relación pública en el manejo del caso de la crisis del tiempo de vivienda en 2015. La metodología utilizada en este documento es la metodología cualitativa utilizando la entrevista como herramienta de análisis. El resultado mostró que la relación pública del ministerio de comercio es lo suficientemente buena para desempeñar su papel en el manejo del caso del tiempo de vivienda al conectar y aclarar el problema. También la relación pública del ministerio de comercio se ha hecho un refinamiento interno al aislar los problemas.

Palabras clave: relación pública; relación pública gubernamental; crisis.

1. Introduction

The Ministry of Trade has role concerning on trade sector. It has function to help the President operating the state governance, such as implementing the trade policy, managing the property or state wealth, monitoring the implementation, doing technical orientation and supervision against the administration of affairs in regions and performing technical activity in national scale. In 2015, media reported on the dwelling time issue which tripped the Ministry of Trade and became one of the responsible parties. On July 31st, Liputan 6 news announced the chronology of dwelling time case, the long duration of containers stevedoring in Tanjung Priok harbor in North Jakarta made Joko Widodo disappointed. Since his first until his second visit to Tanjung Priok, there was no refinement on stevedoring yet. The institutions related to the practice of dwelling time were throwing responsibility on each other, started from Pelindo II, The Ministry of Trade, Customs and some other institutions that did not want to be blamed. Most of them felt that the long process on stevedoring in Tanjung Priok harbor was not their fault (Gideon, 2015). Tempo.co also reported that Metro Jaya regional police was checking up the Ministry of Trade office in Gambir, Central Jakarta. The delay in dwelling time was started from the licensing problem that has procedural incompatibility in pre-clearance stage (Tempo.co, 2016).

The news in media on the dwelling time case made the division of public relations in the Ministry of Trade do some actions to face the crisis due to fix the image of the Ministry of Trade itself. Hendriawan, as interviewed on 25 April, 2017, stated that the dwelling time issue could trigger the bad image of the Ministry of Trade. The role of public relation as the bridge to connect between a company and public was expected to help fixing the problem. Thus, public could understand, accept and cooperate if there is a problem related to the public necessity. Public could help the management system by giving an early notification for a company to anticipate the possibility of crisis in the future. The role of public relation also help the organization and public to adjust one and another and help the group of people within an organization could work well together (Nova, 2009).

According to Nova, the strategy of public relation was community involvement. Community involvement appeared to make social contact with a certain community group due to maintaining the community relations with the organization party (Nova, 2011). Ruslan added that giving information or getting public attention was also the public relation strategy in creating the image, thus it is hoped to obtain response in the form of positive image (Ruslan, 2002). Therefore, this research aimed to analyze how the role of public relations of the Ministry of Trade in handling the crisis toward the dwelling time case happened in 2015.

2. Literature Review

The main theory used in this research is attribution theory which derived from the psychological field. This theory applied as the research guidance of crisis communication (Coombs, 2007). Attribution theory, according to Bernard Weiner, has characteristic to look for the cause of a problem. While the term of crisis refers to something unpredictable and has

negative characteristic (cited in Coombs, 2007) Thus, attribution theory could be used in the field of communication, especially on the crisis communication research. This theory also used as the foundation to see the influence of public attribution on public penalization behavior toward the other party.

Timothy Coombs stated that communication done by public relations as the representation of a company in crisis era is needed as an exact strategy in doing public communication. This strategy is known as crisis communication which adjusted with the analysis result from the crisis and the public, hence an effective and good action in running the management crisis could be taken. Coombs also added a generic strategy in running the crisis communication (cited in Wilcox, Cameron, & Reber, 2014), such as;

1. Attack the accuser.

In this strategy, the company claimed that the crisis has happened or is being faced by a company. However, the fact said the opposite way until the dispute is appeared.

2. Denial

The company explained that there is no crisis.

3. Excuse

The company would minimalize its responsibility on crisis. All of the attention that aimed at the company is attempted to be rejected. The company also claimed that they did not have any control against the issue that caused the crisis. This strategy is often used while there is a natural disaster or product tampering.

4. Justification

The crisis was minimized by a statement that there is no serious trouble or victim. Justification is often applied on the crisis which caused by industrial accident.

5. Ingratiation

Ingratiation is an action to soothe public attack. The consumers will be given a coupon or the company will make a donation as contribution for public.

6. Corrective action

Corrective action is a stage taken to fix the trouble caused by crisis and to prevent if it may happen again.

7. Full apology

The company takes responsibility and apologizes to public, along with giving compensation in the form of money on the trouble caused by the company.

As cited in (Nova, 2011), Robert P. Powel in his book entitled *Crisis: A Leadership Opportunity* stated that crisis is an unexpected event that has a dramatic effect which sometimes has never happen before. It positioned an organization in trouble and has potential to destroy the organization without any real action. Crisis does not have limitations and can happen anywhere, anytime and in every organization, including profit and nonprofit, public and private. Crisis is attacked when an organization stops finding the problem caused by the environment around them. Crisis is an event that influencesssss the whole organization. If there is only a small and isolated problem within an organization, it is impossible to be a big crisis. A big crisis itself refers to a crisis which cannot be really related within the

organization walls. A crisis can be said as crisis if it is known by public and caused the negative perspective toward a company, organization, or someone's image (Nova, 2009).

A crisis consultant from the United States of America, Steven Fink, has been developing the concept of crisis anatomy in four stages that connected to each other and form a cycle. The duration of each stages depends on some variables. Sometimes these four stages are having a short duration, but sometimes need long duration (Ruslan, 2005). These four stages are described below;

1. Prodromal

A big crisis usually started from a small crisis as an early indication of the actual crisis. In this stage, the sign or indication has been known, but there is no serious response or a certain action to handle.

2. Acute

If the pre-crisis is not detected and no direct action, then it will cause a more fatal problem. This stage is the intermediate stage which has a shorter time than the other stages. But, one of the big difficulty in facing the crisis in this stage is the intensity and speed of the upcoming attack from various parties. The speed itself is defined by the type of crisis that hit a company and an organization, while the intensity is defined by the complex problem. Even though this stage is only last for a while but it is the most tiring stage to handle.

3. Chronic

Chronic stage is the stage of image recovery. It is an effort to take back people's trust. This stage is last for quite long depending on the type and form of crisis. An introspection on why and how the crisis can be happened is done in this stage. Moreover, chronic stage defines the success of a company passing the crisis.

4. Resolution

This is the final stage of the fourth stage. In this stage, a company or an organization that involved in the crisis will rise again as it is before. After going through the refinement and recovery of the production system, services, management structuring and operationalization process, a company will think about the way to clean and promote the company's name in public. While for public relation practitioner will be more ready with the crisis management tips to anticipate similar problem in future.

Dwelling time is the total time duration of container spend in temporary stockpile terminal in a harbor since it is unloaded from the ship until imported outside the terminal. In supporting the government program, an integrated effort is needed to accelerate the goods stream through Belawan harbor and reduce the logistic charge. Dwelling time has been used as one of the measurement tools for the success of government programs. Dwelling time also divided into three steps, namely;

- Pre-Customs Clearance

The time needed due the container is unloaded from ship until the importer submitted the notification of the imported goods to customs.

- Customs Clearance

It is the time needed from the acceptance of imported goods notification until the issuance of the approval goods export by customs.

- Post-Customs Clearance

The time during the approval of goods export until the disbursement of imported goods from the temporary stockpile terminal.

3. Methodology

Bogdan and Taylor as cited in Iriantara (2008) stated that research methodology is a research procedure which produces descriptive data in either written or unwritten words from observed people and their behavior. Qualitative methodology is a certain tradition within social sciences which fundamentally depend on human observation in their area and relationship with people around them, in language and terminology (Iriantara, 2008). Hence, this research used descriptive qualitative methodology as the methodology by using interview as the analysis tool.

The interviewee is chosen using a purposive technique by choosing certain people who considered as the representation of the short level of significant and the procedure of hypothesis test (Rakhmat, 2005). The interviewees who involved in this research are divided into two, the internal and external interviewees. The internal interviewees are consisting of Wiji Astuti as the head of subdivision of news monitoring and analyzing and Toni Hendriawan as the head of subdivision of public relations information service. While the external interviewees are obtained from media which reported on the case, including Kompas TV and Rilis.id.

This research focused on the role of public relation of the Ministry of Trade in handling the crisis on dwelling time case in 2015, therefore the writers arrange the research focus as seen in Table 1 below;

Table 1. Research Focus

No	Theory	Element	Evidence
1.	The role of public relation in handling the crisis	The steps of handling the crisis	<ul style="list-style-type: none"> - Crisis Identification - Crisis Analysis - Crisis Isolation - Crisis Strategy
		The action	<ul style="list-style-type: none"> - Press Conference - Press Briefing - Special Event - Press Launched

			- Media Visit - Press Interview
		The communication technique	Formal or informal

Source: Own study, 2017

4. Result and Discussion

The Ministry of Trade is a government agency which has authorization dealing with domestic or foreign trading. Furthermore, the Ministry of Trade also should create an order of activities dealing with objects or services transaction either domestic or foreign trade. As a government agency, the Ministry of Trade can accommodate and organize information from the institution or individuals concerning trading. The Ministry of Trade is being led by a minister named Enggartiasto Lukita. In this research, it will be discussed the role of the Ministry of Trade's public relation in handling the crisis toward dwelling time in 2015. Afterward, the discussion will be related to the theory used and the interview results.

Attribution Theory

The attribution theory is the main theory used in this research which is dealing with psychology. This theory is considered to be used to solve the problem causes, especially for the dwelling time crisis in 2015. In this attribution theory, it can be seen how much the public attribution toward attitude is punishing the public to be responsible for the crisis. Thus, this reason is relating the crisis with attribution theory, as;

“The main characteristic from attribution theory as explained by Bernard Weiner is the necessity of individual in looking for the cause of problems. Otherwise, the key of such crisis is that cannot be predicted and has negative characteristic (in Coombs, 2007). Thus, attribution theory can be used in the communication field especially in crisis communication research. This research is applied attribution theory as basic to see the influence of public attribution on the behavior by punishing public as the party responsible for the crisis.”

Government Public Relation Theory

The Ministry of Trade has been performed its roles such as bridging the company while having a crisis between the division and society or public, clarifying the cause of problems, isolate the problems and discharging the officials who indicate in the crisis. Furthermore, the government's public relation has been implemented its function as public relations under public relations theory such as secure the government policies, provide service and spread the message or information dealing with policies and national work program to the public. Moreover, the ministry has already become the communicator as a proactive mediator in bridging the institution's interest in one party, as well as accommodate aspiration, and on the other side noticing the public desires. By the role of public relations as the bridging in

press conference, press briefing, special event, press launched, media visit and press interview, so therefore the problem will be disappearing by itself.

The government's public relation absolutely difference with public relations in private companies or profit. The government's public relation performs the same responsibility such as promotion and advertising. However, it is more concern on the public services or for increasing public services (Ruslan, 2011). Thus, that is become the main differences between function and task of public relation in the government institution and non-government institution. The function of public relation has big influence to bridge the information which is come dealing with crisis problems especially crisis happened in the Ministry of Trade.

Crisis Theory

The research shows that in the Ministry of Trade, they been performed crisis management steps as well as its activities. The steps performed such as crisis identification, crisis analysis, crisis isolation, and crisis strategy. Afterward, the Ministry of Trade has been performed activity in crisis management as like press conferences, special events, press launched, media visits, and press interviews. In this crisis step, absolutely each company would not involve in the crisis. However, there must be some obstacles that triggers the crisis happened in government institution. Four steps should be done in crisis management:

- a. Crisis identification
- b. Crisis analysis
- c. Crisis isolation
- d. Crisis strategy

The Ministry of Trade has been performed those four crisis management. As quoted in (David, 2004) which states that crisis cannot be predicted, and thus the best way to solve it is by making steps or planning to solve the crisis.

5. Conclusion

The conclusions of the research conducted are as follows:

1. The public relation has implemented its roles by bridging the crisis and clarified the problems exist.
2. The public relation of Ministry of Trade has been performed improvement internally by isolate the problems.

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