



## Implementation of The Excellence Theory to Enhance Reputation of Indonesian National Police

Frizki Yulianti Nurnisya\*, Suriati Saad\*\*, Shuhaida Md Noor\*\*\*

\*Program Ilmu Komunikasi, Universitas Muhammadiyah Yogyakarta,  
Lt 2 Gedung Ki Bagus Hadikusumo. Kampus Terpadu UMY  
Jl. Brawijaya, Kasihan, Bantul, Yogyakarta 55183.  
E-mel: [frizkinurnisya@umy.ac.id](mailto:frizkinurnisya@umy.ac.id)

\*\*Pusat Pengajian Komunikasi, Universiti Sains Malaysia, 11800,  
Glugor, Pulau Pinang.  
E-mel: [suriatisaad@usm.my](mailto:suriatisaad@usm.my)

\*\*\*Pusat Pengajian Komunikasi, Universiti Sains Malaysia, 11800,  
Glugor, Pulau Pinang.  
E-mel: [shuhaida@usm.my](mailto:shuhaida@usm.my)

### Article Info

#### Article history:

Received: 7<sup>th</sup> October  
2022  
Accepted: 19<sup>th</sup> November  
2022  
Published: 30<sup>th</sup> November  
2022

#### DOI:

[https://doi.org/  
10.33102/jccicom.vol2no2.55](https://doi.org/10.33102/jccicom.vol2no2.55)

### ABSTRACT

This article examines the reputation management carried out by the Indonesian National Police during the Presidential Election in 2019 by using the Excellence Theory. In this political year, pressure on the Indonesian National Police is increasing, consequently mistakes made by the Indonesian National Police will undoubtedly negatively impact for their reputation. Therefore, the Indonesian National Police needs to carry out a particular strategy to maintain its public support, public trust, and their reputation. The data was obtained through in-depth interviews with the internal police and surveys of the external public. The results of this study indicate that in 2019 the Indonesian police did not meet all the criteria in the Excellence Theory. The unique characteristics of police institutions limit the activities of police public relations. Surprisingly, the reputation of the police is still positive, and the police still gain the trust and support of the public.

**Keywords:** *election, excellence theory, government public relations, management reputation, police public relations*

## INTRODUCTION

The study of reputation management just emerged in the 1990s because initially, scholars and marketing authors were more interested in writing about corporate image compared to corporate reputation because they assumed that image was the primary goal of public relations work (Gotsi & Wilson, 2001). However, in the end, the scholars in marketing realized that something more significant than the image (Grund, 1996). Now reputation management has become because a positive reputation must be adequately maintained since reputation can change and be adaptive to fluctuating circumstances. Each institution must maintain the narrative and construction of communication performed (Aula & Heinonen, 2016).

Reputation management was initially applied in the commercial industry since it was proven that people were influenced to buy products due to recommendations from trusted sources such as family members, friends, experts, opinion leaders, or their favorite celebrities (Grund, 1996). Similar to the internet era, people are more likely to choose a product based solely on ratings and reviews from other users (Trček, 2018) before deciding which product to buy. Reputation is essential in the business because it is often used as an engagement for the employee and as a consideration for investors deciding where to invest their money (Maedche et al., 2012). Therefore, reputation management should be established in commercial companies because it can be a precise asset to increase financial benefits.

Unlike commercial companies, the government, including the police institutions, has unique systems and terminology in their daily business. As an example, da Silva and Batista claimed that the word "owner" is not used in a government institution. The President or a member of the representative does not own it. It belongs to all citizens. Moreover, the government institution does not use the term 'consumers' because they use the term 'citizen.' Even in the taxpayers' concept, the citizens can be divided into two sides, citizens as consumers of public services and citizens as shareholders (da Silva & Batista, 2007). However, those differences do not alleviate the importance of a positive reputation for government institutions because the existence of a positive reputation with the citizen will make it easier for the government to promote public policymaking and participative democracy (Sharp et al., 2015). In essence, reputation can be applied to all institutions, profit and non-profit organizations as well as the government agencies such as the police institution.

The study of public relations in the police institution is still a new phenomenon (Mcintee, 2016), most of these studies are still conducted by criminologists, legal experts or police studies, not communication studies, especially in the public relations perspective. Previously, the police around the world had taken various methods to become reputable institutions. For example, police in the United States follow a seg-

mented model, enabling police forces at the national, state, and local level to independently set their own policies to communicate with the public and gain mutual understanding (Bayley, 2001). The British police, meanwhile, have transformed the institution from a "force" to "service" to reflect the importance of their public-oriented work (Mawby & Worthington, 2002). Elsewhere, such as in Poland, the government has made strict regulations obliging the police to act according to professional ethics and dignity and maintain their organizational reputation. In Bulgaria, there are even special courts for police who commit crimes or other actions that damage the reputation of their institution (Kadar, 2001). These transitional processes are intended to improve police performance by ameliorating their reputations, although the results remain questionable.

The Indonesian National Police (INP) recognized the reality that despite the many efforts made by them to upgrade their reputation, the public still mistrusts them (Davies, Buttle, & Meliala, 2014; Siregar, 2013; Siregar, Bhakti, Samego, Yanuarti, & Haripin, 2015). Previous studies identified various obstacles faced by INP when they want to improve their reputation: the INP under the presidential command can be politicized, a corporate culture of seniority in Indonesian National Police, and the awareness of Public Relations Function in the police is still low (Hutahaeon, 2015; Muradi, 2014, 2016; Sutrisno, 2016). Moreover, as the fifth-largest national police organization globally (Davies, Meliala, & Buttle, 2015) after China, India, United States, and Russia (States & Union, 2009) it faces unique challenges given Indonesia's archipelagic nature. More than 560,000 police officers, over 17,500 islands, must work hand-in-hand to ameliorate the reputation of the INP. As such, this study focuses on the INP's efforts to manage its reputation in order to gather public support. Particularly on the 2019 Presidential Election since it put more pressure for the INP to prove their professionalism (Latief, 2019). This is because throughout the 2019 Presidential Election, there were also efforts to reduce public trust in the INP institution.

According to the Excellence theory, the most crucial thing in improving public relations performance, to enhance reputation, is to meet the following requirements: (1) public relations as a strategic position must be in managerial level, supported by dominant coalitions who know public relations functions; (2) It must act as an independent bureau, and (3) It must have a symmetrical system of communication (Grunig & Grunig, 2008). Thus, this article observes how the INP enhance their reputation using the Excellence theory by Grunig & Grunig (2008) to explore the contribution of public relations to the reputation management of the Indonesian National Police, especially during the 2019 Presidential Election when the pressure on the INP was high.

## LITERATURE REVIEW

### Reputation Management

Reputation is not something that is owned by the company but is given by people to the company (A. Griffin, 2014). If a corporate image can be created using a marketing communication strategy, reputation must be earned in daily services (Serrat, 2017). This is because it occurs beyond the control of the company. After all, it is the outcome of what the company has done while running its day-to-day business (Tang, 2007). As reputation is uncontrollable, Anne Gregory stated that although a company could not control its reputation, the company can control its internal behavior (A. Griffin, 2014) hence strategic management to construct reputation is needed to provide guidance in reviving the vision, making decisions, serving consumers, or developing communication methods that will affect the reputation.

Reputation management is about image building that communicates information of a symbolic nature and can report on the current situation or detail plans and future aspirations (Christensen & Gornitzka, 2019) Therefore, it requires careful planning. On the other hand, reputation management is a machine with a feeling to benefit the company (Dowling, 2001). It explains the current credibility system in such a way that factors that cater to audience emotions are drowned between reasonable reputational factors and reputational impacts. It can be concluded that reputation management requires meticulous planning because it is not only managing a symbol or an eye-catching logo but also handling other variables that will affect the organization's credibility.

Reputation management will involve all of the enterprise's internal parties. A qualified reputation manager (public relations practitioners) oversees and maintains multiple partnerships that help create a reputation for the public with whom the organizations establish relationships. The reputation cannot be managed independently without the chairman seeing himself as the chief public relations officer (Dowling, 2001). Although reputation management is planned by a senior manager but the implementation is the responsibility of every employee because employees have the most gain from a good corporate reputation and the most to lose it if they and other people hold the organization in poor repute (Dowling, 2001).

All internal stakeholders, particularly divisions directly related to corporate behavior, corporate culture, and marketing, have to discuss each unit's core competencies, strengths, and interests (Howard, 1998). It is because reputation management builds on the company's strengths, recognizes and corrects its vulnerability, and harnesses untapped business potential by ensuring that organizational conduct accurately reflects the company's credibility. Therefore, reputation management needs to be identified, discussed, evaluated, understood and accepted by all the

other parties involved (Howard, 1998). Reputation management must be prepared, managed, and tracked like other strategic practices. Regrettably it is rarely prepared in many cases and almost never properly handled (Howard, 1998).

Improving reputation in the government sector can be divided into four dimensions: *the performative* focuses on highlighting the fact among the multiple stakeholders; *the moral* related to the emotionally attractive and carriers of ethical values; *the technical* includes creating the institution's image; and *the procedural* approach that creates the impression that it adheres to suitable procedural principles and legal necessity when making decisions (Christensen & Gornitzka, 2019). Despite government attempts to improve their performance, citizens question their relationship with the government because certain elements such as citizens who think that the government would not help them and uses its power against them, citizens do not feel engaged with the government because they feel intimidated or mistreated, and citizens find government policies and services inadequate and ineffectual (da Silva & Batista, 2007).

### **Linkage Reputation Management and Public Relations**

To explain the relationship between reputation management and public relations in this research, the researcher uses the definition of public relations proposed by the Chartered Institute of Public Relations:

“Public Relations is about reputation. Public Relations is the discipline which look after reputation, with the aim of earning understanding and support and influencing opinion and behavior. It is a planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its public”

The above definition emphasizes that all public relations activities lead to a reputation as the ultimate goal. Effective public relations can aid in reputation management by communicating and cultivating progressive connections with all stakeholders in an organization. Gregory also asserted that public relations is the most compelling theory to attain a reputation (Gregory, 2004). However, few public relations scholars focus on reputation research; those with a business, management, and corporate identity background dominate the field (Bailey, 2018).

Since public relations play an essential role to achieve reputation so every program of public relations should be designed, maintained, and sustained. With an enormous understanding, public relations offer many strategies and guidelines for companies to gain and maintain a positive reputation. There are various studies in public relations that can indirectly affect reputation. Corporate Social Responsibility (CSR), for example, is an approach for industries to demonstrate ethical business practic-

es; Customer Relationship Management (CRM) is used to improve consumer knowledge, Crisis Management is the process of preparing essential remedies in the event of a crisis. All these studies are included in the concept of public relations, which will indirectly affect reputation. However, there is also a reputation management study in public relations that is directly related to reputation. In the study of reputation management, there is a deeper understanding of internal and external elements that will openly affect reputation.

As part of public relations, reputation management also customizes the procedure by adopting the concept and elements of public relations. According to Grunig, public relations is a management function that provides technical support for other management functions (Grunig & Grunig, 2006). Hence, public relations must be at the top management level. Otherwise, public relations is unable to contribute much because it does not have the opportunity to make strategies or regulations. Similar to Griffin's claim, the first step in reputation management is encouraging the entire organization to express corporate values to various audiences every day (G. Griffin, 2002). If public relations are not top management, it is impossible to request the entire internal company to fulfil that requirement

### **The Excellence Theory**

This theory was developed in 1985 when James Grunig, Larissa Grunig, Fred Repper, and David Dovrier were given funding by the International Association of Business Communicator (IABC) to develop the functions and values of public relations for companies (Grunig & Grunig, 2008). This research was conducted for 15 years, with the subjects reaching 327 organizations (consisting of private companies, non-government organizations, government, and associations) in the United States, the United Kingdom, and Canada. Data collection was carried out in stages, starting with the qualitative method using surveys and interviews, then interviewing more deeply with 25 companies with the highest and lowest scores (Grunig et al., 2002).

In the beginning, this theory explained the value of public relations to organizations and society based on the social responsibility of managerial decisions besides the quality of relationship with stakeholders public (Grunig et al., 2002). However, this research tradition has continued to improve and enlarge the theory by researching to help public relations practitioners participate in the strategic decision process (Grunig & Grunig, 2008). The practice of the Excellence theory will shape reputation by giving guidance for public relations to manage the reputation of the institutions' reputation properly (Kim et al., 2013). This theory emphasizes that public relations practitioners should be at a strategic managerial level. In the study, Grunig said that to "manage" a reputation, therefore, public relations professionals must participate in making management decisions and managing an organization's behavior (Kim et al., 2013). Moreover, this theory can explain how examining the strategic role of public

relations and the linkages between organizational behavior, relationship, and reputation are able to accomplish that.

Public relations professionals in various institutions commonly sense that they are underappreciated by another executive. Moreover, they cannot criticize other divisions to get better organizational resources because they fail to rationalize the value of their work (Grunig et al., 2010). Consequently, public relations professionals have an extended period to examine the proper statistical model and other facts as evidence that explain the importance of public relations to an organization. Therefore, with support from the International Association of Business Communicator (IABC), James E Grunig and his team tried to find theories that could provide clear explanations about the value of public relations that could help the institutions achieve the goals. Then after researching from 1985, the Excellence theory was proposed (Grunig, 2013). In essence, the Excellence theory is related to how excellent public relations practitioners will contribute to institutions to achieve their goals through the policies, decisions and program management (Grunig, 2013).

Researchers and public relations practitioners often misunderstand the term "excellence" because it seems to be an imperialistic term and an icon that no other theory can challenge this theory (Grunig & Grunig, 2008). In fact, the choice of the term "excellence" is due to symbolic attributes and ideal public relations management practices in order to build quality relationships in the long-term with strategic audiences (Grunig & Grunig, 2008). Henceforth, it is the perfect condition for public relations to optimize their contribution to the institution. Moreover, "excellence" is an extravagant terminology to represent "best practices in public relations" or "benchmarking public relations practices", which lead to organizational effectiveness (Grunig & Grunig, 2008). Currently, the Excellence theory is used as a strategic management function because this theory can explain the critical influence of public relations in managerial levels, such as decision-making and other strategic policies.

The lack of reputation management studies for government institutions, especially police institutions, initiated this article. So, the question in this research is how was the Excellence theory implemented in reputation management practices by the Indonesian National Police? Analysis with the excellence theory is needed to become a reference for policymakers in determining the position of the public relations strategy before determining the program carried out to become a reputable institution.

## **RESEARCH METHODOLOGY**

Since this research explores activities carried out by government agents, the appropriate method is to employ a case study because it has also been previously used to explore local government and/or agency levels, especially within the public policy and administration subfield (Yanow et al., 2008). Another advantage of using a case

study for this research is explaining the whole process of reputation management of the Indonesian National Police during the 2019 Presidential Election. According to Molloy, a case study is proper to observe how public policy is designed and implemented. Public policy case studies provide insight into the decision-making processes and the political and organizational environments from which public policy emerges. Through the use of public policy case studies, one can test case study research data against a range of decision-making theories and models (Molloy, 2010).

### **In-depth Interview**

An in-depth interview was conducted with key informants to explain the decision-making process in detail. These participants developed policies during program implementation because they experienced pressure from the institution's top or bottom management (Molloy, 2010). The number of participants interviewed depends on the field situation or the adequacy of information needed (Denzin & Lincoln, 2005). The researcher conducted a purpose structured in-depth interview: hence, the researcher prepared the questions list for each informant based on research objectives and questions. The in-depth interviews were carried out with informants who had been appointed based on predetermined characteristic

Therefore, this article use the judgment sampling that allows selecting participants based on their expertise that fulfill the criteria, such as: the internal staff of public relations who has been involved or still in the public relations division of the Indonesian National Police during the Presidential Election in 2019; the internal staff of public relations that able to explain public relations activities carried out by police public relations at the Indonesian National Police Headquarters during Presidential Election in 2019; and, the internal staff of public relations that actively involved in public relations activities at the national police headquarters during Presidential Election in 2019. There are twelve police public relations officer of the INP have been interviewed for this article and remain anonymous after they fill in the consent agreement.

### **Survey**

Reputation is a public assessment of the strategy implemented by the institution. Therefore, this research also established public opinions using a survey with a simple questionnaire to evaluate the reputation management carried out by the police PR of the INP and analyze the effect of reputation management to gain a positive reputation.

The population for the external public is the Jakarta citizen, which spread to Central Jakarta, North Jakarta, South Jakarta, West Jakarta and East Jakarta, considering that Jakarta is the capital of Indonesia that is the center of government and business. As the biggest city in Indonesia, the people of Jakarta can regarded as representatives



of the miniature version of the Indonesian population in terms of diversity of religion, ethnicity, and race. In addition, Jakarta is a place where the Indonesian National Police Headquarters is located so that every member of the INP assigned to be the police public relations in the INP Headquarters intersects directly with social life in Jakarta.

However, because this research is about the performance of the police during the 2019 Presidential Election, the researcher has criteria that must be met to become respondents. Therefore, there are three criteria: at least 19 years old, registered as a final voter list in the 2019 Presidential Election, and live in Jakarta. The sample was selected using a non-probability sampling technique, in particular, convenience sampling. Sample size determination in this research was based on the Slovin's formula (Tejada & Punzalan, 2012).

$$n = \frac{N}{1 + Ne^2}$$

Where:

n: minimum sample size | N: population size | e: accepted error level

Based on the final voter list in the province of Jakarta, this research has a population of approximately 7.2 million people. Using a margin of error of 10%, the sample size determination will be according to the calculation below.

$$= \frac{7200000}{1 + 7200000 (0.1)^2}$$

$$n = \frac{7200000}{1 + 720000}$$

$$n = 100$$

The sample size needed in this research was 100 respondents. However, to increase the validity of the calculation, the researcher increased the number of respondents to 130 people, who received the questionnaire distributed personally. The researcher distributed the questionnaire in public places that could represent South Jakarta, East Jakarta, Central Jakarta, North Jakarta, and West Jakarta. The goal was to distribute the questionnaires in public places such as shopping centers or public transportation entrances so the researcher could get a broad reach of the community. The time for distributing the questionnaires was also considered, specifically on weekends from

afternoon to evening, because more workers and students were likely to fill out the questionnaire.

## FINDINGS AND DISCUSSION

This article uses survey data from 130 respondents that the distribution of respondents was dominated by men (54%); productive age 19-30 years old (58%); private employees (49%); undergraduate (43%); and have had interactions with the police before the Presidential Election (78%). Besides, the researchers have succeeded in interviewing twelve police public relations of the Indonesian National Police at the managerial level.

### **The 2019 Presidential Election put High Tension for Indonesian Police**

The implementation of elections in Indonesia is covered in the 1945 Constitution of the Republic of Indonesia. The regulation states that general elections in Indonesia are held once every five years by adhering to a free, confidential, honest and fair implementation. Since independence in 1945 until 2019, Indonesia has held 12 general elections. However, in the previous year's general election, the Presidential Election was separated from the Legislative Election. Therefore, on 10 January 2013, Effendi Ghazali, a lecturer in Political Communication at the University of Indonesia, exercised his right as a citizen to the Constitutional Court to examine several articles in Law No. 42 of 2008 concerning the General Election of the President and Vice President. In the Constitutional Court decision, it is stated that part of the application submitted by Effendi is granted so that it also had implications for the implementation of the election being carried out simultaneously between the presidential and Legislative Elections in 2019 (Ariviani et al., 2016).

The success of the implementation is owed to the contribution of various parties from the central government, local government, the Indonesian National Police, the Indonesian National Army, General Election Commission (KPU), The General Election Supervisory Agency (Bawaslu) and the community. However, the responsibility for election security is still the responsibility of the Indonesian National Police (Golose, 2019). Moreover, in elections, the INP identify security vulnerabilities such as elections that are feared to be driven by interests contrary to Pancasila, political polarization with identity politics (ethnic, race, religion), and negative campaigns and black campaigns (Pranawukir, 2019).

To ensure the success and security of the Presidential Election, the INP routinely conducted patrols both offline and online. Offline patrols were carried out to identify incitement or fake news conveyed in community activities, including religious activities (Tolan et al., 2017). Likewise, the INP also supervised online patrols if there were accounts that spread hate speech, hoaxes, black campaigns, disinformation, and misinformation. However, before taking action, the INP had taken preventive steps, for ex-

ample, inviting all candidates and religious leaders, community leaders and celebrities to conduct peaceful campaigns. In addition, the INP also produced positive content on social media that promoted unity and prioritizes nationalism to reduce political polarization in society.

The 2019 Presidential Election provides a higher potential for conflict than the previous elections. Firstly, the presidential candidates in 2019 had the same two candidates seen in the previous Presidential Election. This situation could trigger a tendency for political efforts to complete political ambitions from the prior period. Secondly, merging the Presidential Election with the Legislative Election resulted in a boom in candidates in the 2019 period. According to the General Election Commission (KPU), 7,698 candidates from 14 political parties participated in the 2019 election. Even during the 2019 Presidential Election, 554 officers died, and 3,788 officers were sick. This number indicated the highest number of victims in the history of elections in Indonesia.

In addition, the 2019 Presidential Election added pressure to the INP to prove the INP's professionalism (Latief, 2019). This is because throughout the 2019 Presidential Election, there were also efforts to reduce public trust in the INP institution by disseminating information that the incumbent presidential candidate was using his power so that the INP was more inclined to side with him. This hoax was spread on the @opposite6890 account, which reported that the INP had formed a buzzer team to support the defense candidate (Latief, 2019). The account stated that the buzzer was a member of the Indonesian National Police with at least 100 people/district. If the number of police stations in Indonesia in 2019 was 450 district police stations, then at least 4500 police personnel were considered to be working as buzzers to win defense candidates. This number had almost reached 10% of Indonesian National Police members. Consequently, apart from having the main task of maintaining state stability, the INP was also tasked with solving hoaxes that attacked their reputation.

### **Public Perception on INP's Reputation in the 2019 Election was Positive**

Reputation is the output given by the public for all activities, programs, strategies that a company has undertaken. In the following section, the researcher asked the respondents about public trust and public support as an indicator to assess the reputation of the Indonesian National Police during the 2019 Presidential Election. The researcher chose public trust and public support as indicators to measure the reputation of the INP. For private companies, financial performance is one indicator of successful reputation management (Chand, 2007; Dowling, 2001). For police institutions, the indicator for a reputable institution is public trust and public support (Jackson & Bradford, 2010).

### **Public Trust for the Indonesian National Police**

The researcher asked the respondents about public trust in the Indonesian National Police institution during the 2019 Presidential Election. For the category of public trust, there are five questions: professionalism, trust that the police work to put the people first, trust that the police can fulfil their duties, trust in the police's expertise, and satisfaction with the performance of the INP.

Table 1 Percentage of Public Trust in the Indonesian National Police

Questions	Skipped	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I believe the INP have worked professionally during the 2019 Presidential Election	4.61% 6	1.53% 2	5.38% 7	16.15% 21	47.69% 62	24.61% 32
I believe the INP take every action based on the interests of society like me	4.61% 6	2.31% 3	5.38% 7	20.76% 27	45.38% 59	21.53% 28
I believe the INP are able to fulfil their promised duties	5.38% 7	1.53% 2	6.15% 8	24.61% 32	39.23% 51	23.07% 30
I believe in the expertise of police officers while on duty	4.61% 6	0.76% 1	3.07% 4	15.38% 20	54.61% 71	21.53% 28
I am very satisfied with this organization.	5.38% 7	0.76% 1	9.23% 12	27.69% 36	35.38% 46	21.53% 28

From table 4.1 above, 47.69% (62 respondents) trust that the INP had a professional attitude; 45.38% (59 respondents) trust that the INP perform in the interests of the

people; 39.23% (51 respondents) believe that the INP were able to fulfil their duties; more than a half of the respondent 54.61% (71 respondents) agreed that the INP has the skills, and 35.38% (46 respondents) are satisfied with this institution.

### **Public Support for the Indonesian National Police**

The researcher also asked questions about public support to the respondents of this study. There are three questions which aim to confirm the respondent's attitude towards the Indonesian National Police institution, whether they will support the INP's performance, be more cooperative and feel happy when working with the INP. The recapitulation results can be seen in Table 2.

Table 2 Percentage of Public Support for the Indonesian National Police

Questions	Skipped	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Seeing the hard work of the INP during the 2019 Presidential Election, I will support the performance of this institution	5.38%	1.53%	5.38%	23.84 %	44.61%	19.23%
I will be cooperative in assisting the Indonesian National Police's tasks whenever needed	4.61%	0.76%	1.53%	21.53 %	45.38%	26.15%
I am happy if I can help the Indonesian National Police	4.61%	0.00%	3.07%	20%	46.92%	25.38%

Table 2 shows that almost half of respondents still supported the Indonesian National Police institution since 44.61% agree, and 19.23% strongly agree to support the INP because they see the police's hard work in the 2019 Presidential Election. The data also indicate that 45.38% of the respondents will be cooperative if needed by the police and 46.92% feel happy if they can help the INP.

### ***Police Public Relations of the INP not on Managerial Level***

Police Public Relations Division of the INP at Headquarters is led by a 2-star police general (Police Inspector General) and then assisted by three bureaus, namely the Information and Documentation Management Bureau, the Public Information Bureau, and the Multimedia Bureau. Each bureau is led by the Head of the Bureau, namely the 1-star police general (Police Brigadier General). The Public Relations Division of the Police Headquarters in Jakarta regularly coordinates with the Public Relations Division in each province who are referred to as the Regional Police (*Polda*). Every Regional Police (*Polda*) also has the same structure as at the Police Headquarters. Meanwhile, the Public Relations Division at the regency or district level (*Polres*) does not have a bureau because of its small area, so the PR division only bears public relations without creating a special bureau under it. Even though they have different assignment places, all police public relations will continue to coordinate with each other, especially if they have information that the public deserves to know at the national level.

In the police public relations division, there is also a communication hierarchy. As an example, in the communication process during the election, subordinates, as communication technicians, make communication product designs first. However, the staff cannot directly disseminate content material to the official account of the INP without approval from the leaders. Therefore, the message has to pass several layers of supervision from the police leader before it is finally uploaded to the official social media account of the INP. Although this practice is sometimes considered less effective because it hinders the speed of information, for leaders, the information becomes more suitable for the community by going through various supervisions.

On the other hand, staff also feel that there is an advantage to the top-down communication system because the communication product will be the supervisor's responsibility. If the communication product causes problems, it will be the leader's responsibility because the message is released based on their approval, not the staff. This phenomenon can sometimes become an internal conflict in the INP during the 2019 Presidential Election.

### ***Police Public Relations Leader Dominated by Police Academy Scholars***

Nielson-Green emphasized that choosing the person in charge of police public relations should come from public affairs people (Nielson-Green, 2011). Though the

person in charge must learn, train and practice every rule in the police institution (Nielson-Green, 2011) structured strategic communication, assisted by human communication, can be more effective in building mutual communication. However, the Indonesian National Police face several problems constructing a positive reputation because many strategic managers in the INP do not fully understand the concept and function of public relations in the police institutions. As indicated in Table 3, the ratio of managers in the police indicates that more strategic managers have background in police education than public relations.

No	Unit	POLRI						CIVIL SERVANT				Total	
		Bureau	Insp. General	Brig. General	Grand Com.	Grand Com Adj.	Com	Total	IV	III	II/I		Total
1.	Head of PR	1						<b>1</b>				<b>0</b>	<b>1</b>
2.	Administration				1	3	3	<b>7</b>	4		8	<b>12</b>	<b>19</b>
3.	Financial affairs							<b>0</b>	1	4	4	<b>9</b>	<b>9</b>
4.	Public information			1	3	6	1	<b>11</b>	3	6	8	<b>17</b>	<b>28</b>
5.	Information & Documentation			1	3	6	1	<b>11</b>	3	6	14	<b>23</b>	<b>34</b>
6.	Multimedia			1	3	6	1	<b>11</b>	3	6	14	<b>23</b>	<b>34</b>
7.	<b>Total</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>21</b>	<b>6</b>	<b>41</b>	<b>14</b>	<b>22</b>	<b>48</b>	<b>84</b>	<b>84</b>	<b>125</b>

Table 3 The Recapitulation of Personnel Composition in Police PR of INP

(Source: The INP's Documentation, 2017)

Table 3 shows that the number of civil servants is more than that of police officers. Thus, to become the head of public relations at the regional police level, personnel with an educational background in communication science is not mandatory. Still, mostly they have served as police chiefs in regional units. Nevertheless, in 2010, the Indonesian National Police began to recruit communication scholars through the SIPSS route (*Sekolah Inspektur Sumber Sarjana* - School of Inspector Police). This policy clearly emphasized that to be a leader in the police institution, including the chief of public relations division, the primary consideration is having an experience of being the leader of a region. In other words, the ability to communicate is not a prerequisite. However, even with awareness of the need to recruit someone with a formal communication science background, implementation was only achieved about one decade ago.

Grunig emphasized that public relations have a management function that will optimally help the institution's managerial level (Grunig & Grunig, 2006). However, during the 2019 Presidential Election, the police public relations of the INP was never at

the police executive level. Police public relations entered the managerial level only within the scope of the public relations division, not binding on other divisions. The communication hierarchy in the INP is in charge of public relations, which ideally has more power to decide policies to support the institution's reputation at the institutional level. In the end, it can only regulate limited policies for the Public Relations division. In contrast, reputation is an assessment of the overall performance of the police, not just an assessment of public relations performance.

### ***Top-Down Communication in the Indonesian National Police***

In the police public relations division, there is also a communication hierarchy. As an example, in the communication process during the election, subordinates, as communication technicians, make communication product designs first. However, the staff cannot directly upload content material to the official account of the INP without approval from the leaders. Therefore, the message has to pass several layers of supervision from the police leader before it is finally uploaded to the official social media account of the INP. Although this practice is sometimes considered less effective because it hinders the speed of information, for leaders, the information becomes more suitable for the community by going through various supervisions.

On the other hand, staff also feel that there is an advantage to the top-down communication system because the communication product will be the supervisor's responsibility. If the communication product causes problems, it will be the leader's responsibility because the message is released based on their approval, not the staff. This phenomenon can sometimes become an internal conflict in the INP during the 2019 Presidential Election.

Internal conflicts between superiors and subordinates with different educational backgrounds also arise when deciding on the program's execution. For example, when producing the films *Hanya Manusia*, the informant with an academic background in Visual Communication Design, advised high-rank officers not to present all units in the police. Meanwhile, the leaders want all teams to appear in the film. The story writer finally included almost all police units in the film's story. Neva pointed out that communication conflicts between subordinates and supervisors in armed institutions indicated that it might not be easy to translate the directive in the structured hierarchy (Fuentes, 2012) since rank commands, respect and communication are restricted to vertical routes making it challenging to communicate effectively with others. Thus, the preparation and implementation of reputation management in the INP are more dominated by senior officers with high ranks.

The internal police have a semi-military culture, so subordinates must always follow orders from their superiors because it is a command chain. Therefore, the implementation of public relations activities throughout the Presidential Election and all strategic policies were carried out by leaders from the police academy. Meanwhile, the



public relations staff were tasked with polishing these policies to make them more readily accepted by the community by packaging them into more attractive messages.

The internal communication process of the INP also uses more top-down communication. Nevertheless, this communication model does not only apply in Indonesia. In developed countries such as the UK, police also have a centralized element that will regulate all police staff under it. The top-down structure focuses on central officials' decisions and the actions of top implementers who occupy high positions in the organizations and then monitor the policy at the lowest level through its implementation (Kapti, 2009). Top-Down communication is not always ruthless because the most emphasized in the internal communication process is trust and transparency between management and employees (Teresko, 2004). Regardless of the ways and methods of communication carried out by top management, if the communication is transparent and honest, the institution's communication climate will continue to run well.

### **Police Do Not Meet the Criteria for Excellence Theory**

Public relations in Indonesia has gone through five periods (Putra, 2008); Firstly, the period of early development during Indonesia's independence in 1945, which was unfamiliar with the term public relations but had already practiced the concept of public relations. The second period was with the arrival of multinational companies in the 1950s, which introduced public relations. The third period, precisely the New Order period until the early 1980s, was when almost all foreign companies and the government had a public relations division, and Indonesia officially had a public relations professional association. The fourth period of the mid-1980s, when professional public relations practice began to be needed, it had provided opportunities for public relations to develop rapidly. The fifth period became the post-New Order period in 1998, which was the peak of freedom of communication in Indonesia and demanded public relations as a professional communicator who established a two-way symmetrical public relations model like the definitive version stated of Grunig.

Police Public Relations of the Indonesian National Police was formed on 30 October 1951 based on the Order of the First National Police, General Police R.S Soekanto (Head of the Central Indonesian Police Service). Police public relations at that time was given the name *Dispenol* (Police Information Service), so police public relations was started in the second period. Even though the INP did not use the term public relations during that period and its public relations activities were unclear, the public relations function began to be carried out by becoming a communicator technician. It acted as a spokesperson for the INP's activities even though it is only in one-way communication.

Nevertheless, the current police public relations of the INP has increased to become complex and professional. The head of the division is the 2-star general police and it has three bureaus at the Police Headquarters (information and documentation management bureau, public information bureau and multimedia bureau) led by 1-star general police. The police public relations are trained and supported by modern technology to support the performance of the INP. This division is deemed capable of fulfilling the primary duties of public relations at the Police Headquarters, guiding and carrying out public relations functions within the INP. In addition, it is also in charge of managing information, data and documentation that the public can access. From this provision, police public relations are responsible for managing internal and external public relations functions, especially providing information and documentation related to the INP activities. Public relations have a management function, which must have comprehensive capabilities to provide relevant data for policymakers (Cutlip et al., 2006). However, police public relations have not carried out a strategic management function for the INP. Police public relations activities are determined mainly by the police generals following the directions from the president. Police public relations are not authorized to supervise or provide recommendations to other police units. In Indonesia, police public relations play more of a role in representing the institution to communicate and respond to feedback from the public, not as strategic policymakers.

The absence of the management function for government public relations is expected because the primary job of a public relations officer in government is to inform (Cutlip et al., 2006). Similar to police public relations, they were never given the freedom to make strategic policies. The policies they can determine are only within the scope of determining the suitable media and speakers to disseminate information. Cutlip also explained that the political system can even determine what information can and cannot be communicated by government public relations (Cutlip et al., 2006, p. 413). Because the government's public relations are under the President's command, the President can also filter information before it is presented to the public. The possibility of sorting out this information has created criticism for government public relations practitioners, such as in the police, associating government public relations with spin, propaganda, and manipulation causing it to have a negative connotation (Cutlip et al., 2006, p.119).

The police force structure is different from other ministries; law Number 2 of 2002 concerning the Indonesian National Police has placed the INP under the direct command of the President. This structure is where there can be suspicion from the public over the politicization of the police's public relations activities. Thus, this is where it is essential for a public relations officer, in this case, police public relations, to have an in-depth concept of public relations to give excellent contribution (Grunig et al., 2002). In the *Excellence theory*, Grunig mentioned the characteristics needed for a public relations officer to have academic training in public relations and professionalism (Grunig et al., 2002). The data obtained indicated that the Head of the National

Police Public Relations did not have a public relations background. Nevertheless, according to Coombs, to become a reliable public relations officer, they must have a combination of good communication and management skills and have broad insight (Coombs & Holladay, 2012). The National Police Public Relations leader is only selected based on career path and period of service/seniority. However, as long as they are open-minded, including seeing the importance of public relations for the INP, then not having an educational background in public relations is acceptable.

Before Grunig, through his *Excellence theory*, emphasized the importance of public relations practitioners being well versed in public relations, Edward L Bernays conveyed it first. Bernays argued in 1944 that public relations education should be taught in a separate school or department at a university, rather than as part of another academic unit like journalism, commerce, or speech communication (Wright, 2011). At that time, Bernays thought that public relations education was particular and could not merge with other professions, so a separate educational curriculum had to be made. Nevertheless, in practice today, public relations is the same as other communication sciences that are cross-disciplinary and generalist (Kriyantono, 2021). Generalists here mean; firstly, the field of communication is everywhere, omnipresent as if no aspect of life does not intersect with communication (ubiquity), so communication graduates have a broad field of work. Secondly, all graduates of the field of science, not only from communication, can work in communication, so this is a challenge for graduates of communication science to be able to compete (Kriyantono, 2021). In this research, the data results have proven that even though police leaders do not have a public relations background, they can still practice public relations optimally as long as they are open-minded. An independent survey agency proves that it increases public trust in the police by up to 80% at the end of 2019.

The INP structure is legally under the command of the President, who is also an incumbent candidate in the 2019 Presidential Election, raising doubts about the professionalism of the police public relations. Professionalism in *the Excellence theory* is measured by the participation of public relations practitioners in the professional public relations association (Grunig et al., 2002). The interview results showed that police public relations were members of a professional public relations association, namely the Governmental Public Relations Coordination Board (*Bakohumas/Badan Koordinasi Kehumasan Pemerintah*). The *Bakohumas* is a forum for coordination and cooperation between public relations of government institutions, state institutions and BUMN, formed based on the Decree of the Minister of Information No.31/KEP/MENPEN/1971. Therefore, the INP is also bound by the Decree of the Minister of Communication and Information No. 371/KEP/M.KOMINFO/8/2007 concerning the Code of Ethics for Government Public Relations.

In the code of ethics, every government public relations officer is obliged to build a positive image of the institution and is highly loyal to the government. The regulation also has an Honorary Board authorized to provide administrative sanctions if a

government public relations officer violates the code of ethics. However, in practice, members of police public relations often move around or undergo rotation. For example, The Head of the Public Relations Division of the Indonesian National Police only serves for 1-2 years. Thus, the researcher finds it difficult to determine whether participating in the professional association has a significant influence on the Head of the Police Public Relations of the INP to understand the function of public relations.

During the 2019 election, the police public relations of the INP has also tried to provide information. The international community recognized success in organizing the 2014 Presidential Election (Jumaing, 2019) because the INP maintained security and public order. So, in 2019, the police public relations for the INP will do the same so that the implementation will continue to run smoothly. According to Jumaing (2019), the police public relations of the INP has carried out six strategies:

1. *They were serving the media* by using a kindship approach when conveying information in the media,
2. Establishing *a reputation for reliability* by preparing accurate information anytime and anywhere to improve the reputation of the INP,
3. *Supplying good copy and providing the best public relations services to journalists* by delivering information, publications and news values in press releases, newsletter, photo press, video release, recorded cassette, and slide film,
4. Cooperation *in providing material* by being accessible and cooperative regarding the information that needed to be required by journalists,
5. Providing verification facilities means that the police public relations of the INP are also designing activities that journalists can use to verify information, for example, coffee morning activities,
6. building *a personal relationship with the media* by holding media gatherings, press luncheons, and press tours.

As for social media, during the implementation of the Presidential Election in 2019, the Indonesian National Police optimized their system's performance, particularly *Intelligence Media Management* (IMM). This system can retrieve media from 1,700 internet media (local and national from 139 countries worldwide), 140 print media (local and national from 9 provinces), eight television stations, social media Twitter, Facebook, and any framework available at any time. Since this system can operate in real-time for 24 hours, all police public relations can analyze social media content. The police public relations of the INP also use this technology to identifying priority issues to make follow-up recommendations to the public or even to the media itself

(Amar et al., 2019). The IMM is a system that has assisted the INP in managing media issues to strengthen public confidence in the INP.

From the data above, from the early history of police public relations of the INP until the implementation of the Presidential Election in 2019, the police public relations of the INP has tended to handle communication with external stakeholders through media partners and social media. Police public relations do not have much power in deciding reputation management strategies for all units in the INP. Police public relations are considered a strategic profession because police public relations can communicate properly, not because the INP sees the actual management function of public relations.

## CONCLUSION AND IMPLICATIONS

During the Presidential Election in 2019 in Indonesia many security threats were evident. The INP thus had a fundamental role in securing the election, and its reputation was at stake. Nonetheless, there were still violent demonstrations that resulted in casualties, which decreased the level of public trust. Hence, it can be deduced that the overall public trust in the INP institution was still relatively high. The institutional reputation of the INP was maintained even though it did not optimally apply Excellence Theory in carrying out its tasks.

The implementation of the Excellence theory by Grunig (1992) in government institutions that have a semi-militaristic culture cannot be fulfilled as a whole. This organizational structure prefers people with educational backgrounds from the police academy to occupy strategic positions because they are more representative than other people who have a background in general science such as communication science or public relations. This study finds several obstacles in implementing program activities due to several considerations that are contrary to the concept of public relations. However, it can be overcome if the leader is aware of the importance of the concept of public relations and is open to input from public relations who understand the concept of public relations. This is because based on the Excellence theory by Grunig (1992), even though it is not a decision-maker, at least public relations are included in the dominant group that can influence strategic decisions regarding reputation management and other public relations strategies.

The Presidential Election in 2019 in Indonesia is the highest moment of democracy for the country. There are many security threats in its implementation, so the role of the Indonesian National Police is fundamental because the institution's reputation is at stake. Although there were still demonstrations accompanied by violence that resulted in casualties, they decreased the level of public trust. Hence, it can be deduced that the overall public trust in the INP institution was still relatively high. The reputa-

tion of the INP institution is maintained even though it is carrying out tasks in times of crisis and does not optimally implement the Excellence theory.

## REFERENCES

- Ariviani, R., Asy, H., Hardjanto, U. S., Studi, P., Ilmu, S., Hukum, F., & Diponegoro, U. (2016). Analisis Putusan Mahkamah Konstitusi Nomor 14/Puu-Xi/2013 Berkaitan Dengan Pemilihan Umum Serentak Di Indonesia. *Diponegoro Law Review*, 5(4), 1–11.
- Aula, P., & Heinonen, J. (2016). *The Reputable Firm: How Digitalization of Communication Is Revolutionizing Reputation Management* (Vol. 19). <https://books.google.com/books?id=wuLHCgAAQBAJ&pgis=1>
- Bailey, R. (2018). *Public Relations as Reputation Management*.
- Bayley, D. H. (2001). Democratizing the Police Abroad: What to Do and How to Do It. *Issues in International Crime, US Department of Justice*, 126.
- Chand, M. (2007). The Relationship between Corporate Social Performance and Corporate Financial Performance: Industry Type as a Boundary Condition. *Industry Type as a Boundary Condition, The Business Review, Cambridge*, 5(1), 240–245.
- Christensen, T., & Gornitzka, Å. (2019). Reputation Management in Public Agencies: The Relevance of Time, Sector, Audience, and Tasks. *Administration and Society*, 51(6), 885–914. <https://doi.org/10.1177/0095399718771387>
- Coombs, W. T., & Holladay, S. J. (2012). Fringe public relations: How activism moves critical pr toward the mainstream. *Public Relations Review*, 38(5), 880–887. <https://doi.org/10.1016/j.pubrev.2012.02.008>
- Cutlip, S. M., Center, A. H., & Broom, G. M. (2006). *Effective Public Relations*. Pearson Hall.
- da Silva, R., & Batista, L. (2007). Boosting government reputation through CRM. *International Journal of Public Sector Management*, 20(7), 588–607. <https://doi.org/10.1108/09513550710823506>
- Davies, S. G., Buttle, J., & Meliala, A. (2014). If You Lose Your Goat: Public Perception of Police in Indonesia. *Journal of Social Sciences Research*, 6(2), 1036–1046.
- Davies, S. G., Meliala, A., & Buttle, J. (2015). Gangnam Style versus Eye of the Tiger:

- people , police and procedural justice in Indonesia. *Policing and Society: An International Journal of Research and Policy*, May 2015, 37–41.  
<https://doi.org/10.1080/10439463.2014.949712>
- Denzin, N. K., & Lincoln, Y. S. (2005). Qualitative Research. In *The Sage Handbook* (3rd ed.). Sage Publications. <https://doi.org/10.1007/s11229-017-1319-x>
- Dowling, G. (2001). Creating corporate reputations: identity, image, and performance. In *Choice Reviews Online* (Vol. 39, Issue 01). Oxford University Press.  
<https://doi.org/10.5860/choice.39-0405>
- Fuentes, N. R. (2012). *Subordinate - Supervisor Communication: Junior Naval Officer Feelings and Obstacles When Communicating Up the Chain Command* (Issue December). Gonzaga University.
- Golose, P. R. (2019). Strategi Penanganan Firehose of Falsehood pada Era Post-Truth. *Jurnal Ilmu Kepolisian*, 13(1), 6–15.
- Gotsi, M., & Wilson, A. M. (2001). Corporate reputation: Seeking a definition. *Corporate Communications: An International Journal*, 6(1), 24–30.  
<https://doi.org/10.1108/13563280110381189>
- Gregory, A. (2004). *Public Relations in Practice* (Ed). Kogan Page Publishers.
- Griffin, A. (2014). Crisis, Issues and Reputation Management. In *Crisis, Issues and Reputation Management*. Kogan Page.
- Griffin, G. (2002). Reputation Management. In *Paper Knowledge . Toward a Media History of Documents*. Capstone Publishing.
- Grund, N. E. (1996). Reputation: Realizing Value from the Corporate Image. In *Academy of Management Perspectives* (Vol. 10, Issue 1). Harvard Business School Press. <https://doi.org/10.5465/ame.1996.9603293245>
- Grunig, J. E. (2013). Excellence in public relations and communication management. In *Excellence in Public Relations and Communication Management*. Lawrence Erlbaum Associates, Publishers. <https://doi.org/10.4324/9780203812303>
- Grunig, J. E., Dozier, D. M., & Grunig, J. E. (2002). Excellent Public Relations and Effective Organizations. In *Excellent Public Relations and Effective Organizations*



- (1st ed.). Lawrence Erlbaum Associates, Publishers.  
<https://doi.org/10.4324/9781410606617>
- Grunig, J. E., & Grunig, L. A. (2006). Characteristics of Excellent Communication. In T. L. Gillis (Ed.), *The IABC Handbook of Organizational Communication: A Guide to Internal Communication, Public Relations, Marketing and Leadership* (First Edit, pp. 3–19). Jossey Bass. <http://dr-zakeri.ir/wp-content/uploads/2017/09/Ref-4.pdf#page=546>
- Grunig, J. E., & Grunig, L. A. (2008). Excellence Theory in Public Relations: Past, Present, and Future. In A. Zerfass, B. Van Ruler, & K. Sriramesh (Eds.), *Public Relations Research* (1st ed., pp. 327–347). VS Verlag für Sozialwissenschaften. [https://doi.org/10.1007/978-3-531-90918-9\\_22](https://doi.org/10.1007/978-3-531-90918-9_22)
- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2010). The excellence theory. In C. Botan & V. Hazleton (Eds.), *Public Relations Theory II* (1st ed., pp. 19–54). Lawrence Erlbaum Associates, Publishers.
- Howard, S. (1998). *Corporate image management*. Plant A Tree.
- Hutahaean, E. S. H. (2015). Psikologi Kepolisian: Seragam, Pangkat, dan Senjata Api. *Prosiding Pesat (Psikologi, Ekonomi, Sastra, Arsitektur Dan Teknik Sipil)*, 6, 29–36.
- Jackson, J., & Bradford, B. (2010). What is Trust and Confidence in the Police? *Policing*, 4(3), 241–248. <https://doi.org/10.1093/police/paq020>
- Kadar, A. (2001). Police in Transition. *Europe-Asia Studies*, 54(8).
- Kapti, A. (2009). *Reform and Change in Police Education: Examining The Variations in the Top-Down and Bottom-Up Structures in the Process of Implementation*. University of North Texas.
- Kim, J. N., Hung-Baesecke, C. J. F., Yang, S. U., & Grunig, J. E. (2013). A Strategic Management Approach to Reputation, Relationships, and Publics: The Research Heritage of the Excellence Theory<sup>1</sup>. *The Handbook of Communication and Corporate Reputation*, December 2017, 197–212. <https://doi.org/10.1002/9781118335529.ch18>
- Kriyantono, R. (2021). *Best Practice Humas Bisnis dan Pemerintah*. Kencana.

- Latief, M. I. (2019). Efek Post Truth Pada Partisipasi Pemilih Pemilu 2019. *Kareba Jurnal Ilmu Komunikasi*, 8(2), 275–288.
- Maedche, A., Botzenhardt, A., & Neer, L. (2012). Software for People - Fundamentals, Trends and Best Practices. In S. Helm, K. L. Gobbers, & C. Storck (Eds.), *Reputation Management* (1st ed.). Springer. <https://doi.org/10.1007/978-3-642-31371-4>
- Mawby, R. C., & Worthington, S. (2002). Marketing the Police - from a Force to a Service. *Journal of Marketing Management*, 18, 857–876.
- Mcintee, V. (2016). *Police Public Relations in the Age of Social Media* [Canterbury Christ Church University]. <http://create.canterbury.ac.uk/15574/1/15574.1.pdf>
- Molloy, A. (2010). Case study research in public policy. *Encyclopedia of Case Study Research* Chapter, 118–122. <https://doi.org/http://dx.doi.org/10.4135/9781412957397.n41> Print
- Muradi. (2014). *Politics and Governance in Indonesia: The Police in the Era of Reformasi*. Routledge.
- Muradi. (2016). Polri dalam Pusaran Penilaian Publik. *Jurnal Ilmu Pemerintahan*, 1(2), 240–248.
- Nielson-Green, L. C. R. (2011). *What Can We Do? August*.
- Pranawukir, I. (2019). Pemberitaan Mengenai Polri Dalam Menghadapi Pemilu Serentak 2019 Pada Media Surat Kabar Online. *WACANA: Jurnal Ilmiah Ilmu Komunikasi*, 18(2), 154–168. <https://doi.org/10.32509/wacana.v18i2.915>
- Serrat, O. (2017). Managing Corporate Reputation. In *Knowledge Solutions* (1st ed.). Thorogood. [https://doi.org/10.1007/978-981-10-0983-9\\_54](https://doi.org/10.1007/978-981-10-0983-9_54)
- Sharp, B., Aguirre, G., & Kickham, K. (2015). Managing the Public Sector. In *Managing the Public Sector* (Ninth). Wadsworth. <https://doi.org/10.4324/9781315663609>
- Siregar, S. N. (2013). *PENCAPAIAN REFORMASI INSTRUMENTAL POLRI 1999-2011 ACHIEVEMENT OF THE INSTRUMENTAL INDONESIAN NATIONAL POLICE REFORM* (Issue 6).
- Siregar, S. N., Bhakti, I. N., Samego, I., Yanuarti, S., & Haripin, M. (2015). *Reformasi*

- Struktural Polri Tahun 1999 - 2010* (S. N. Siregar (ed.); I). ANDI.
- States, U., & Union, E. (2009). *List of countries by number of airports*.
- Sutrisno. (2016). *Sosiologi Kepolisian: Relasi Kuasa Polisi dengan Organisasi Masyarakat Sipil Pasca Orde Baru* (ed 1; cet). Yayasan Pustaka Obor Indonesia.
- Tang, W. (2007). Impact of Corporate Image and Corporate Reputation on Customer Loyalty: a Review. *Management Science and Engineering*, 1(2), 57–62. <https://doi.org/http://dx.doi.org/10.3968/j.mse.1913035X20070102.008>
- Tejada, J., & Punzalan, J. (2012). On the misuse of Slovin's formula. *The Philippine Statistician*, 61(1), 129–136.
- Teresko, J. (2004). Driving employee engagement. *Industry Week*, 253(9), 74. <https://doi.org/10.1177/2329488414525399>
- Tolan, C. A., Mingkid, E., & Kalesaran, E. R. (2017). Peranan Komunikasi Dalam Membangun Citra Polisi Republik Indonesia (POLRI) Pada Masyarakat (Studi Pada Masyarakat Kelurahan Kleak, Kecamatan Malalayang, Kota Manado). *E-Journal "Acta Diurna,"* VI(1), 1–12. <https://ejournal.unsrat.ac.id/index.php/actadiurnakomunikasi/article/view/15477>
- Trček, D. (2018). Computational Trust and Reputation Management. *IEEE Computer Society*, 21–54. [https://doi.org/10.1007/978-3-319-62374-0\\_3](https://doi.org/10.1007/978-3-319-62374-0_3)
- Wright, D. K. (2011). History and development of public relations education in North America: A critical analysis. *Journal of Communication Management*, 15(3), 236–255. <https://doi.org/10.1108/13632541111151005>
- Yanow, D., P., S.-S., & Freitas, M. J. (2008). Case Study Research in Political Science. *Encyclopedia of Case Study Research*, 109–114.