

The Public Relation Strategy of Indonesia Police in Elevating Good Image Through Media Relations

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ABSTRACT

This research aims to describe the media relations strategy which is implemented by Public Relation of POLRI in order to increase and elevate the institutional positive image and complemented with media people perception on it. Taking Structuration theory as theoretical framework which is focus on the public relations strategies this research was accomplished. This study used mixed-methods, based on multi-method collecting data to catch wholeness and holistic description along with the natural setting-related context. The researcher interviewed the PR Division of POLRI which has been involved in the activities and understanding the trifle in detail the activities and matters, formally and informally. And the respondents of a survey on media were selected based on the official data base, are the media have involved and engaged with POLRI, at least in one-year engagement since this research was taken place. Based on the analysis data this research found that the PR Division has been divided and stated the goals, objectives in short-term, middle-term and long-term range of planning as the general schema of PR strategy, involving the basic principles of values in the media relation activity, since this has been considered as the most effective way to keep their best image, position, power, in relation with every agent, even their super power and domination as the structuration and encounters, it could be cause of their history and future graph in the society, they deliberate it still in a mutualism symbiosis, balance and proper tradition or manner. Media consider the Police's(POLRI's) image is positive.

Keywords: Public Relations Division of Indonesia Republic Police (POLRI), Positive Image, the Indonesia Police Institution

INTRODUCTION

Research Background

Government institutions are concerned with the interests and public welfare. Related to this matter, it takes Public Relations (PR), either as a division/department or practitioner who responsible to establish, build, and maintain institutional relationships with the public then it is not wonder if PR become something that cannot be negotiable, to carry out their duties and build constructive relationships with the stakeholders as media and other agents such as NGOs, and common public. The Police of the Republic of Indonesia (POLRI), one of the institutions of Indonesia government which carries out the duties of maintaining public order and security, upholds the law, provides protection, guidance and service to the community (Ministry of Justice and Human Rights of the Republic of Indonesia, 11 April 2017). The Gallup World Poll survey shows that Indonesia was on first rank in terms of public confidence in the government, which is considered reliable, fast, responsive, fair and able to protect the community (Fabian January, 19 July 2017).

The importance of PR to POLRI institution, particularly in maintaining institutional relations, neutralizing negative opinions, enhances the institution's positive image, make this institution including publicly highlighted negative cases, such as illegal levies and other pervasive negative events and also reported in various national media for example. This is in line with Averill's (1997 in Iriantara, 2005) belief that PR is an effective and efficient tool for building, maintaining media relations for various institutional goals, whether short, middle or long term. Media relations is considered as the driving factor in media coverage which often triggers positive-negative news, including about government institutions (POLRI). Especially with the evolving and widespread system of communication and information-based digital system which continues to grow, the internet is connected with individual information communication devices, and it must be admitted that contributes significantly to changes community and people communication systems, including in overseeing and dealing with government institutions.

Looking at the existing research, it still has not found a research that focuses on media relations with mixed-methods and multi-method

approach, that examines how media relations activities conducted by PR of POLRI. This research seeks to present social construction that occurs in the field qualitatively which is also supported by quantitative data from survey on media people related to the focus of this research.

The Statement of the Problems

The statement problems (research question) that formulated by the researcher of this study are,(1) How is the strategy of Public Relations Division of POLRI in improving positive image through media relations activities?, and (2) How do the media people respond to media relations activities have been conducted by Public Relations Division of POLRI?

LITERATURE REVIEW

Structuration Theory

Structuration theory is constructed by concepts of “structure”, “system” and “duality of structure”. Structure usually is understood as a creation of patterns of social relations or social phenomena. The main proposition of the theory is the rules and resources involved in the production and reproduction of social action as well as the means of reproduction of the system (the duality of structure). In use, rules are more or less the same as habits/routines. The rules are merely the habits of a person, part of a routine that is considered and positioned as important in social life (Giddens, 2010: 29-31).

Structure is a rule and a resource or set of changes in relations or relationships, organized as the completeness of the social systems. The structure, relationships or relationships are reproduced among actors or as a whole, organized as social practices, from which formation will be formed, in which conditions govern the repetition or change of structures and are therefore reproduced continually on the social systems. The composition between agents and these structures is not two separate sets of phenomena, or a dualism, but represents a duality (Giddens, 2010: 39). According to Giddens, the duality of structure is always the main foundation for the repetitions in social reproduction throughout space-time (2010: 42).

Structuration theory seeks to explain the unexpected process-effect of creating other norms, rules and social arrangements that limit or influence future actions. Structure continues to occur in all social systems. Structuring itself occurs when members of the organization

act in accordance with the organization's decision (the reception). The formal arrangement of an organization is a place where individuals communicate one another (a center of structure). First, it covers all aspects of organizational life in which people make decisions and choices that limit what can happen in the organization. Second, formal codification and decision notices and options—place of implementation. Finally, structuration occurs when the organization's members act in accordance with the organization's decision (Littlejohn, 2009: 375).

In addition to organizational structure, organizational climate can also arise from the structure, and it is non-static (Littlejohn, 2009: 376-378). Poole and McPhee (2001) define a structured organizational climate as a collective attitude that is continually generated and reproduced by member interactions. Organizational climate is an organizational pattern that determines the emergence of motivation and focuses on perceptions that can have a direct influence on the performance of members of the organization (Wirawan, 2007: 122).

Strategy of Public Relations of the Government and Media Relations, and Image

Strategy of Public Relations of the Government and Media Relations Strategy according to Johnson, Scholes and Whittington (2008), is the direction and scope of an organization in the long term, achieving excellence in an environment through the configuration of resources and competencies with the goal to meet the expectations of stakeholders, De Witt and Meyer (2004) illustrate the strategic dimension (see chart 1). They describes that the context of the strategy start with the objectives of the organization being executed in real or flowing planning in the process. Finally, considering and deliberating the content or content of the strategy that includes the outcome of the strategy activity (Sari, 2012: 115).

Public relations is basically a management function in building and maintaining positive image of the agency through two-way communication with the public. Institutional image is a track record of the history and achievements of institutions. Therefore, PProf government plays an important role in establishing image of the institution (Komarudin, 2014: 13). The government's public relations strategy constructs the development of internal and external relations, inter-agency meeting organizers, non-discriminatory agencies, inter-agency coordinators, government information providers, organizers

of government agencies, mass media, public empowerment, public facilities and infrastructure management, forming positive image, disseminating government information (Komarudin, 2014: 13).

The activities of government PR are two types, namely modern and traditional. However, one of the most frequent activities is media relations. According to the former PRO University of Winconsin-River Fall, Barbara Averill, media relations is just one part of PR, but it can be very important and efficient tool to compile a message that make great strides toward the success of the program (Iriantara, 2011: 32).

Media relations can be interpreted as part of the external side that may fosters and develops good relations with the media institution as a mean of communication between the organization and the public to achieve organizational goals. Media relations developing to realize corporate responsibility to the community as a whole (Iriantara, 2011: 32). In practice, media relations activities have stages of the process are planning, implementation and evaluation. **Planning** is basically an attempt to make things happen or not happen in the future, short, middle and long term. In this planning, a PR needs to conduct media relations audit. Stages in the process of media relations audit planning are (1) Internal Organizational Environmental Analysis (2) and SWOT Analysis (Iriantara, 2005: 47-60). **Implementation** of Media relations programs or activities are running with reference to pre-plans. One important thing in the implementation of the plan is to monitor whether a program is running well or not. (Iriantara, 2005: 63-67). **Evaluation**, through it a PR can find out how the effectiveness of programs/activities in achieving organizational goals. The PR evaluation as a research to determine the effectiveness of a PR program, activity or strategy by measuring the outcomes, outcomes, or impacts of programs, activities or strategies based on predetermined objectives (Iriantara, 2005: 67).

The form of media relations activities conducted by government PR according to Sarah Silver are two types of activities, the event (events) and the form of writing. Media relations activities in the form of events including Press Conference, Press Gathering, Press Visits, Media Briefing, Media Events, Media Interviews, Meeting with Editors. Meanwhile, media relations activities in the form of writing are Press Releases, Public Service Announcements, Electronic Communications, Websites (Darmastuti, 2012: 181-183).

Jefkins (1992) said that media relations is a form of media involved that allows us to get closer to the media, through (1) personal contact, (2) personal information service, (3) Anticipate possible emergency plan (Yuliana, 2014: 92). In connection with media, there are previous ways such as (1) Recognizing mediascape, (2) Knowing what media needs, (3) Knowing how the media work, (4) Compiling a media list (Iriantara, 2011: 143-163). As for the principles related to the ways of establishing good media relations, a publicist should also pay attention to some general principles, among others (1) Understanding and serving the media, (2) Building the image, (3) Providing a good copy of materials, (4) Cooperate in the provision of materials, (5) Provide verification facilities (Jefkins & Yadin, 2003: 116). To support media relations activities, there are four technical dimensions. However, in this context, researchers use only two technical dimensions, publicity and a source of mass media information.

Public Relations in government institution is establishing good relations with the media through media relations activities, of course, accompanied by the hope that the activities they run can be covered by the media honestly, accurately and properly (Iriantara, 2011: 5). The image is one of the most important assets of a corporate or government institution. The task of the government in order to form its image is to identify the image like what wants to be formed in the eyes of the civilian (Soemirat & Elvinaro, 2012: 113). The types of imagery: The mirror image, The current image, The wish image, The corporate image (Jefkins and Yadin 2003: 20-23). In the context of this discussion, the image of the organization meant equal with the corporate image.

The Strategy of PR Division of POLRI in Elevating Positive Image Through Media Relations

Currently, the civilian is increasingly brave in issuing opinions on the performance of the government including the performance of the police. They also demand information from the police be open and transparent manner. Therefore, the police need to determine its image first. In determining the image of many strategies are designed, considered and applied by. Media relations activities include activities emotionally in the form of events, then the products can use activities in writing either using print media, electronic or others. Not only that, it can be a form of personal relationship with the media, the

introduction of the media, the habits and needs of the media, providing publication of the latest news to the media and the public, becoming a reliable source of information for them (Yuliana, 2014: 92; Darmastuti, 2012: 179- 185; Iriantara, 2005: 47-60; Iriantara, 2011: 143-163). These activities occur depending on the needs required in accordance with the planning, implementation and even to the evaluation. In planning it also takes into account the suggested principles of how to build good media relations relationships by understanding and serving the media, building images, providing good copies, Cooperate in the provision of materials, providing verification facilities (Jefkins & Yadin, 2003: 116).

This is done because media relations activities are always associated with the media, in order to initiate the positive news. But often the media preach negative news, because of the market pressure and competition. Media relations activities ponder effective to form a positive image of the police. The process of media relations activities will continue to rotate in accordance with the needs undertaken by the police (see Chart 2). From the explanation we find how PR of POLRI try to improve the positive image through media relations activities. Currently, public relations practitioners in a government institution have a very important role because they serve as the liaison between the government and the public and the media. One of these government institutions is the Police of the Republic of Indonesia which has a division of Public Relations or commonly referred to as Divhumas POLRI.

Referring to Giddens, within an organization has rules which will lead to a relationship (2010: 29-31). In this case, the National Police Division also has rules that are performed by every member because indeed in an organization have rules or protocols that must be obeyed, which will bring up a relationship with its stakeholders, one of them is media. The relation has been done expectedly because every activity enacted by Divhumas POLRI is published by media.

Relationships made repeatedly will form a structure. This structure emphasizes the duality of structures and agents. Both are affected and influenced in analyzing an event. Structuration is the main foundation for the repetitions in social reproduction undertaken by the Police Division along space-time. In this study, the phenomenon that the adoptive researcher is a form of social practice in which the highlighted in this issue is the agency and structure, where the agents as PR of POLRI

and media are involved with the structure in media relations activities. So as to create a duality as a dependence or mutual relationship between agents and structures, in which agents form structures and structures involving and straight agents. The agents that formed the structure in this study were TheIndonesia Police and media, as well as media relations activities structure involving. TheDivision of Police conducted media relations activities, are including planning, implementation, and evaluation process which is driven by the rule(s) (See chart 2).

In the process of media relations activities are six dimensions of the principles of media relations activities, the form of relationships with the media, how to establish relationships with the media, the technical dimension of media relations activities, media relations activities in the form of events and writing. The six dimensions of media relations activities done repeatedly by agents, which will lead to a change in the structure of the relationship between POLRI with the media due to reproduced continuously. The structure of the relationship between POLRI and the media continues to occur in all existing social systems in Divhumas POLRI (see chart 2).

In this case, Divhumas POLRI also communicate with each other members in making decisions when doing media relations activities, because it is in an organization, especially government institutions there are communication rules that must be executed by each member. The communication and productivity in every media relations activity is influenced by the growing organizational climate which non-static, changes everyday. The organizational climate in this case is the organizational pattern that determines the motivation and focus on perceptions that can influence directly on the performance of members of the organization(Wirawan, 2007).

RESEARCH METHOD

This study uses a post-positivist paradigm using a qualitative-quantitative approach (mixed-method) that seeks media relations from the perspective of principals (agents: Public Relations of POLRI & Media Relations) involved including media perspective. The type of this research is descriptive, and using interview for qualitative research data, gathering the documents related to media relations of POLRI, and also by doing field observation-guided. For interviews, **the criteria of informant selection** are POLRI informant with characteristics as

POLRI Divine Personnel, Public Relations Division Head of POLRI Division, Karopenmas Division of POLRI, and Kabagpenum Division of POLRI period 2017. Involved in media relations activities at least 1 year (September 2017 to January 2018).

While quantitative data, which is useful as a supporter also serves as a triangulation of data and sources is a media journalists who have a relationship with PR of POLRI. The selection of respondent taken from the target of population, are (A) Members of journalists (printed, electronic and online media) who served around the Police Division's environment are 75 media in 2016, with the following details (Fitri, January 2017): (1) Print Media (Newspaper & Magazine): 25 media, (2) Electronic Media (Radio & Television): 28 media, (3) *Online* Media: 22 media. (B) Involved in media relations activities conducted by PR Division of POLRI, at least 1 year.

The sampling of this research is probability sampling technique, cluster sampling which is used to determine the sample when the object to be studied or data source is very wide (Sugiyono, 2016: 124). Therefore, the researcher classifies the media involved in media relations activities conducted by Public Relations of POLRI at least for 1 year involvement. In conducting the research, there is a period of research, starting from September 2017 to January 2018.

DATA ANALYSIS – RESULTS AND DISCUSSION

PR of POLRI: Work Pattern, Structure, Routine, Strategy, and Image The work pattern.

PR Division of POLRI has structural and functional work pattern which has been done to media, people, and stakeholders for 20 years. Based on organizational structure, there are three Sub Divisions under Head and Vice Head of Public Relations Division of POLRI. These Sub Divisions always communicate and coordinate structurally, correspond with the organizational structure in POLRI. On the other side, this division has kind of **routines** that apply everyday, such as daily briefing in the morning, weekly evaluation on Monday, work hours, communication and coordination on weekend, and other routines that have done when there is no work at all. The Division has many **strategy**, but the main strategy is doing media relations activity and followed by good performance, good achievement, and good communication.

Based on survey made by Litbang Kompas, one of credible survey institute in Indonesia, this division takes fourth position for its company image. All of them is daily routines, that has done based on organizational structure and the values with other things happened in POLRI, with many purposes, especially to build and increase and elevating institutional image of POLRI.

The Media Relations Process: Understanding, Procedure, Structure, Process, and Effect

The Division understands that they are POLRI's representative and as their key of information. POLRI is a huge organization, so it needs media relations to build a good relationship between POLRI and civilians, give an actual information with good communication to people. To achieve this goal, POLRI decided to use its member as a representatives to run three procedures such as Planning, Implementation, and Evaluating. Based on experiences, they said it is the best way to achieve the main goal. Because, there are many good impact to the institution – knowing that they have a good relationship with civilians, which makes them aware, appreciate, and care about POLRI. The Media relations that regularly held by Public Relations Division of POLRI and always using DIPA as their guidelines are press conference, press release, doorstep, press gathering, press visit, collaborations and media monitoring.

The Fundamentals of The Media Relations of PR Division of POLRI: Routines, Collaboration, Credibility, and Relations

For the work pattern of media relations, Public Relations Division of POLRI always trying to understand and serve media properly, being a trusted source of information, giving a factual, accurate, and credible information, giving a copy of materials, provide services in the form of verification, also always reporting the results of press release to media within official documents – offline and online. There are 4 copies of press release has done by The Division of POLRI.

The Division collaborate with their stakeholders in provide the materials that would be used for media relations projects. The Division has high credibility because they always give a high quality news – that suitable with the ethic codes of journalism (KEJ). That makes the Division trusted source of information for media and civilians. Every relationship built by the Division are uphold appreciation, professionalism, commitment, consistency, understanding, and good

communication. Even though, power and positioning of POLRI on relation structure – including media relations are dominant, factually. Due to the obligations of media, to publish the results of conference(s) and another events held by POLRI. But, media have an advantages too, they have a first-hand information from POLRI, which can be written to good articles or news.

The Details of Relationship Between PR Division of POLRI with Media: Communication, Routines, Facilities, Understanding, Data, and Facts.

To build a relationship with media, Public Relations Division of POLRI always communicate with media everyday. It has all media contact persons, to make them more reachable. They have a mutualism relationship, that based on honesty, appreciation, respectful, and professionalism. Public Relations Division of POLRI usually share the newest information about events/incidents to media.

Judging from the **routines**, PR Division of POLRI always create a list of media, providing what is needed by the media that is current information with the facts and in accordance with the code ethics of journalism, providing information and publication content and become a source of information for the media. **Facilities** are also an integral part of media relations activities, the media is given a special ID Card, the presence of impromptu verification facilities for the media and the best service from the Division. In the aspect of **understanding**, the Division has knowledge that is almost the same with the media (about media, news, and others related to the context of relationships and others). Data, currently there are 100 journalists who are active in POLRI Headquarters and currently the media registered in Division National Police as much as 75 media with 107 journalists and also every day, the media is not as easy as getting the latest information from Divhumas POLRI. Finally, regarding the **facts**, the National Police Division (POLRI) is an institution that awaits its information and has high news value, but it does not make media classifications and never provide information and publications in the form of recording.

Media Relations of Public Relations Division of POLRI: Forms & Results Activities, Participants, Facts and Routines

The form of daily media relations activities conducted by DivHumas POLRI are press conference, press gathering, press visit, media briefing, media interview, meeting with media editor, press release, public service

announcements, and communication with media. **The results** of his activities (media relations) are required by POLRI to be published in the media present in the activities (Media invited). Everyday Divhumas POLRI always conducts press conferences in 2 locations, Lobby and the scene to lead public opinion about the problems and there are 3 spokes persons in the event, and always invite the media. Divhumas POLRI always do press gathering, invite media and do record presence in press gathering.

Divhumas POLRI conducts a press visit by inviting leaders, students, and housewives, inviting media through letters and media is required to report the news to Divhumas POLRI. Divhumas POLRI conducts media briefing, conducts media interviews, plans activities and conducts daily press release, conducts public service announcements and communicates daily. Divhumas POLRI involves other informants and media in conducting press conference, the PR Division also involves with media in press gathering, involving media in media interview with spokesman. In addition, the study found that the Division did not conduct media events and argued that the website is a media relations activities.

Talking about the strategy of Divhumas POLRI can be seen from the scheme of De Witt and Meyer (2004), strategy should be applied include 3 dimensions, the first is determining organizational goals (short term, middle and long term). The short-term goal of the National Police Division is to inform the public about the performance of the Indonesian Police, while the medium term objective is the National Police Division to bring negative public opinion to positive, so the long-term goal is Divhumas POLRI wants to improve the positive image of the Police. Secondly, the strategy process. In this context, the POLRI conducts a strategic process by engaging in media relations activities to the media. The strategy is run by determining the short, medium and long term activities of the media relations activities through the processes of media relations activities. Short-term and long-term activities are seen from how big the message and information will be submitted by Divhumas POLRI to the media to run the goals and efforts to improve the positive image in the eyes of the community. By performing all elements of the process through nine (9) forms of activities, including: press conferences, press gatherings, press visits, media briefings, media interviews, meetings with media editors, press

releases, public service announcements and media communications. The third, content. Of the nine (9) forms of activities undertaken by Divhumas POLRI, produce the results or products of the strategy process. The three dimensions of the strategy can be seen in chart 3.

The relation established in the interaction between the Indonesian Republic Police is structurally structured in accordance with the prevailing structure. This is because Government agencies have formal rules or protocols that must be obeyed. However, communication relations are done every day is different, because the working hours Divhumas POLRI only from Monday to Friday only. During working hours, the Personnel Division always maintains contacts with the media directly or in person at the Police Building in accordance with the situation, but for holidays (Saturday and Sunday) the relation is made only through the personal network of Whatsapp, telephone or SMS suit and fit with the interests accordingly.

In its daily life, the main task undertaken by the National Police Division is to foster harmonious relationships with internal and external audiences/public, as stated in the Decree of the Minister of Communication and Informatics regarding the public relations code of the Government, article 6 (Tri Putra, 2014). But in fact Divhumas POLRI not only foster a harmonious relationship but also has the function of developers coaching, lighting and also doing basic tasks depending on the part. In this case, the National Police Division has 3 Bureaus, Bureau of Penmas, PID Bureau and Multimedia Bureau, where the three Bureaus are viewed from the organizational structure of Divhumas POLRI, its position is under the Head of Public Relations Division of POLRI and Deputy Public Relations Division of POLRI. At the time of doing his work, the National Police Division always performs according to Standard Operational Procedure (SOP) with structural and functional that has been valid for 20 years to the public, media and its stakeholders.

Basically, POLRI is a government institution that is very close to the community because it becomes the liaison between the Police and the public through the media. Therefore, the Divhumas POLRI becomes the management function in building and maintaining positive image of the Police through the media to the public, which according to Komarudin, the institution's image is the track record of the history and achievements of institutions or institutions (2014: 13). How is the image

of POLRI institution? In this case, Divhumas POLRI has parameters that are considered very important in improving the image of the Police of the Republic of Indonesia. Two informants (Divhumas POLRI) see the image of the police is currently ranked 4th in the Kompas R & D survey in 2017. But one informant stated that the image of the police is now occupied almost more than 75%. But if it is reviewed, the statement is actually not worth mentioning by the representative of Indonesian Police institution, because it does not give clear information about the estimated result of 75% obtained from which survey institute. This can be a boomerang effect for POLRI because the statements may become a reference for the media and the public.

Despite a survey by Kompas Research and Development Institute which stated that the image of POLRI has occupied the 4th position, POLRI is still struggling in improving its institutional image. In this case, Divhumas POLRI has some strategies in doing the media relations activity. As Johnson, Scholes and Whittington argued, that strategy is the direction and scope of organization in the long run in changing environment through the configuration of resources and competencies to meet the expectations of stakeholders (Moss & Desantos, 2011: 112).

Referring to Giddens explanation of the theory of structure that individuals or social agents (in the context of relations) have the ability to change existing social structures. The agent referred to in this research is Indonesia Police and media, and the structure is media relations activity involving Divhumas POLRI and media. If you look at the scheme of De Witt and Meyer that have been explained by Divine National Police Division, in this case the Police Division determines the purpose of the organization is to provide information to the public so that the public can know the performance of the police and to lead public opinion so that influenced opinions that developed, based on good communication between Public Relations POLRI with the media to create a balance so that later will be able to improve the positive image of the Police. Awake the principle of respect, honest, professional in the context of mutualism symbiosis according to the term POLRI.

Then, in the context of the strategy process. Divhumas POLRI performs strategy process by doing media relations activity to media. Basically, the Government Institution, especially Divhumas POLRI, is different from the company, because in its daily life Divhumas POLRI has a high pressure on the media because of its central position in social

structure and institutional structure in Indonesia. Every day Divhumas POLRI is required to provide information to the media. Therefore, the media becomes a tool used by the Divine National Police to publish all media relations activities conducted by the Indonesian Police institution so as to improve the image of the police (positive or good image of institution).

With the high pressure from internal and external agents, so that in everyday Divhumas POLRI doing media relations activities as a form of one of the tasks performed by public relations practitioners. The media relations activities are carried out by POLRI Divhumas to fulfil public need of information, build communication and symbiosis mutualism in the relationship structure. This is done by Divhumas POLRI, in line with Ruslan's statement (2008 in Nova, 2009: 208-209) that media relations activity is a public relations activity with the intention of conveying communication messages about activities that are institutional, corporate or institutional, products and activities it needs to be published through cooperation with the mass media to create positive and positive publicity to produce a positive image in the eyes of society.

Therefore, the strategy is run by determining the short, middle and long term activities of media relations activities through the process of media relations activities, such as planning, implementation, and evaluation process, which is in line with the statement of Iriantara (2005: 47-67) who stated similarly. Thus, every Divhumas POLRI always performs the three processes simultaneously because the agents that construct the structure. While the structure is media relations activities involving Divhumas POLRI with other agents, namely the media.

In these three processes, there are rules that direct the actions of agents in the relations produced everyday and the production process is always done in all media relations activities. Not only that, Divhumas POLRI also has strong morals where the power possessed by POLRI is influenced by moral institution, both moral as part of social and moral part of relationship with media itself. The first process undertaken by is the planning process seen from the DIPA or the Budget Implementation Handbook, which in the Government institution especially the Police of RI has planning activities in one year including in APBN (Budget Revenue and Expenditure of State), because the Police of RI work in accordance with the budget. Divhumas POLRI also identifies internal

and external audiences of the Indonesian Police. In this case the media belong to one of the audience (stakeholders/public) Divhumas POLRI.

Another planning process is looking at the SWOT analysis of the Indonesian Police. However, in conducting this SWOT analysis, the National Police Division does not do it every day and it is not clear when to perform the SWOT analysis, because there is no time table when it will conduct SWOT analysis in media relations activities. Whereas Divhumas POLRI is an institution that has a strict protocol but in the execution of its task is still unstructured because there is no clear time table. In the process of media relations activities there is one thing called implementation. Everyday, on a regular basis every morning, the National Police Division, especially Bagpenum, always conducts media monitoring activities from newspapers and online media, conducted by Kasubbag Berita and Kasubbag Opinev. When conducting media monitoring activities, there is always a structured communication from bottom to top (communication upwards) in accordance with existing communications within the organizational structure, formally following the structure flow. In conducting media monitoring activities, the Divine Police Division has its own way of making top issues every day from thousands of news (online and newspaper media) which will be seen what the most prominent topics, seen in connection with the police or not, or the progress of the news leads where to analyze and see the impact. This is done to anticipate in the future. From the results of media monitoring is reported to Kabag Penum and also Karopenmas Divhumas POLRI which later Karopenmas will report to Kadivhumas POLRI. This is done in accordance with the organizational structure of Polri's Divhumas.

In the implementation process, PR Division of POLRI does not only conduct media monitoring activities but on the ground also has the authority to make decisions and own actions, because POLRI is an institution that has a discretion system. This is in accordance with the Law of the Republic of Indonesia Number 2 of 2012 on the Police of the Republic of Indonesia, article 18, paragraph (1) and paragraph (2).

The last process conducted routinely by Divhumas POLRI is the evaluation process in every activity every Monday morning at the 2nd floor meeting room, led by Kadivhumas POLRI, to see the effectiveness and impact of the media relations activities. In the evaluation activities Divhumas POLRI see that media relations activities have been done

effectively because it impacts good for [image] Police RI that is now the public is getting closer, concerned, aware, and appreciate the POLRI.

The three processes that do produce relationships or relationships made by the PR Division of Indonesia Police with the media repeatedly, because the whole process is a stage that is always present in all media relations activities. This is the result of the content strategy undertaken by the Division. This research found that POLRI understand the process of media relations activities only include 3 dimensions, the principles of media relations activities, forms of media relations and forms of media relations activities (see chart 3).

CONCLUSION

Based on the results of this research it can be concluded:

1. The strategy has been undertaken by PR Division of POLRI in improving and elevating positive [institutional] image through media relations activities:
 - a. Determining the organizational goals of short-term, middle-term and long-term goals. The short-term goal of the Public Relations Division of POLRI is to inform the public about the performance of the Indonesia Police, while the middle-term objective isto bring negative public opinion to positive, so the long-term goal is implying to improve the positive institutional image.
 - b. Public Relations Division of POLRI runs the strategy process by determining the short, middle and long term activities of the media relations activities are the planning process, the implementation process and the evaluation process. Short-term, middle-term and long-term activities, it can be seen from how big the message and information that PR Division of POLRI deliver to the media purposefully, including in improving the positive image. By carrying out all elements of the process that have been done for 20 years, the Division was formed, covering (a) Sticking to the principles of media relations activities, understanding and serving the media, building self-image, providing good copies of materials, cooperating in the provision of materials, verification and building strong personal relationships. (b) Establish and

maintain relationships with the media: to have personal contact and relationship, to conduct personal information services, to anticipate emergency matters by conducting impromptu interviews, to know what is required by the media, to know how the media work, to compile a list of media, to publicize and become a source of information for media, (c) Running or doing various media relations activities such as press conference, press visit, media briefing, media interview, meeting with media editor, press release, public service announcements, communication with media and utilizing website in providing information.

- c. Finally, producing the product or result of media relations activities such as news coverage in the media.
2. Media response to the media relations activities conducted by Public Relations Division of POLRI was and is positive because the division always gives what media need such as information and the update of it, and so far the media feel that POLRI can establish good relations with them (as symbiosis mutualism).

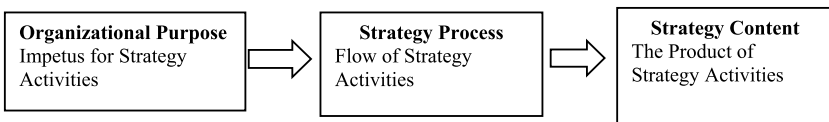


Chart 1. Strategy Dimension

Source: Danny Moss and Barbara Desantos. 2012:115.

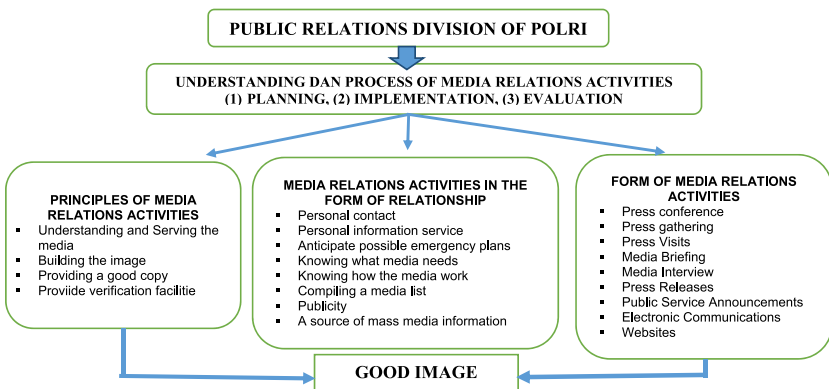


Chart 2. Strategy of PR of POLRI In Improving Positive Images Through Media Relations

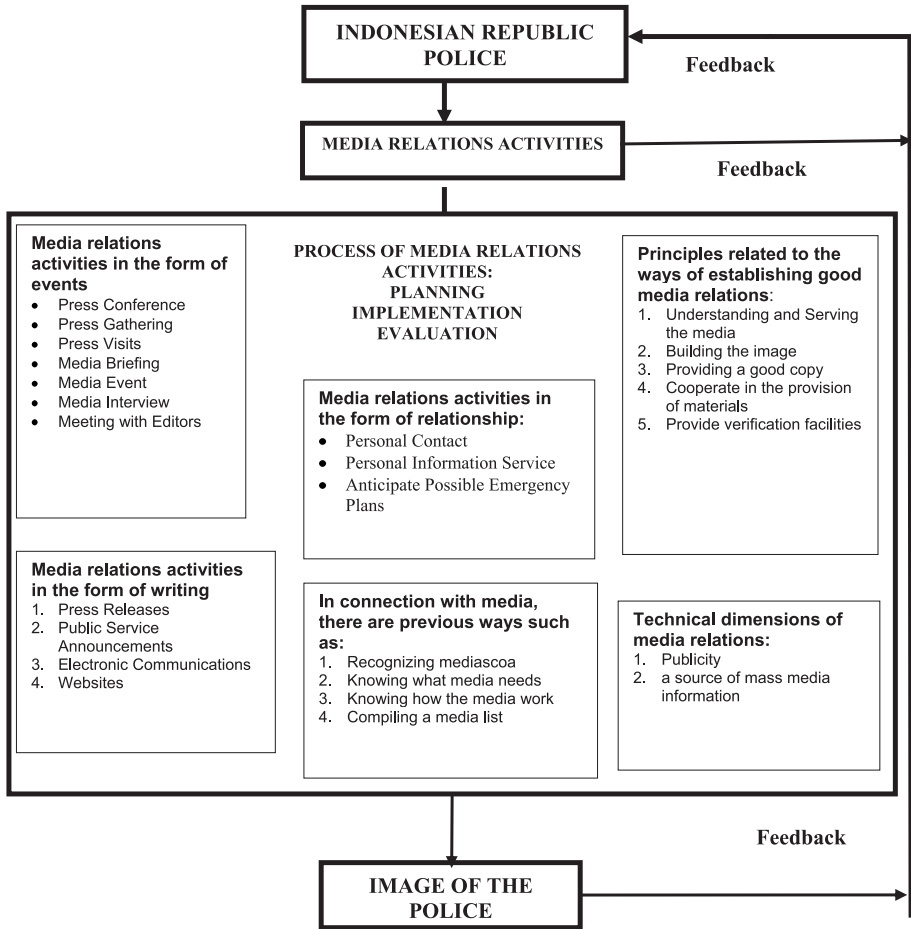


Chart 3. The Strategy of PR Division of POLRI Elevating Positive Images Through Media Relations Activities

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