# INFORMATION MANAGEMENT USING INTELLIGENCE MEDIA MANAGEMENT (IMM) DIGITAL MEDIA ANALYSTS IN MANAGING THE REPUTATION OF THE INDONESIAN NATIONAL POLICE

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## ABSTRACT

The purpose of this study is to examine the information management using intelligence media management (IMM) digital media analysts in managing the reputation of the Indonesian National Police. The research method used in this research is a case study method. The case study method can be used to comprehensively explain an organization, and the program developed by the Indonesian National Police Institution. Data collection was obtained through in-depth interviews with informants who met the research criteria and participatory observation. Research supports data obtained through the study of literature from previous studies, documents, and relevant books. The results revealed that Media management is needed by the Indonesian National Police as a fact-finding function to obtain a picture of public opinion towards the Indonesian National Police institution. The data is processed and analyzed and then compiled into the Indonesian National Police strategic plan. The form of media management integration in the public relations strategy is manifested in collaboration with mainstream media, social media optimization, suppressing negative news, the use of the IMM application, Police Success Dissemination, rapid response to negative sentiments and managing trending topics. The strategy is able to reverse the public perception of the performance of the Indonesian National Police, where the Indonesian National Police Institution is on a positive trend, the image of the Indonesian National Police continues to increase every year.

**Keywords:** *Media Management; PR; The Indonesian National Police; Strategy; Image*

## 1. INTRODUCTION

The police officer image is very complex; in general, the assessment of the police officer image consists of three categories, viz. The overall image of the police, the perception of the police work, and the perception of the officers work process in resolving various demands [1]. The experience of public interaction with the police can make a major contribution to the image building owned by the police officers. The more positive the public experience with the police, the more positive the image of the police officers in the public eye.

However, we cannot disprove that police officers' performance is often exposed to sharp criticism from the public. The criticism arises because of the public's expectations about the figure of police officers who are expected to have a perfect character and be able to become 'superhuman' protectors of society. The public wants the police to be a hero who is always ready to answer the challenges that are present in the community. This is in line with what was revealed by August Vollmer, a former police chief in California, United States:

> "The citizen expects police officers to have the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategic training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the Carpenter of Nazareth, and finally, an intimate knowledge of every branch of the natural, biological and social sciences. If he had all these, he might be a good policeman" [2]

The ability of officers to manage public expectations through policy and technical performance in the field becomes a strategic activity for police institutions. When officers are able to maintain the various expectations of the community, then perceptions about the performance of officers can be positive, which ultimately results in a good general officer image. The 'shortcut' that can be

taken by every institution (including the police) to display a positive image is to use the power of the media. The media have a function as a provider of news and information. The information which is disseminated by the media can influence public opinion, attitudes, and trust in an organization. Therefore, the ability to shape the content of media coverage becomes the main work in managing image and public relations with various organizations. [3]

The media are a driving force for police accountability, where they also play a role as a critical engine for the police. Skolnick & McCoy in [3]. In the past, the police chose a reactive approach to the media 'attack' by being defensive or closing down sources of information that should be disseminated to the media. Ericson, Baranek, & Chan, 1989 [3]

The rapid development of information technology has changed the media ecosystem. Media such as television, radio, and newspapers are no longer the only communication channels between the community and organizations. After the 2000s, the development of information technology has given birth to new types of media that enable organizations to directly communicate with the public through an Internet-based media. This information technology has helped people to connect and exchange information with each other without the presence of the gatekeeper. Society can have a role as well as the media, which is doing news production on the one hand, while at the same time still consuming information from various channels where available. Therefore, the Indonesian National Police as one of the largest institutions in Indonesia is expected to be able to be proactive in utilizing new media for the benefit of managing information outside and inside the organization. Utilization of this new media was carried out as part of an effort to harmonize public expectations with policies that would be produced by police institutions.

Today, the Internet becomes a familiar term in our daily lives. The internet, a smart network that connects computers and humans, has at some level become a kind of need for people who need information and communication. The Internet has become a major icon for the advancement of technology and information (IT), and the Internet has changed the way people think, work, shop, learn, and communicate.

There is no doubt that the planet we live in has been transformed into an internet planet. The internet has succeeded in changing the face of the world in a relatively short time. Various service innovations, applications, hardware, multimedia tools, mobile phones, and gadgets, consciously place the internet as the central point. The world really has been united by this smart network. There are no more geographical boundaries, not even time limits.

The internet has now become a global village for people on earth. There is hardly a single human activity that is not recorded in the internet space. This condition is an advantage for organizations, who wish to monitor and capture the psycho-social condition of the public at any time. The Indonesian National Police (Polri) as part of an organization that has a duty to serve the community, has the responsibility to continue managing public expectations by giving birth to policies that are able to answer the needs of the public at large.

Therefore, since he was appointed as the Chief of the Indonesian National Police, General Pol. Prof. M. Tito Karnavian, M.A., Ph.D., issued Commander Wish on July 15, 2016, in response to public challenges given to the Indonesian National Police to reform their institutions. The contents of the Commander Wish are cultural reforms, improvement of public services, enhancing the professionalism of law enforcement, increasing the stability of public order and media management. The Chief of the Indonesian National Police makes media management one of the priority programs, which with the rapid development of information technology requires the development of a digital machine infrastructure that functions to monitor large amounts of media information called Intelligence Media Management (IMM), the IMM application began to be used up to the police station level. This technology, which functions as an instrument of intelligence perception analysis, is able to document and identify various situations and conditions that occur in the community.

Every media coverage reporting on the Indonesian National Police will be automatically recorded which works based on the monitored topic. The use of IMM on the other hand also assisted the Indonesian National Police in the process of collecting data, especially through the reporting of very large and complex media. The use of this system has successfully cut the stages of media data collection, which was originally carried out in manual work into a computerized system.

The results of the screening of issues through digital technology are what has resulted in various strategic and technical policies of the Indonesian National Police institutions. The digital machine used by the Indonesian National Police can focus on catching information only about news and information about the Indonesian National Police. This, of course, simplifies the police officers to formulate responses and policies that the public

expects to be implemented by the Indonesian National Police.

IMM has assisted the Indonesian National Police in managing issues in the media in order to strengthen public trust in the Indonesian National Police. The internal of the Indonesian National Police are able to categorize the priority levels of issues that must be responded to in media coverage. Any negative issues that develop dominantly and are directed through negative sentiment, can be quickly mapped. Data on digital media coverage of the Indonesian National Police obtained from the Indonesian National Police IMM machine throughout 2016 showed 340,238 news stories spread across 1,336 online media. This digital machine data show that there has been an increase in the Indonesian National Police coverage from the same period in 2015. The news that emerged about the Indonesian National Police is divided into various sentiments both positive, negative and neutral. Based on the monitoring, the proportion of sentiments is divided into positive sentiments by 35%, neutral sentiments by 30%, and negative sentiments by 35%.

IMM is a system that works 24 hours in real-time, automatically and functions to do media monitoring, collecting media content online. Media analysis content that can be produced are trends, influencers, media sentiments in the form of both positive and negative sentiments, determining priority issues that can eventually be used as a reference for making follow-up recommendations for the public or even to the media itself in the form of media relations activities. IMM retrieves media data from 1700 online media (local and national from 139 countries in the world), 140 print media (local and national from 9 provinces to date), 8 television media, social media Twitter and Facebook. All of this data is in the system that can be accessed at any time.

IMM can be accessed via mobile (mobile version), tablet (example: iPad), or laptop. With the ability of artificial intelligence, IMM has a function like a personal assistant who can provide information based on media data anytime, anywhere, and for any issue. IMM is used as an instrument to support the work of officers in terms of (1) supervision, (2) management of issues, and (3) tools for mapping various potential crimes, social vulnerabilities, clashes, and mitigation of acts of terror that occur in the regions. This mapping is then presented in a rigid visual form up to in the form of maps at the district/city level.

With a number of features possessed by IMM, the internal of the Indonesian National Police at least get three benefits, including (1) The internal of the Indonesian National Police can map potential conflicts based on media coverage in the regions. By using the maps instrument, the internal of the Indonesian National Police can not only reach news that has the potential to cause conflict at the provincial level, even at the district/city level. (2) The internal of the Indonesian National Police can map the movement of issues that are often juxtaposed with the media towards the police. By using the top issue feature, the internal of the Indonesian National Police can see the media's interest in discussing development issues. Whether the issue is positive or even tends to be negative for the Police. (3) The internal of the Indonesian National Police can become managers of issues developing in the media based on the results of monitoring. By utilizing the influencers feature, the internal of the Indonesian National Police can evaluate the extent of quoted statements made by the media. Whether the statement issued so far is enough to help internal in reducing the issues that are developing in the midst of media coverage.[4]

Another added value of the presence of IMM is as a manifestation of the public information disclosure program. IMM will help the Indonesian National Police provides various information needed by the public quickly and accurately. Not only that, IMM became an internal evaluation tool for the Indonesian National Police. This role was stated by Joko Erwanto, as Head of Public Relations Documentation and Information Services Bureau, Polri:

> "Actually, our main task is to carry out the mandate of the law on Public Information Openness, especially information services to the public or the community. And so far, we have received the most information service in relation to case problems that occur in the regional police units, including several cases handled by the Police Headquarters work unit."

Access to the IMM system has been granted to more than 100 members of the Indonesian Police Headquarters and Public Relations Police throughout Indonesia. System access can be used directly through a mobile (mobile version), tablet or ordinary computer. Information can be obtained anytime and anywhere. This means that the system is ready to be used by the Indonesian National Police. But the implementation in the field is not without problems, according to Rustika as a consultant to the Police Public Relations Division stated that;

> "Police HR should be ready to use it. Training and training have been carried out intensively for 3 days at Kartika Chandra Hotel. In addition, IMM still provides assistance from analysts who are

ready to attend at any time when needed. The problem that arises is that the team that received training for 3 days still did not maximize the IMM facilities, even not used it at all".

However, for the user level, internal police is considered to be capable enough to operate IMM, especially in reporting (daily, weekly, monthly). Internal Police are also quite capable of mapping important issues that are included in the priority scale of handling, especially at the regional level. But for a deeper analysis process (analyst level), there needs to be further assistance to get the results of more strategic analysis, especially in efforts to respond to and manage issues in the media.

Not only a matter of substantial issues, but the internal police also need to get a basic understanding of Microsoft Office (word, power point, and excel). Based on experience in several internal meetings and training opportunities, the Indonesian National Police also had difficulty processing IMM data into concise reports for reporting purposes to the headship.

The challenge for the Police itself is the existence of public perception with a low level of trust from the community which is then written down by the media in negative tones and often puts forward cornering framing. Various positive performances of the Indonesian National Police in maintaining security and public order (kamtibmas), handling terrorism, and efforts to maintain price stability are almost certainly covered by issues and discourses that invite polemics.

Another case when in a different situation, with the election of General Pol. Prof. M. Tito Karnavian, M.A., Ph.D. as the Chief of the Indonesian National Police replaces Badrodin Haiti apparently able to have a positive effect on the Indonesian National Police institutions. This can be seen from the strengthening of the positive sentiment towards the media coverage of the Indonesian National Police. However, the euphoria of the community towards The Indonesian National Police's performance after the election of Pol General. Prof. M. Tito Karnavian, M.A., Ph.D., quickly diverted by the 'outpouring' issue carried out by Freddy Budiman about the flow of drug kingpin funds that again depressed the image of the Indonesian National Police. Various issues outside the performance of the police are able to cover success stories of the performance of officers in the field. One of the most recent cases of alleged blasphemy has been able to outperform the issue of the pursuit of the Santoso terrorist group which tends to be stable in the media every month. This condition is not much different from the 'outpouring' issue of Freddy Budiman, who was once so dominant that it

attracted the attention of the media. This issue is increasingly faded from the media's attention after the formation of the Joint Fact-Finding Team (TPFG) whose results are far from Hariz Azhar's accusations. But once again, the construction of positive news, unable to boost the image of the police.

During the Badrodin Haiti leadership period, the number of reports with negative sentiments was consistently well above those with positive sentiments. Even the success of the Indonesian National Police in handling the Sarinah-Thamrin bombing case was unable to boost public confidence in the Indonesian National Police institution. This condition has reversed since the beginning of the leadership of General Pol. Prof. M. Tito Karnavian, M.A., Ph.D., who intensively uses IMM. Since General Pol. Prof. M. Tito Karnavian, M.A., Ph.D., became the Chief of the Indonesian National Police, the image of the police continues to improve. This is illustrated in the results of research from R & D Kompas, where in 2015 the level of public satisfaction with the Police reached 52.1%, in 2016 63.2%, in 2017 73.05% and in 2018 it reached 82.9%. This positive trend is the result of media management through the implementation of the IMM, where the Police use the IMM application to conduct fact-finding before formulating a strategic plan for the public.

In the context of this research, which was elaborated with Social Construction of Technology (SCOT) theory, the Indonesian National Police responded to the changing culture of community communication that switched platforms from conventional media to digital media by also being present in cyberspace. The Indonesian National Police participation is a manifestation of its role as one of the relevant groups in constructing the final design of the use of social media with the community as other relevant groups to realize security and order in cyberspace and the real world. In the process, the Indonesian National Police carried out a series of technology-responsive proactive public relations programs, ranging from the use of the IMM digital media analyst machine capable of documenting community actions, reactions, and interactions around the scope of the Indonesian National Police work, analysis of community sentiment towards the Indonesian National Police, and dissemination of the Indonesian National Police performance as a picture of community harmony. Through the rationale of the Social Construction of Technology theory, it can also be dissected construction of information management using IMM digital media analysts in

managing the Indonesian National Police reputation in the eyes of the public.

Based on the description of the research problem above, the purpose of this research is to examine the information management using intelligence media management (IMM) digital media analysts in managing the reputation of the Indonesian National Police.

## 2. METHOD

The research method used in this research is the case study method for qualitative data analysis. Case studies are comprehensive descriptions and explanations of various aspects of an individual, a group, an organization (community), a program, or a social situation.[5] The case which was examined was Media Management as an Information Channel to Respond to Public Opinion through Digital Media and Mainstream Media by the Indonesian National Police. The type of case study that researchers use is an intrinsic case study, in which the type of intrinsic case study is usually done for its own sake, that is, to learn about the case only. Without the expectation that the results will be generalized to explain similar cases [6].

In determining informants, researchers determine the criteria for informants, including: (1) An active member of the Indonesian National Police; (2) Is a member of the Police Public Relations Division; (3) directly involved in the use of Intelligence Media Management (IMM); (4) Willing to be interviewed and have time to provide information to researchers. Data collection techniques used in this study were interviewed, observation, and study documentation. Data were analyzed through three stages: (1) Data reduction; (2) Data Presentation; (3) Conclusion.

There are two kinds of measuring the data correctness in internal validity, namely member-check and triangulation [7]. Member-check is the process of checking the data obtained by the researcher to the data giver. The goal is to determine the suitability of the data that has been obtained with the data provided by the data provider [8]. In analyzing the data from this study, after conducting the data reduction process the researcher re-checked the results of the interview transcript that the researcher made and analyzed, to the informants who had been interviewed by the researchers in an effort to obtain the results of interviews and analysis which were not wrong. Next, triangulation is analyzing the subject's answer by examining its correctness through available empirical data (other data sources).

## 3. RESULT

The rapid development of technology has changed the media ecosystem. Media such as television, radio, and newspapers are no longer the only communication channels between the community and organizations. In the period after the era of the 2000s, the development of information technology (IT) has given birth to new types of media that enable organizations to directly communicate with the public through internet-based media technology. This information technology has helped people to connect and exchange information with each other without the presence of the gatekeeper. Society can have a role as well as the media, which is doing news production on the one hand, while at the same time still consuming information from the various channels available. In addition, the development of mainstream media and social media was extraordinary. Whereas a presenter of information to the public, it has a great influence in building public opinion, even though its spread is conducted in cyberspace.

The Indonesian National Police's awareness to manage public opinion in cyberspace is a reflection of Bob Julius Onggo's definition of E-PR in the book "*E-PR Achieving Publicity in the Interactive Era Through Online Media*" as follows:

"E-PR is a form of conventional Public Relations that adapts according to technological developments in the era of 2.0 which made offline media turn into online media, so Public Relations must adapt and become E-PR. Where all conventional Public Relations activities are carried out offline, E-PR conducts all its activities on the Internet using computer equipment. E-PR is a part of the Public Relations whose function and purpose are the same as Public Relations, which are both to increase the company's brand awareness. E-PR (electronic public relations), Cyber PR, Online PR, or PR online, are public relations activities that use the Internet as a communication media. Internet media are used by PR to build a brand (brand) and maintain public trust. Thousands of one-to-one relationship can be built simultaneously through internet media because of their interactive nature" [9].

The Head of the Multimedia Bureau of the Indonesian National Police Public Relations Division, Brig. Pol. Drs. Yan Fitri Halimansyah, M.H., also realized that the high intensity of communicating in cyberspace became like an 'alarm' for the police to monitor any conversation with it.

"Now just count the comparison of people watching television. Nothing compared to a smartphone. In one day, no one is holding a cellphone. Just multiply the population, that's the number of users who use mobile phones. Now the children that just can walk by their parents already have been given a cellphone. To keep them quiet, to make them play. So, this condition must become a thought that the cyber world, this netizens world is a world that must be considered carefully. Because today's issues of politics, social life, criminality, all can be seen and discussed in cyberspace, both Twitter and Facebook are all discussed by them."

In addition, according to Brigjen. Pol. Drs. Yan Fitri Halimansyah stated that digital media, especially social media if abused can threaten national security and order.

"In the world of social media, the bet if left unchecked is to be able to divide the country. People can take ideology from mobile phones, take confidence from mobile phones. People are learning religion now from mobile phones, and people admit that because of mobile phones too, this is dangerous. Even though this virtual world is an unreal world, its facilities and existence to be known by the state are necessary."

Not to forget, the police also became the subject of public and media conversation in cyberspace. According to a media management training followed by the Head of the Social Media Subdivision Digital Information Dissemination Section Multimedia Bureau of the Police Public Relations Division, Kompol Makung Ismoyo Jati, S.I.K, the Indonesian National Police is a government agency with the highest engagement with social media which is also evident that the public has more interest in the performance of the Indonesian National Police.

"The Indonesian National Police has official accounts such as the Public Relations Division on Instagram, Twitter, Facebook, and Path. The posts are captured with the number of comments in quantity, the highest number of comments among the Ministries or Institutions. However, after being analyzed, There were also many negative comments, related to posts issued by the Indonesian National Police, indeed more research was needed. Did the person who made this comment deliberately create it? Has the person intentionally created negative comments or is the comment a reflection of his feelings? I also read the feedback that is now happening is not connected between the posts with comments."

The Chief of the Indonesian National Police, General Pol. Prof. M. Tito Karnavian, M.A., Ph.D., admitted that public trust in the institution he leads is still very low. This was expressed in the "100 Days Priority Program of the Chief of the Indonesian National Police" which took place at the Indonesian National Police Headquarters on October 11, 2016.

"I see that public trust in the Police is ironic. Since the Indonesian National Police was separated from ABRI/Republic of Indonesia Armed Forces (now TNI/Indonesian National Armed Forces), the level of public trust and satisfaction with the Indonesian National Police's performance has continued to decline. Over the past 16 years, we have seen a trend of public confidence, in fact, declining in view of several survey results. There is even a survey that calls the Indonesian National Police as the most corrupt and least trusted institution with the DPR (The People's Representative Council) and the Prosecutors Office." [10]

As a government agency which is tasked with maintaining security and public order, the police must be able to maintain public confidence in them. If the community does not trust the police, it will be increasingly difficult for the police to deal with existing problems in the community and affect the effectiveness of managing police duties in general. Where there will be many obstacles in the form of resistance or even destructive attacks by the community with the police. Meanwhile, if the community has trust in the police, there will grow sympathy and empathy from the community which then makes them want to participate. Eventually, the community will become a strategic partner of the police force and will make it easier for the police to carry out their main duties and functions. So that the ability of the Indonesian National Police officers to manage public expectations through policy and technical performance on the ground, becomes a strategic activity for police institutions.

In response to the development of digital media technology, the Head of Community Information Bureau of the Police Public Relations Division, Brig. Pol. Drs. Rikwanto, S.H., M.Hum., believes that the role of the Police Public Relations Division is becoming increasingly important going forward in terms of public opinion management.

"With the advancement of information technology today, many people express their opinions not only in demonstrations or gatherings in the field or in certain places. But demonstrations were also voiced through digital media. Well, these matters cannot be monitored by these functions. But, the impact has been

extraordinary if not managed properly. Because, gathering thousands and even millions of people do not have to shout through the leaflets, just typed enough already. Well, the role of Public Relations is here. So, the role of utilizing digital technology in utilizing media, and also we play ourselves for how to disseminate correct information to the public.”

This new media utilization is done as part of efforts to harmonize public expectations with policies that will be produced by police institutions. Therefore, media management becomes something that is very much needed so that public opinion towards the Indonesian National Police is maintained properly. All the Indonesian National Police institutions, including those from the Indonesian National Police Headquarters, as well as the Regional Police headquarters (Polda) and the Departmental Police of the Republic of Indonesia (Polres), must be very understanding. Therefore, all must work in accordance with the main tasks of their respective functions and roles and pay attention to the extent of community trust in the police. So it means that all who work in organizations at the Police Headquarters, the Regional Police headquarters, and the Departmental Police of the Republic of Indonesia to the forefront should not be careless with the opinions that are being built by the media. Both the mainstream media and social media.

Public opinion through modern media has reflected trends in public opinion in all walks of life. This can directly or indirectly affect the conditions of harmony and stability of the existing community. With the rapid development of ICT, where services for the public are also available in various social media such as Facebook, Twitter, Instagram, Email and so on, the information is circulating so fast. Indonesia is known, is one of the countries where the number of social media users is high. The consequence is that news that is popular, especially negative news about a large institution will quickly circulate and spread.

So far the strategy and management of the Indonesian National Police's public relations in building its image as a law enforcement officer have not been running as it should, because there are still many inhibiting factors that hinder the functions and tasks of the police public relations in building the image.

In building positive public opinion in order to increase the public trust of the Indonesian National Police, it is very necessary to have internal police support and cooperation with the mass media. Therefore, it is expected that the Indonesian National Police Public Relations can manage the media well.

Media management or media management as an activity requires management functions to mobilize existing resources in achieving the objectives of the Indonesian National Police. Therefore the police public relations division carries out the steps of planning, organizing, implementing and monitoring.

In the implementation of media management, according to the Head of the Public Information Bureau of the Police Public Relations Division, Brig. Pol. Drs. Rikwanto, S.H., M.Hum., there are no specific stages that are implemented consistently. As members of the Public Relations division in each city face different situations and challenges even though the goal is the same, namely to maintain good relations.

"In stages it is uncertain, meaning that it must be in order from 1 to 10, it cannot be inverted, because the characteristics in the field also vary, in the regions, in cities or anywhere. Education level, then infrastructure, distance. So in the field, it is very flexible in how to manage existing media. Manage the news manage friendships. Managing his professional relations is very situational, which obviously must have a good relationship, a symbiotic mutualism.”

However, the implementation of media management must certainly be integrated with the Police public relations strategy, as revealed by Brig. Pol. Drs. Rikwanto:

"The media management integration, such as management of mainstream media, if for example there is news that attacks the Indonesian National Police institution and it is very detrimental, we can immediately process it by doing an opinion counter and narrative counter. Then increase the positive coverage of the Indonesian National Police. Positive reporting is one of the successes of the Indonesian National Police.”

One derivative of the Promoter program best practices is then manifested in the use of IMM. Intelligence Media Management is a system that works 24 hours in real-time, automatically with robots that do media monitoring to collect media content online. Media analysis content that can be produced is trending, influencers, and media sentiments in the form of both positive and negative sentiments, determining priority issues that can eventually be used as a reference for making recommendations for the follow-up to the public or even to the media itself in the form of media relations activities.

Intelligence Media Management uses artificial intelligence (AI) software in gathering, analyzing, mapping all topics or conversations in the media in

real-time. IMM retrieves media data from 1700 online media (local and national from 139 countries in the world), 140 print media (local and national from 9 provinces to date), 8 television media, social media Twitter and Facebook. All of this data is in the system that can be accessed at any time. IMM can be accessed via mobile (mobile version), tablet (example: iPad), or laptop. With the ability of artificial intelligence, IMM functions like a personal assistant who can provide information based on media data anytime, anywhere, and for any issue.

IMM is used as a form of an information channel that makes it easy for the Indonesian National Police to monitor media coverage using artificial intelligence (AI) software. Every media coverage of the Indonesian National Police will be automatically recorded which works based on the topic in the form of monitoring keywords. The use of IMM on the other hand also assisted the Indonesian National Police in the process of collecting data, especially through the reporting of very large and complex media. This means that the use of this system has succeeded in cutting the stages of media data collection, which were originally carried out manually in a computerized system. According to Brig. Pol. Drs. Rikwanto stated that IMM facilitates planning, data collection, data processing, and presentation.

"Like the process in intelligence. There is planning, then data collection, processing, then being presented. The process is there, the cycle is there if it used to be manual. People go to the field, collect data, then be collected, then analyzed, then presented. This IMM speeds up the process The present era is a digital era, so we no longer have to meet the A, the B, the C. This IMM can accelerate to draw conclusions about what is being discussed by the community, what are the community's tendencies, then who are the influencers, in influencing community thinking then also which society is going in the direction of thinking in this media, what trending topic is there."

Besides being used as a monitoring and counter-issue instrument, IMM was then applied to a broader domain. Media reporting data are used as a mapping instrument for various potential crimes, social insecurities, clashes, and mitigation of terrorist acts that occur in the regions. This mapping can even be presented in the form of rigid visualization to form maps at the district/city level. The use of IMM during the leadership of Tito Karnavian was also accompanied by establishing the Public Relations Division as a central position. The Public Relations Division is one of the parts that then plays an active

role, especially as operators who are required to be able to operate IMM. Four figures led by the Head of Public Relations Division Head of Community Information Bureau (Kadiv Humans Karo Penmas) until the Head of the Public Information Section (Kabag Penum) became an opinion leader in charge of counter issues through the media. The use of the IMM was then not only done at the level of the Indonesian National Police Headquarters but also in the ranks of the regional police.

The results of the issues screening through digital technology are what has resulted in various strategic and technical policies of the Indonesian National Police institutions. The IMM used by the Indonesian National Police can focus on catching information only about news and information about the Indonesian National Police. This, of course, makes it easy for police officers to formulate responses and policies expected by the public to be carried out by the Indonesian National Police. The use of IMM has assisted the Indonesian National Police in managing media issues in order to strengthen public trust in the Indonesian National Police. Internal Police are able to categorize the priority levels of issues that must be responded to in media coverage. Any negative issues that develop dominantly and are directed through negative sentiments can be quickly mapped.
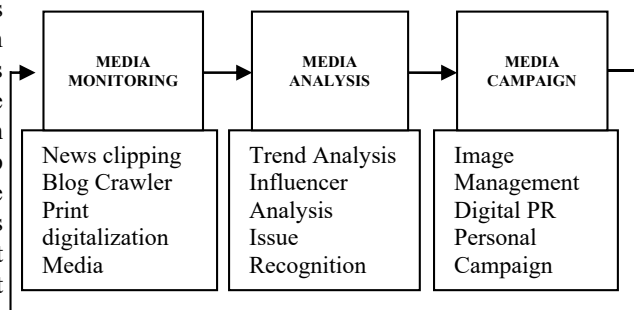


*Figure 1. IMM Work System*

For the Head of the Public Information Bureau of the Police Public Relations Division Brigjen. Pol. Drs. Rikwanto, S.H., M.Hum. the various facilities available at IMM have greatly helped the police performance in terms of digital media information management.

"For the equipment, there are software and hardware, both are working. Intelligence Management Media, because of its various features, so you can find out what is trending topic in the eyes of the public Continue, how long the topic becomes a trending topic. Then there are also those who become influencers in order to form public opinion. Then how much negative

news to the Indonesian National Police, and what types. Including positive news on the Indonesian National Police, how many types and what kind of news. Therefore, this IMM is very much needed in the context of current information technology."

IMM is used as an instrument supporting the work of officers in terms of (1) monitoring (monitoring); (2) counter issues and (3) mapping aids for various potential crimes, social vulnerabilities, clashes, and mitigation of terrorist acts that occur in the regions. This mapping is then presented in a rigid visual form up to in the form of maps at the district/city level. With several features possessed by IMM, the internal police force at least gets three benefits:

First, Internal Police can map potential conflicts based on media coverage in the regions. By using the maps instrument, the internal police can not only reach news that has the potential to cause conflict at the provincial level, even at the district/city level.

Second, Internal Police can map the movement of issues that are often juxtaposed with the media against the police. By using the top issue feature, the internal police can see the media's interest in discussing development issues and is the issue positively or even tends to be negative for the National Police.

Third, Internal Police can become issue makers, issue managers, to counter issues that develop in the media based on monitoring results. By utilizing the influencers feature, the internal police can evaluate the extent of quoted statements made by the media. Whether the statement issued so far is enough to help internal in reducing the issues that are developing in the midst of media coverage.[4]

According to the Head of the Division of Public Information Bureau of the Public Relations Division of the National Police Commissioner Kombes. Pol. Drs. Rana Swadayana, the existence of IMM facilitates the performance of the Indonesian National Police in identifying parties and problems contained in social media so that further actions taken will be more targeted.

"The IMM application makes it easy for the National Police to find out who is our 'villain', who is our friend. With this IMM application, we can get to know. This is the person who supports us, this is the media that really highlight us negatively, this is positive media. That's where our strategy is designed, that's a huge benefit from IMM."

A description of the results of the study can be elaborated in the chart below:
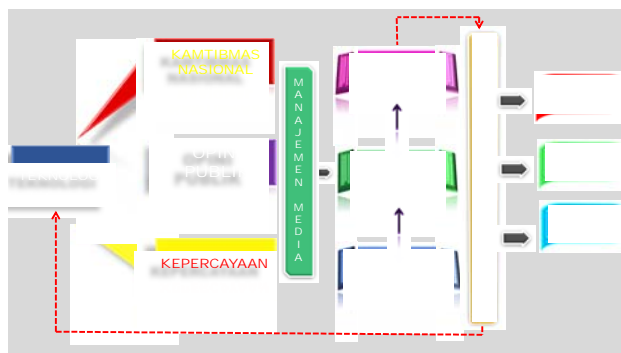


*Figure 2. The Indonesian National Police and
Media Management
(Source :Research Result)*

The IMM application is used as a means to map problems, counter opinions and implement guidelines for follow-up plans. The presence of IMM serves to document the social realities that occur outside the control of the Indonesian National Police institutions.

This social reality will then be confronted with the normative reality that the Indonesian National Police wants to create through various communication responses and policies of the police institution. The social reality faced by the police is a condition created outside the design and control of the police. Often, this social reality disturbs the positive image possessed by the police. Imagery is part of the normative reality that continues to be created by the police. The reputation of the police institution is the result of contestation from social reality and normative reality. When the normative reality imagined by the police becomes a new social reality that defeats the social reality that disturbs the image of the police, the police will reap the rewards of a good reputation about the police institution. Conversely, if normative realities are not able to outperform social reality, police institutions will be rewarded with a reputation that does not match police normative expectations.

The following graph shows that the Chief of the Indonesian National Police and the PR division are the caretakers of the positive face of the Indonesian National Police in public. The Indonesian National Police's presentation system in public seems to have been going well because all the public relations division teams in the central and regional levels have played their public communication functions well and directed.
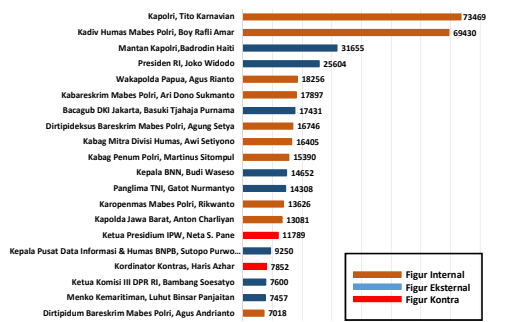
*Figure 3 The Indonesian National Police influencer list from IMM Technology*
(Source: Police Public Affairs and Press Directorate)

As an institution, the police also have the opportunity to build a social reality that departs from the normative reality of the police institution subjective image. According to Berger and Luckmann [11], social reality is a three-stage dialectical process that takes place simultaneously, namely (1) the process of externalization (adjustment) with the sociocultural world as a human product, (2) the objectivation process, namely social interaction that occurs in the intersubjective world institutionalized or undergoing the process of institutionalization (3) the process of internalization, which is the process by which individuals become members.

Burhan Bungin explained that if externalization occurs at a very basic stage in a pattern of interaction behavior between individuals and the social products of their society, the purpose of this process is when a social product has become an important part of society that is needed by individuals at any time, the product social becomes an important part of one's life. The police in an effort to build a positive reputation in the community always try to give birth to social reality through three stages. In the initial stages of externalization, the police will make direct contact with the public. The digital analysis engine becomes strategic in helping officers deal indirectly with the public. Machines that work to collect social reality that occurs in both virtual and natural realms will help institutions dive into and understand the reality that is happening in society. [11]

After having sufficient knowledge about social reality (externalization process), the police institution formulates a new reality, which is directed to become another social reality in the community through official statements and or a new policy (formalization), which is continuously socialized to the public. When this social reality has become a new awareness of public thoughts and behavior, then, the institution has managed to reach the stage of internalization. A condition in which the normative reality of an institution not only experiences actualization in a policy institution, but has become a part of every individual in society.

As an illustration, the low public trust in the performance of the police force is a social reality that disturbs the normative reality that the Indonesian National Police wants to realize as an institution that is a friend of the community. In an effort to answer these challenges, the National Police then gave birth to various policies that would be able to become a new social reality that could slowly erode the negative image of the Police. One of them is re-branding the police department in the police department with the officer's 'visual presentation' approach. The police officers are equipped with special uniforms and work presentation management in public. This is where the objectification process takes place. The Sarinah Bomb Case became a strategic arena for the contact between officers and the public. The presence of police officers with a new 'packaging' which is identical to officers from abroad (as described by officers in Hollywood films), makes public opinion move to a new pendulum. The community feels proud and places a high trust with police officers. The new perception of officers, which then made the public idolize officers, signaled that the new social reality of police officers had undergone an internalization process.

Berger and Luckmann [12] convey that the presence of social reality is inseparable from the conception of 'reality' and 'knowledge'. The new image of the police that is responsive, professional and trusted, does not necessarily materialize without the 'reality' present in the midst of the community. Public knowledge about the normative reality of the police is not able to foster public trust in officers. The community's protective jargon, only really hit, when the community saw the realization of the vision in the Sarinah Bombing. It is two policemen who bravely and dare to challenge and chase after terrorists who become one of the important momentum turning points of a negative image into a positive image for the Indonesian National Police officers in public.

The presence of a digital analysis engine is not a representation of the formative structure that directs and controls the image of the police in the public eye. McLuhan's deterministic conception which assumes that technology is a determinant of human

interaction in social life is certainly contrary to the assumption of interactionists. Digital analysis technology is a tool where police officers analyze the catches of public perception conducted by digital analysis machines.

Officers have the discretion to use this technology as a means of detecting, documenting, translating to modifying this technology for the benefit of the institution. As an illustration, the presence of the IMM which daily provides a map of the state of public psychology on issues relating to security tasks has become one of the tools of the police officers to evaluate each officer's action in the field. The workings of this technology actually break the myth that technology currently has control of human life. The achievements of the police arrested terrorists so far, easily vanished in the minds of the public when the presence of the issue of Freddy, a drug kingpin who said that there was the involvement of officers in drug transactions so far. This digital analysis tool shows that the symbols of success and hard work of police officers are not always interpreted as achievements and successes of officers in the public eye.

The IMM machine data show that top influencers or figures that attend to present various police performance were mostly filled by internal police actors. This machine data can be read that police officers have guaranteed the process of information disclosure and the desire to continue to be close to the community, by always appearing before the public through the media. But on the other hand, this portrait actually also shows that the level of public trust in the police is not optimal. Institutions that have a good reputation, in the perspective of public relations, will actually get more supporters from third parties. The more third parties become 'spokespersons' for the success of officers, the level of public trust will increase. This illustration shows that public perception cannot be dictated by any institution, the police are no exception. The presence of this digital analysis technology helps institutions to more quickly and responsibly determine what symbols are sent by the public to the police as soon as possible to be responded back by the police with symbols in accordance with public expectations. According to Basrowi and Sukidin, symbolic interactions are carried out using language as one of the most important symbols of decoding. However, symbols cannot be determined as a rigid determinant factor, but symbolic traffic between institutions and the public is an ongoing process.

From the explanation above it can be concluded that the Indonesian National Police have three strategies in managing public opinion. The first is responsive to technological developments that involve an understanding of online media and social media as the latest mass media in accommodating the aspirations of the community as well as being able to form public opinion. So it becomes crucial for the Police, as a government institution that is often discussed in cyberspace, to actively utilize online media and social media to the fullest. Then the second strategy is the answer to the first strategy, which is in an effort to utilize the latest mass media platforms by carrying out media management in accordance with Commander Wish and the Indonesian National Police's priority program. By integrating the 2017 Police public relations strategy with media management, it is expected that the Police Public Relations Division is able to manage and maintain public opinion in a positive direction. Furthermore, the 3rd strategy is also a combination of the first and second strategies, namely digital information management using IMM. Based on the responsiveness to the aforementioned technology, the Indonesian National Police carry out media management with the help of IMM technology which can monitor community sentiments in various digital media. These three strategies became the Indonesian National Police's formula in managing public opinion in the era of digital democracy. Efforts made by the Indonesian National Police Institutions through media management began to bear fruit.

Since General Pol. Prof. M. Tito Karnavian, M.A., Ph.D., became the Chief of Indonesian National Police, the image of the Indonesian National Police Institution continues to increase every year. This is reflected in the Kompas R&D research data for 2018. The level of public trust in the Indonesian National Police increased, after General Pol. Prof. M. Tito Karnavian, M.A., Ph.D. maximizes media management. Based on the results of a recent compass R&D survey, the level of public satisfaction with the Indonesian National Police increased from 46.7 percent in 2014 to 82.9 percent in 2018.

Various implementations resulting from the integration of the Police public relations strategy and media management reflect the process of Public Relations. Rhenald Kasali asserted that the process of Public Relations clearly shows the implementation of Public Relations tasks, not merely the taking action, but requires planning and followed by control measures through the evaluation process. According to Renald Kasali, the Public Relations process always starts and ends with research.[13]

Through the utilization of data obtained in cyberspace using IMM technology, the Monitoring

and Analysis Section in the Multimedia Bureau analyzes topics of conversation that are rife in the community which include fact-checking, trend assessment, netizens' sentiments towards the Police and profiling. If a topic is found that is not ideal and has the potential to cause problems, the Monitoring and Analysis Section will make a report and then submit it to the Head of the Bureau for consideration of the follow-up to solving the problem. This is consistent with the first PR process, namely:

> Define the Problem. This stage is the application and function of the company's intelligence. At this stage, it is determined "What's happening now?". So at this stage public relations practitioners need to involve themselves in research and gathering facts. In addition, public relations needs to monitor and read through the understanding, opinions, attitudes and behavior of those who are interested and affected by the company's attitudes and actions. A PR must be able to recognize the cause. Keep in mind that this step is carried out by a PR practitioner at all times continuously not just when a crisis occurs. [13]

After obtaining approval from the Head of the Bureau and the Head of the Police Public Relations Division on certain topics that require further action, the results of the analysis from the Analysis Section are then submitted to the Creative Production Section to be made into content capable of being a counter issue. In the production process the Creative Production Section designs content that is not only informative, but is also made visually appealing and appropriate to the character of the media which will be the platform for disseminating information. This process reflects the strategy of the second Public Relations Renald Kasali process, namely:

> Planning and Programs. At this stage a public relations practitioner has found the cause of the problem and is ready with steps to solve or prevent it. This stage includes objectives, procedures, and strategies directed at each target audience. This stage will give an answer to the question: "What should we do and why?". The steps are formulated in the form of plans and programs, including the budget. Plans and programs must be prepared in advance so that they do not conflict and are timed according to the circumstances when a PR activity is carried out. The budget must also be planned as well as possible by involving the directors and the company's finances. Public relations activities must be able to carry out an activity that costs are not high as marketing activities, but the impact it must carry must be the large scale. [13]

The finished content of the Creative Production Section will then be disseminated by the Digital Info Dissemination Section through various social media belonging to the Police Public Relations Division, which includes Twitter, Instagram, YouTube, and Blogs on the Website. This dissemination action is a function of Polri education to the public to clarify hoaxes and act on hate speeches that occur on social media. As social media is a two-way communication, the Digital Info Dissemination Section also represents the National Police Public Relations Division in responding to netizens comments on the truth-clarification content distributed by the Police. This activity represents the 3rd Public Relations Renald Kasali process, namely:

> Action and communication must be linked to specific objectives and goals. This stage answers the question "How do we do it and say it? ". This stage is the implementation phase in which PR runs a program either in one day or a certain period to convey the message that has been compiled to the public so that the company's goals are achieved.[13]

In addition to continuing to carry out internal evaluations manually by the head of the Bureau or Section such as quotes from interviews with informants in this chapter, evaluations using IMM are also carried out every day. Where the results of the analysis of sentiments towards the Indonesian National Police became an evaluation of the Indonesian National Police to improve the quality of its performance in accordance with community expectations. Evaluation is the 4th step in the Renald Kasali PR process which states that:

> Program Evaluation. The homework process always starts with gathering facts and ends with gathering facts to find out whether the process has been completed or not. A PR practitioner needs to evaluate the steps that have been taken. Adjustments can be made in the same program, or after a period ends. This measurement answers the question "How do we do? ". The completion of a problem will always be followed by a new problem (new crisis). Then, this stage will involve measuring the results of past actions. [13]

During the interview process with various informants, there were differences of opinion regarding the use of IMM in the implementation of media management. As about the benefits obtained from IMM. For the Head of the Commission for the Public Information Bureau of the Public Relations Division of the Indonesian National Police Commissioner. Pol. Drs. Rana Swadayana, the results of the IMM analysis are useful to find out if there is erroneous information that is widespread on social media so that its part can conduct

dissemination. Meanwhile, Acting Head of Administrative Affairs for the Creative Products Division of the Multimedia Bureau of the Police Public Relations Division, AKP Raden Dwi Candra Nariza, S.I.K., the trending topic information from the IMM analysis becomes a reference for him in producing trend-responsive creative content for the Indonesian National Police Public Relations Division's social media. Differences of opinion on the use of the results of the IMM analysis researchers seen as something natural. The first component of the theory of the Social Construction of Technology (SCOT), namely interpretive flexibility is that:

Interpretive Flexibility. This component basically highlights that the interpretation of technological artifacts for relevant social groups is flexible. The Flexibility not only occurs in how people think or interpret artifacts but also in the way the artifacts are designed. Culture plays an important role in the discussion of the components. [14]

Technology is value-free. When interacting with user communities, technology undergoes a process of appropriation (freely translated according to adjustments). Appropriation is a process of giving meaning by community groups based on the values and interests that exist in that society towards a product of technology. Giving a variety of meanings, both between individuals and between groups, making the process of development (evolution) of technology to be multicultural.[15]

Then the second component in SCOT theory is relevant social groups. In the implementation of media management by the Police Public Relations Division, several relevant social groups are seen that are grouped according to different roles in the use of IMM technology artifacts in enhancing the Indonesian Relevant Social Group (Relevant Social Group), this concept is used to classify the parties relevant to the process of developing the technological design. This concept is related to another concept, namely interpretive flexibility. Individuals or groups who have a similar understanding or meaning to the technology can be categorized in the same relevant social group. Relevant social groups play an important role in determining the direction of development of technological artifacts. Whether a technological artifact persists depends on the problems and solutions contained in the technology artifact for relevant social groups. Once relevant social groups have been identified, they are described in more detail. These details are needed to define the artifact function for each group [14].

Where the three bureaus in the Police Public Relations Division are in the same social group,

namely as the executor of the Indonesian National Police media management in order to improve the reputation of the Indonesian National Police. Then there are also various other social groups, such as followers on the social media accounts of the Police Public Relations Division, social media users who have not followed social media accounts of the Police Public Relations Division, netizens who give positive sentiment, netizens who give neutral sentiment, to netizens who give negative sentiments. The second component is still influenced by the first component, namely interpretive flexibility. The difference in meaning between the various relevant groups can be an evaluation of the implementation of media management using IMM by the Police Public Relations Division so that the improvement of the Police's reputation is achieved. For example, adjusting the form of messages that can attract more attention to social media, how to interact with social media, with the right social media channels, so that relevant social groups that were neutral and negative sentiments become positive ones.

The third component in SCOT theory is closure and stabilization. Differences in meaning between relevant social groups that have been explained in the previous paragraph will be elaborated along with shared learning from each of the relevant social groups that exist. So that the final design of social media as one of the technological artifacts based on the elaboration.

Settlement and Stability (Closure and Stability). Different interpretations of the social groups involved that appear often become a problem for the development of artifacts, but over time the design of technological artifacts will experience elaboration until conflicts related to the artifacts are resolved and are no longer a problem for any relevant social groups [14]. At this stage a process involving many groups is called reaching closure where there is no further design modification, and the artifact is stable in its final form. The stages of closure and stabilization can be achieved in two ways, namely; rhetorical closure that occurs when a declaration is made to state that there are no more problems related to the artifacts and there is no need for further development of artifact design, and closure by the redefinition that occurs when problems that have not been resolved are redefined so that things this is no longer considered a problem for relevant social groups [15].

Based on the description of various obstacles faced by the Police Public Relations Division in carrying out media management using IMM technology in the section above, indirectly each individual who expressed these obstacles provided

input for the stabilization of IMM artifacts in order to maximize their use in supporting the improvement of the Indonesian National Police's reputation. As the basis, IMM has been just a platform that cannot change human characteristics as its users. Whereas humans as users who gradually with all the adaptations that they do themselves when using social media will determine the final design of these technological artifacts.

The 4th component of SCOT theory is the stage of technological development until reaching the final design influenced by a wider context, which is related to other fields outside the context of media management with IMM technology support by the Police Public Relations Division in improving the reputation of its clients.

Wider Context (Wider Context). Pinch and Bijker have detected the contribution of the socio-cultural and political situation around social groups in the formation of norms and values held by the social group. In the end the norms and values adopted by a social group will influence the meaning given by the social group to the technological artifacts it faces.

In its implementation, the digital media analyzed by IMM has the flexibility that makes it usable as an information medium for any field. So there are so many factors that influence the meaning of social media users on the final design of social media itself. Starting from the level of interaction between users, the aesthetics of social media design, with the features possessed by social media. So that the production of content by the Multimedia Bureau of the Police Public Relations Division adjusted to the characteristics of each social media is the right decision.

Finally, the fifth component of SCOT theory is a technological framework that links cognitive influences with interpretations of the use of social media as technological artifacts. Technological Framework. In 1995, Bijker added an additional concept in the form of the technological frame as a structure that limits and encourages certain actions towards related technologies. Bijker's actions added to the concept. The point is this component is a cognitive framework used by a relevant social group, to produce an interpretation or meaning of a technology that is relatively the same [15].

In its implementation, the cognitive framework owned by members of the Police Public Relations Division is reflected in the way it utilizes the results of the IMM analysis, as well as packaging and delivering messages through social media to influence audience interpretation of the Police's reputation. The practice is the use of various Public

Relations, Information Technology, and national law cognitions by the Police Public Relations Division in all media management activities. The audience's cognition also has an effect on assessing the use of social media. Therefore this component is also still based on the second component, namely interpretive flexibility.

From the explanation above, it can be concluded that the role of the Indonesian National Police members in media management has been quite good. Where the three bureaus under the Police Public Relations Division carry out their respective functions in supporting the implementation of media management, both manually and using the IMM assistance for cyberspace. Starting from the Public Relations Bureau, which focuses on managing mainstream media opinion by maintaining good relations through partnerships, the PID Bureau, which is a source of information and documentation of all previous the Indonesian National Police activities as a reference for current Indonesian National Police work, to the Multimedia Bureau which is responsible for conducting digital media analysis and producing creative content for dissemination and counter issue.

Judging using the SCOT theory, constraints in the form of limited public understanding of law enforcement in cyberspace, limited understanding of police members regarding media management with IMM, training budget that has not been evenly distributed, and limited functions in IMM are a reflection of different meanings by various relevant groups that are actually being shared same designed the final design of IMM as a technological artifact in the implementation of media management for the Police. These constraints become input and evaluation materials, to finally reach closure and stability, where IMM is able to optimally meet the needs of the Indonesian National Police in enhancing its reputation through media management.

The use of IMM that optimizes the management of the Indonesian National Police's reputation is appropriate. There is a positive relationship between the use of online media and public trust in Government institutions. [16] In line with this statement, there are other research results which explain if it is important to predict the use of social media to the public. [17]

In the use of IMM, there is an analysis between online and conventional based media is appropriate. Integration between the development of information technology and Government systems, in addition, can affect public trust and the effectiveness of service delivery. [18]

A good relationship between institutions and stakeholders is very dependent on the reputation of an institution [19]. So it is important for an institution to continue to optimize various strategies to build a reputation. The implementation of information management using IMM must be continuously improved given the image of the police is fluctuating. As reflected in the results of research using the Compass Research and Development Survey method in 2005 which conducted research on the image of the Indonesian National Police in entering its 59th year, concluded that the image of the community towards the police was positive.[20]

## 4.    CONCLUSION

Media Management is the Commander Wish of the Chief of Indonesian National Police, General Pol. Prof. M. Tito Karnavian, M.A., Ph.D. in response to public challenges given to the Indonesian National Police to reform the Indonesian National Police. The Chief of the Indonesian National Police made media management one of the priority programs due to the rapid development of technology. Media management is needed by the Indonesian National Police as a function of fact finding, to obtain a picture of public opinion towards the Indonesian National Police institution. The data is then processed and analyzed to formulate a strategic plan of the Indonesian National Police in order to gain public trust so that the Indonesian National Police has a good reputation.

The integration of media management in the public relations strategy is realized in the form of collaboration with mainstream media, optimization of social media, suppressing negative news, the use of IM applications, disseminating police success, responding quickly to negative sentiment and managing trending topics. The strategy is able to reverse the public perception of the performance of the police where the police institutions are in a positive trend, and the image of the police continues to increase every year.

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