

Management of Crisis Communication in SMAN XYZ in Admission of New Students (PPDB) in 2022

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ABSTRACT

The crisis communication that occurred at SMAN XYZ began with the disappointment of a group of people due to the absence of an increase in the PPDB quota by the school management, resulting in negative issues and news appearing which cornered the school as the organizer of the 2022 PPDB. The impact of rumors and negative issues as well as demonstrations resulted in The school's image and reputation became negative and the public questioned the performance results and credibility of school management in relation to the crisis. Through Situational Crisis Communication Theory, this research aims to examine the management of crisis communication carried out by the response school management and strategy of SMAN XYZ to the crisis that occurred. This research uses a constructivist research paradigm. The research method used is qualitative with a case study approach. Research data was collected from in-depth interviews with various sources, online media, documents and archives at SMAN XYZ. The research results found that SMAN XYZ carried out crisis response steps with 3 crisis stages. First, the pre-crisis stage of public relations detects crisis signals, forms a coordination team and appoints a spoke person. Second, the crisis stage, responds to the crisis by forming a crisis team incidentally, identifying problems and looking for facts, holding internal meetings and preparing key messages and holding press conferences. Third, post-crisis stage, carrying out crisis tracking communication activities, cooperation with investigations and follow-up communication to key stakeholders. SMAN XYZ succeeded in resolving the crisis and rebuilding the school's reputation by using crisis management steps and excuse and justification crisis communication strategies.

Keywords: *Crisis communication management, PPDB, Situational crisis communication theory (SCCT)*

INTRODUCTION

A crisis is a situation or condition that cannot be avoided and may even get worse if it is not handled immediately, causing losses to the organization and the surrounding community. Apart from that, the consequences of the crisis are loss of trust and negative stigma related to the organization's image in the eyes of the public. Therefore, in order to minimize the impact and losses that are getting bigger, treatment is needed as quickly and effectively as possible. In many developments, crises also occur in various areas of life. Not only to companies engaged in selling goods and services, but also in other fields that do not focus on sales. In fact, in developing reality, government institutions are always hit by crises that are not easy to resolve. According to Timothy Coombs (2010), crisis cannot be interpreted universally, because crisis cases are not always the same.

Handling crisis communication is supported by the general objective of public relations, namely seeking, maintaining and improving the image of educational institutions/institutions to the public and stakeholders. School public relations also plays a role in improving the image of educational institutions/institutions when the school's image experiences disruption or decline. Issues regarding crisis communication management were also studied in research (Rahayu, 2023) entitled "YPHB High School Crisis Management in Handling Negative News Related to Juvenile Delinquency. Crisis management steps taken by YPHB High School include identification, analysis, isolation, strategies and control programs. Every activity at school is published using social media (Instagram, Twitter, Facebook, TikTok and the YPHB Channel YouTube channel). More open public relations and crisis management have resulted in more balanced reporting. This problem is also not much different from the dissemination of information related to the PPDB issue at SMAN XYZ, which also experienced problems in the form of misinformation and disinformation, thus becoming one of the causes of crisis communication. In this case, the role of the public relations division is very much needed in managing crisis communications.

This is also explained in research conducted by (Ainun, 2022) with the title Crisis Communication Analysis of the West Sumatra Provincial Education Service (Case Study of the 2020 Online PPDB Zoning System Policy) which aims to describe the crisis communication carried out by the West Sumatra Provincial Education Office in handling case of the 2020 online PPDB zoning system policy and to analyze crisis management in the post-crisis stage carried out by the West Sumatra Provincial Education Office regarding the 2020 online PPDB zoning system policy. In research (Ainun, 2022) it can be concluded that the importance of corporate communication in management. Apart from that, crisis management requires system cooperation, efficient internal and external communication, assigning people to the crisis team and their roles and responsibilities, effective decision making, and supervision.

Based on the 2022 PPDB technical instructions (Education Service Regulations regarding technical guidelines for the 2022 PPDB are stated in the Decree of the Head of the Banten Province Education and Culture Service No. 800/220/DINDIKBUD/2022) and

Minister of Education and Culture Regulation Number 22 of 2016, concerning Primary and Secondary Education Process Standards , related to the rules for the number of students per study group (rombel), the capacity or student acceptance quota at SMAN XYZ is 360 students or 36 students per study group (class). The limited number of quotas is due to the availability of classrooms which are only available for new students in 10 classes.

There are differences in the implementation of PPDB in 2021 and 2022 in the number of students accepted, namely in 2021 there are 400 students and in 2022 there are 360 students. In fact, based on this data, there is no difference in the quota or capacity, namely 360 students. Therefore, there is dissatisfaction among a group of people regarding the lack of additional quotas as in previous years. This is what causes the emergence of rumors and irresponsible news that spread widely in the community regarding the process of implementing PPDB activities so that it becomes a conflict with the results of the PPDB committee's decisions.

One form of negative reporting that raised the PPDB issue at SMAN XYZ in online media was first released on July-22-2022 with the news title "Asking for Justice, Orphans Have Difficulty Entering School at SMAN XYZ" (source: <https://dellik.id/minta-keadilan-yatim-piatu-jual-jual-school-di-sman-20-kabupaten-tangerang/>) so that many people are led by negative opinions towards the implementation of PPDB at SMAN XYZ. Not only that, online media coverage continues so that prospective students and parents are incited to carry out demonstrations.

The demonstration was carried out in front of the school gate consisting of representatives of community leaders, prospective students accompanied by parents/guardians, and some representatives from NGOs. A group of people gathered in the hall of the sub-district office with the aim of asking for support from the sub-district head to ask the school to immediately increase the PPDB quota. However, the sub-district head can only help as a facilitator by consolidating with the school regarding the demands of this group of people. The result of the meeting between school representatives and representatives of the demonstrating community was that the school was only implementing the program and was bound by implementing regulations and PPDB

technical instructions that had been determined by the Banten Provincial Education Office. Despite the demands made by the masses, the school management does not have the authority to increase the quota due to these regulations. So the school management remains with the results of the previous PPDB announcement decision, namely with a capacity and number of participants accepted of only 360 students.

Based on this phenomenon, the researcher wants to examine how crisis communication is managed by the management of SMAN XYZ in an effort to maintain and improve the school image implemented in the school, in dealing with news on social media and mass media related to the PPDB issue of SMAN XYZ in 2022. Researchers hope that this research will provide input to the management of SMAN 20 20 Kabupaten Tangerang in managing crisis communications and can be used as a reference if SMAN 20 20 Kabupaten Tangerang experiences a crisis in the future. For this reason, researchers are interested in conducting research with the title "Crisis Communication Management at SMAN XYZ in Accepting New Students in 2022."

LITERATURE REVIEW & THEORY

Situational Crisis Communication Theory (SCCT)

Situational Crisis Communication Theory (SCCT) was discovered by Timothy W. Coomb in 1995 which discusses that a crisis is a negative event and stakeholders will make attributions/perceptions about who is responsible for the crisis which will ultimately determine how stakeholders behave towards the organization during a crisis (Coomb, 2010). The crucial point in this theory is the emphasis on efforts to protect society and stakeholders from damage and loss rather than protecting the organization (Kriyantono, 2014).

Coombs, Deviin, and Smudde (in Kriyantono, 2012: 178) explain that in a crisis there are 3 (three) stages, namely Pre-Crisis, Crisis, and Post-Crisis. In the pre-crisis stage, the company's internal parties already know the signs or signals that a crisis will occur. If a crisis cannot be avoided, and/or the company is not aware of the signs at the start of the crisis, at least internal parties have anticipation when a bad crisis event occurs.

The final element of SCCT is a response strategy for the organization. As stated by Littlejohn, Foss & Oetzel (2017: 335) that crisis communication strategies include three primary strategies and one secondary strategy, namely Deny, Diminish, and Rebuild (primary) and Reinforcing (secondary/complementary), the following is the explanation.

1. Deny. When a company isn't to blame for a crisis, they confront the situation so it doesn't escalate. When using the deny strategy, the company confronts its accusers, saying that either a crisis doesn't exist or another party is to blame. This response strategy is best for victim crises when there are harmful and untrue accusations.
2. Diminish. If the company played a role in the crisis, the diminish strategy minimizes its responsibility. The company may make reasonable excuses or justify their actions. The diminish strategy is best for victim crises when the company played a minor role. It also applies to accident crises, so long as the company doesn't have a history of similar crises.
3. Rebuild strategy is a very accommodative strategy and seeks to improve perceptions of the organization through compensation or apologies.
4. Reinforcing. Used by adding positive information about the organization by thanking and praising stakeholders for the efforts made (ingratiation) and/or reminding stakeholders about the good things the organization has done in the period before the crisis (bolstering).

Crisis Communication

Crisis communication according to Fearn Banks (2017: 16) defines a crisis as a major event that has the potential to be negative for an organization and its public and can disrupt organizational operations and threaten the existence of the organization. According to Coombs (2012, p. 62) Crisis communication when it first occurs can create a need for risk communication, issue management, and reputation management. Reputation and management communication are closely related. According to Steven Finks in Ganiem and Kurnia (2019, p. 237) crisis communication manages perceptions of the same reality, it tells the public what is happening. it shapes public opinion. Crisis

management is concerned with the reality of the crisis. It is an immutable law that between perception and reality, perception always wins. Meanwhile, based on the Regulation of the Minister of State for Administrative Reform and Bureaucratic Reform (PerMenPAN-RB No.29/2011), crisis communication is the delivery of messages between government agencies and the public to equalize perceptions in handling a crisis (before, during and after a crisis).

Admission of New High School Students (PPDB)

Acceptance of New Students according to Pasaribu (2017), PPDB is a process that is usually used in a school to select prospective students according to indicators that have been determined by the school to become members of the school. Acceptance of new students is basically to expedite and simplify the process of registering new students, collecting data and dividing students into classes. So that it can be organized, organized quickly and precisely with several requirements that have been determined by the school. The process of accepting new students is one of the obligations of the school and the Education Department every new school year.

PPDB is a system that has been regulated in Minister of Education and Culture Regulation Number 51 of 2018 and refined by Minister of Education and Culture Regulation Number 44 of 2019 so that it must be implemented by all new student admissions committees in each school. PPDB online system is a program for accepting new prospective students for students who have met certain requirements to obtain education at a higher level of education through an online system (Education Department, 2014). In other words, the online PPDB system is a system designed to automate the selection of new student admissions online and on a real-time basis, starting from the registration process, the selection process to the announcement of the selection results.

PPDB basically aims to provide and improve the quality of education so that school-age children receive education to a higher level in an orderly and directed manner through the online system aims to: (1) provide easy access to information for the public quickly, easily and accurately in the field of education, (2) provide the widest possible opportunity for every community to obtain registration services quickly, transparently,

and accountable, (3) carrying out new student admissions more practically and efficiently (Aurelia, 2023, p. 122).

THEORETICAL FRAMEWORK

The theoretical framework in this research begins with social communication at SMAN XYZ during demonstrations carried out by 86 prospective students together with their parents and guardians. The theory used is the theory of Timothy W Coombs is Situational Crisis Communication Theory. To deal with this crisis situation, the school management formed a crisis management team and made plans, handling and evaluations carried out by the school's crisis management in an effort to improve its reputation during the 2022 PPDB case. The following is a picture of the researcher's theoretical framework:

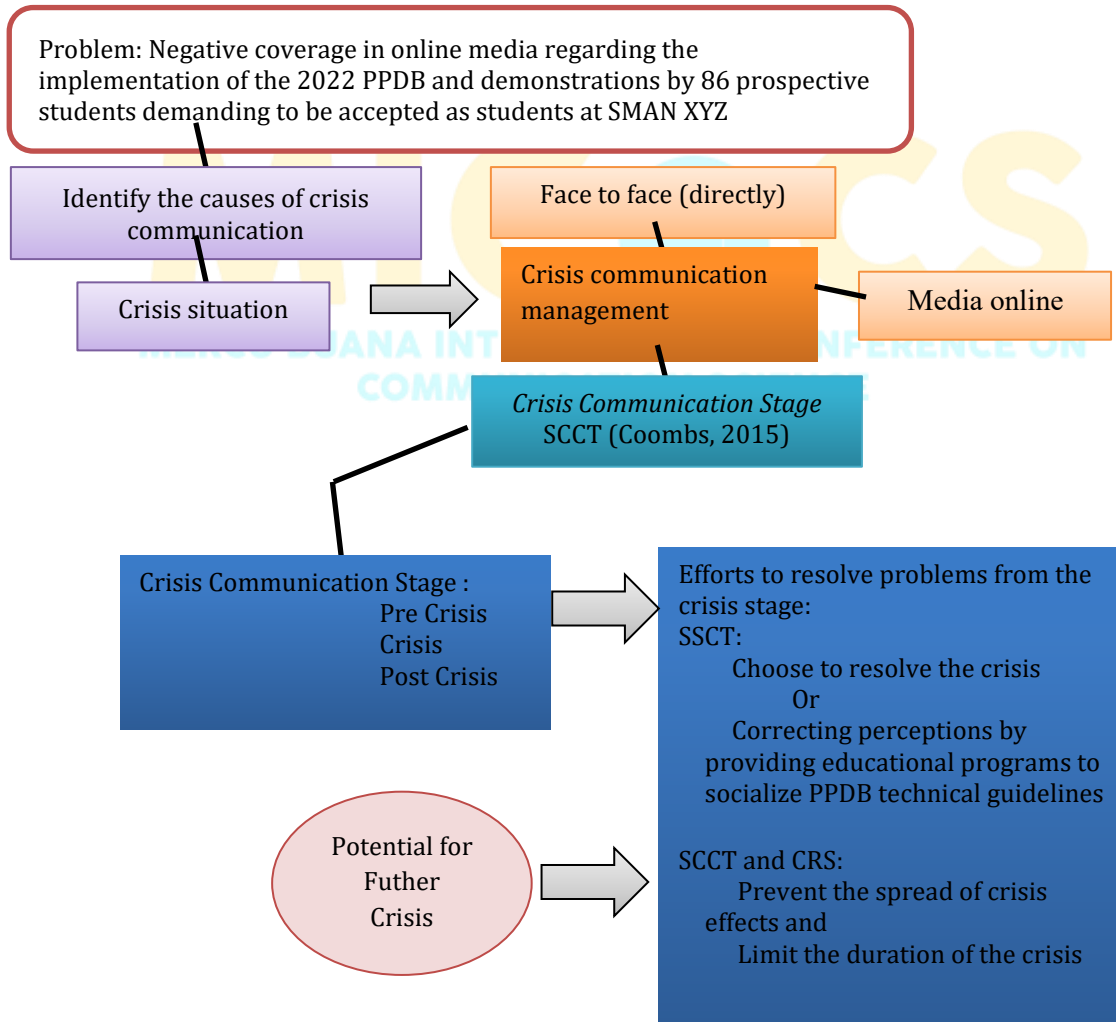


Figure 1. The theoretical framework. (Reseachar.2024)

METHODOLOGY

This research uses a constructivist paradigm which is often described as interpretivism. In constructivism, individuals seek to understand the world in which they live and work (Cresswell, 2015, p. 32).

This research uses a qualitative method with case study approaches. Researchers used a case study method based on the formulation of Robert K. Yin. According to Yin (2014, p. 18) a case study is empirical research that examines phenomena in a background that is not clearly visible. This research applies a descriptive case study, which is a case study with the aim of describing a phenomenon ("case") in a real world context and answering research questions that center on the "how" type of questions in a situation (Yin, 2014, p.318). The researcher describes crisis communication management using the situational communication crisis theory approach carried out by school management when facing crisis situations with the 2022 PPDB case study.

This research was conducted at SMA Negeri 20 Kabupaten Tangerang. Research data was obtained by conducting in-depth interviews with key informants, principals and informants consisting of the deputy principal for Public Relations, chairman of the PPDB committee, representatives from the community (NGOs) and journalists from online media portals. Secondary data was obtained from literature studies on books, journals, previous research, online news portals containing news from SMAN XYZ, and social media. Data analysis consists of three components, namely data reduction, data presentation, and data withdrawal. Data validity uses source triangulation, namely analyzing the subject's answers by examining other available data sources.

RESULTS AND DISCUSSION

1. Causes of the Crisis in the 2022 PPDB of SMAN XYZ

The crisis that occurred at SMAN XYZ was caused by several factors. First, it was caused by the lateness of school management in responding to rumors and issues circulating in the community. Based on the results of media monitoring conducted, researchers found that the news period in online news media circulating starting from July 22, 2022 and the response or classification response given by SMAN XYZ was more than a week, resulting

in rumors and issues developing and circulating widely. These rumors and issues can lead public opinion so that it can make the assessment of the school's image and reputation worse. The second factor is the problem of internal communication. Based on an article found by researchers, from the online news page tangerangekspres.co.id dated July 25, 2022, it raised news about residents' complaints about the number of study groups (rombel) at SMAN XYZ.

In the article, the school has also explained that the number of rombel is limited due to the availability of classrooms that have not changed from the previous year. However, when asked again about the basis for the implementation of the policy by the media, the source from the school did not explain in detail the form of the regulation. This resulted in misunderstandings due to incomplete information delivery. This shows that SMAN XYZ had experienced communication problems. The third factor, namely the public's understanding of the technical instructions and implementation instructions for PPDB in 2022 is still low. Based on the findings of interviews with public relations and informant-4, it was explained that the surrounding community still has a low understanding and level of knowledge about PPDB SMAN.

According to Kriyantono, (2015:155) a problem can be categorized as a potential issue if it has the following criteria:

- 1) If not managed properly, a crisis will occur and the organization is threatened with undesirable impacts as a whole.
- 2) More on emotional factors than data
- 3) Has an effect on the organization's operations. The effects here are not only negative effects, but also positive effects.
- 4) External parties interfere in the organization, and deal directly with these parties. There is a fight between parties.
- 5) There is a public argument through the mass media.
- 6) There is no black and white answer, right and certain, and finding a solution from negotiation of possible answers and actions that have their own risks.

From the explanation of the characteristics of the crisis above, the causes of the crisis at SMAN XYZ can be explained in the following diagram:

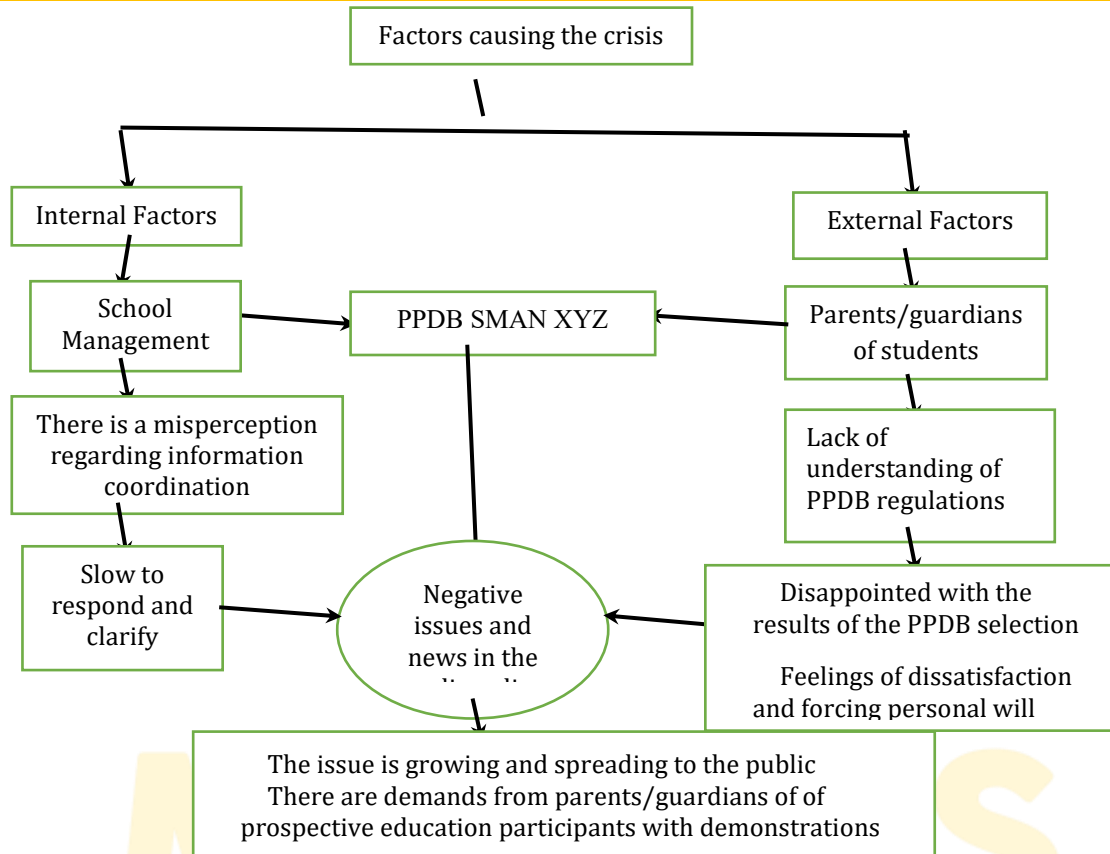


Figure 2. Causes of the Crisis of SMAN XYZ in PPDB 2022
Source: Researcher (2024)

The crisis that hit SMAN XYZ was categorized as a confrontation crisis. The confrontation crisis was caused because at the time of the crisis, SMAN XYZ carried out the duties of an educational institution as a socialization and social control function that played a major role in fostering good cooperation between the school and parents, as well as the community, however, the school received threats and demonstrations carried out by a group of people.

The findings of this study are similar to previous research by Chea, Silalahi and Nadya (2020) who faced public criticism and social media pressure due to their decision to cancel a badminton tryout for children organized by PB Djarum which was rejected by the community. The crisis in the KPAI case was classified as a confrontation crisis because KPAI fulfilled its supervisory responsibilities as an organization, but faced public criticism calling for its dissolution.

In dealing with a crisis situation, the school management apparently did not have a crisis communication team before. In the results of the interview with the principal, it was explained that the crisis communication team was formed incidentally, namely when the crisis was taking place. This was due to the lack of experience and knowledge of school management in dealing with crisis situations so that the crisis communication team was formed incidentally.

2. Crisis Communication Management of SMAN XYZ

a. Crisis Communication Stage SCCT

1) Crisis communication at the pre-crisis stage

These pre-crisis activities are signal detection, prevention and preparation. At the substage signal detection stage, Public Relations of SMAN XYZ identified and cross-checked the validity of the data against information on the initial causes of the brawl issue which later turned into a crisis, namely reports in local media, uploads regarding PPDB, as well as news stories on social media. Public Relations of SMAN XYZ seeks information from other media and then evaluates the information and data obtained.

Public Relations of SMAN XYZ monitors issues at the prevention substage. Monitoring is carried out in print and online media. When a crisis occurs, social media is monitored to determine changes in the public's response to cases of student demonstrations by looking at netizens' responses and comments on posts in both print and online media. The media, both online and offline, were observed in order to map the media that reported most frequently on SMAN XYZ when the crisis occurred, and to check whether there was content in the news that was actually misleading. Monitoring is carried out to monitor the development of social media traffic at SMAN XYZ.

At the preparation stage, SMAN XYZ formed a Coordination Team with the task and function of the coordination team being to analyze and provide policy recommendations in handling the crisis. Technical matters such as gathering information, holding press conferences, and creating and publishing releases are

the duties of public relations. There are two spokespersons, namely the principal and deputy principal for public relations. SMAN XYZ created a crisis communication design that was agreed upon by the Team, so that whoever becomes the spokesperson when the principal and public relations are absent, gives the same voice. In public relations research data, SMAN XYZ has a Standard Operational Procedure for handling crises when handling demonstration cases and creating a grand design for crisis communication.

2) Crisis communication at the crisis stage

In this stage, there is a lot that is done by SMAN XYZ, starting from coordinating the internal team, forming an incidental crisis team and making important decisions such as: identifying problems, receiving mass representatives who are holding demonstrations, giving statements in online media, and held a press conference.

The organization's responsibility for crisis management can be anticipated after knowing the type of crisis. The message conveyed (key message) by the Principal as spokesperson through a press release is as follows:

"Students who passed the PPDB at SMAN XYZ during this year's period have been fulfilled, namely 360 quotas. The total number of seats is 10 Study Groups (Rombel), and each group has 36 students. There are dozens of prospective students who did not qualify, because it must be understood that the limited quota that does not match the number of applicants is what causes this to happen. "He also told the public not to force themselves if their child has not passed, and advised them to immediately look for another educational institution, because SMAN XYZ has implemented a quota mechanism for determining the contents of the PPDB group according to the guidelines and rules for facilities and infrastructure that have been determined by the Government." –RI.

The key message formed and conveyed to the public by the Principal of SMAN XYZ is in line with the crisis response strategy, namely minimizing, which means crisis management to minimize organizational responsibility by claiming that

SMAN XYZ remains compliant with regulations and will continue Regarding demands from parents/guardians of prospective students who do not pass, these will be reported to the Banten Provincial Education Office.

3) *Crisis communication at the post-crisis stage*

In this post-crisis stage, school management aims to restore conditions to those before the crisis. SMAN XYZ tries to repair all impacts after the crisis occurs. The Principal and public relations said the same thing about the next steps taken by the crisis management team which reviews and manages communication strategies under the command of the Principal, who will later determine the follow-up to each issue whether in the form of publications, press conferences or raising awareness with Key Opinion Leaders (KOL) persuasively so that any information received by the public can be balanced and the public also gets factually correct information.

In order to rebuild the community's sense of trust regarding the issue of PPDB implementation which allegedly does not accept prospective students for those who cannot afford it or the issue of zoning and admission quota limits with various different perceptions, the school carries out public relations strategies in various ways, namely making contacts. social activities with community stakeholder groups, publication activities and religious activities, community social activities and building good relations with the press and mass media as well as establishing good relations with education and culture departments.

Table.1. Anatomy of a crisis and crisis response carried out by SMAN XYZ
Source: Researcher (2024)

| Crisis Stage | Situation | SMAN 20 Kab.Tangerang's Response |
|-------------------|--|---|
| <i>Pre-crisis</i> | <ul style="list-style-type: none"> The initial appearance of negative news in online media was on July 22 2022 at dellik.com There was a meeting of residents, community leaders and NGO groups on July 25 2022 at the Pakuhaji District office to convey complaints and demands regarding prospective | <ul style="list-style-type: none"> Provide a statement regarding the limited quota for student admissions Participate in attending the meeting and provide a statement that the implementation of the PPDB for the 2022/2023 academic year is in accordance with the operational and technical guidelines regulations |

students who did not pass the PPDB selection at SMAN XYZ

| | | |
|-------------------|---|---|
| <i>Crisis</i> | <ul style="list-style-type: none"> There will be a demonstration in front of the school gate which will last for 2 days on 29 July and 1 August 2022 | <ol style="list-style-type: none"> Form an incidental crisis team Identify the problem Look for facts Set-up key message Keep informed that school activities will continue as usual Hold internal meetings Hold a press conference Provide statements via online media |
| <i>Postcrisis</i> | 2 August – 30 September 2022 | <ol style="list-style-type: none"> Conduct FGD, namely meeting with key stakeholders Create an early education program for socialization regarding PPDB implementation instructions and technical instructions to the surrounding community and partner schools (SMP/MTs) |

In implementing the crisis management strategy carried out by SMAN XYZ, they also stated that they received support from several parties. Stakeholders who support SMAN XYZ include the school committee, school supervisor, Pakuhaji District Head, Pakuhaji District Police. The form of support given is in the form of direct statements and sending a police security team from Pakuhaji District Police to help maintain school security and order from outside parties (individuals) who want to disrupt school security with demonstrations. These stakeholders agree with what SMAN XYZ has done in accordance with applicable regulations. Based on the overall explanation above, the researcher found a crisis communication model design implemented by SMAN XYZ.

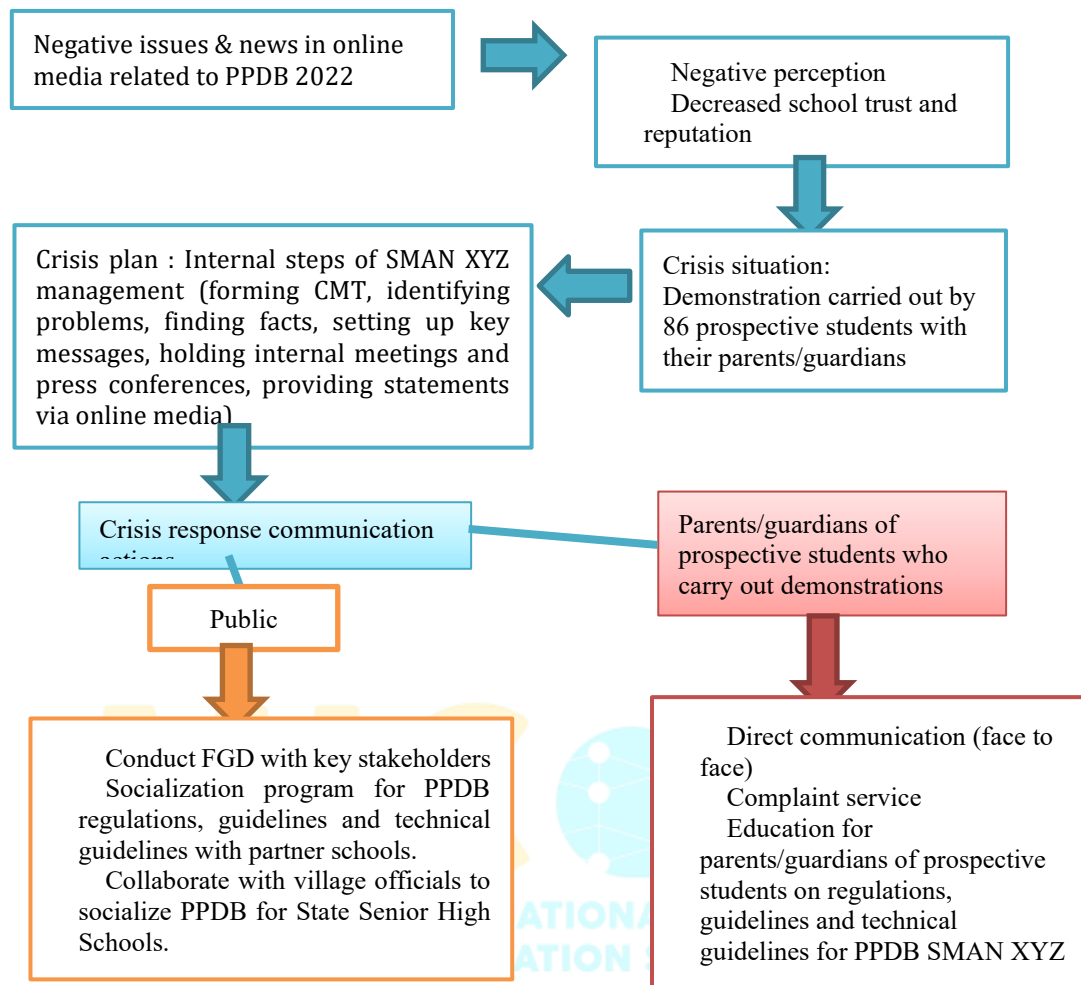


Figure 3. Crisis Communication Model in PPDB 2022
Source: Reaseacher (2024)

In an effort to anticipate the occurrence of a crisis in the potential for further crises, public relations and school management carry out strategic plans so that the potential for further crises does not develop into a crisis. The function of public relations as an agency communicator is to increase understanding, confidence, and support from stakeholders. In addition, public relations must recognize the potential for crises that can occur at any time and from anywhere. Through the principal's explanation, handling a crisis that will occur needs to be done as effectively as possible by identifying the level of crisis so that handling a crisis can be done with the right strategic planning. The crisis that is currently happening or will happen should not cause panic, because the crisis can be managed as a

stimulus for us in preparing a better strategy in dealing with problems in the future. By implementing crisis management, decision makers can be better prepared to outline policies in dealing with crises and reduce the impacts caused, so that they can then be implemented effectively in the field. Based on the research findings, it is explained that the potential for further crises does not only occur from internal circles but can also come from external parties. The following are some of the potential for further crises that occurred at SMAN XYZ :

- a. Internal information leaked to outside parties.
- b. There are threats in the form of demands or lawsuits made by mass organizations to the school
- c. Threats from residents or parents of prospective students who demonstrate by giving psychological responses such as getting angry and speaking in a loud tone.

3. Crisis Response Strategy at SMAN XYZ in Efforts to Resolve the Crisis

Researchers used data from media studies and interviews to identify what steps were taken by SMAN XYZ in handling the crisis. This research wants to know how SMAN XYZ responded in using the situational crisis communication theory strategy. Researchers found the excuse strategy as the dominant response used. This strategy tries to reduce the burden on the organization by proving that there is nothing negative that the organization has done (Coombs & Holladay, 2010). In this case, SMAN XYZ minimizes responsibility for the crisis but does not intend to cause harm. The excuse strategy in this research can be seen from the fact that there was no rejection of the PPDB selection results. The school management felt that they were responsible for carrying out PPDB activities in accordance with operational and technical guidelines.

Furthermore, SMAN XYZ also uses a justification strategy. This strategy takes responsibility and minimizes the damage caused by the crisis (Coombs & Holladay, 2010). The purpose of this justification is so that the impact of the crisis does not get worse and if improvements are successful then the company's reputation can be saved. This finding is almost the same as research by Zizka & Chen (2023) in the case of the Swiss hotel tourism industry which had difficulty finding solutions due to the Covid crisis. In this case,

the Swiss Hotel makes a policy in the form of a message that is communicated positively via the Swiss Hotel website. According to him, the justification strategy is considered effective in reducing the crisis in the company.

Based on the researchers' findings, there are several justification strategies carried out by SMAN XYZ, including:

- 1) Collaborate with key stakeholders to disseminate information according to the facts and data provided by school management.
- 2) Educate the public regarding PPDB operational and technical guidelines regulations
- 3) Fully support the government's efforts to equalize education
- 4) Evaluate what are the obstacles to implementing PPDB
- 5) Collaborate with the village level government to disseminate information about PPDB regulation.

The existence of various crisis communication response strategies carried out by school management in rebuilding the reputation and image of SMAN XYZ can overcome the crisis situation that occurred. Communication carried out by SMAN 20 Tangerang Regency is a method to foster open communication between agencies and the public, as well as the implementation of understanding and increasing positive public opinion to maintain a positive image in the community. With an adaptive and flexible approach, and based on the SCCT theory, public relations is able to manage crisis communication more effectively, maintain the school's reputation well and rebuild public trust.

CONCLUSION

Based on the results of the research conducted by the researcher, SMAN XYZ interprets the issue based on the results of the analysis of the causes of rumors and negative news issues and demonstrations in the 2022 PPDB because SMAN XYZ is not optimal in preparing human resources systematically to handle cases that occur in PPDB. In addition, another causal factor is the public's understanding of the technical regulations and operational guidelines for the 2022 PPDB which is still low. The crisis situation that occurred at SMAN XYZ was categorized as a confrontation crisis, namely a crisis that arose

because at the time of the crisis, SMAN XYZ carried out the duties of an educational institution as a function of socialization and social control which played a major role in fostering good cooperation between the school and parents, as well as the community, however, the school received threats and demonstrations carried out by a group of people. Crisis communication management is carried out through three stages of the process: pre-crisis, crisis, and post-crisis. In the pre-crisis stage, public relations collects information, categorizes, understands, monitors the development of issues, forms a coordination team, and appoints a spokesperson to detect crisis signals. In the second stage, namely the crisis stage, responding to the crisis by forming a crisis team incidentally, identifying problems and finding facts, holding internal meetings and preparing key messages and holding press conferences.

While in the post-crisis stage, carrying out crisis tracking communication activities, cooperation with investigations and follow-up communication to key stakeholders. The potential for further crises that occurred at SMAN XYZ, including: internal school information leaked to outside parties, lawsuits made by representatives of mass organizations and residents and threats of psychological violence carried out by parents/guardians of prospective students who demonstrated. To handle the potential for further crises that will occur, it is necessary to do it as effectively as possible by identifying the level of crisis so that handling a crisis can be done with the right strategic planning. In an effort to rebuild the reputation and image of SMAN XYZ, the crisis communication strategy carried out by the crisis communication team is the excuse and justification strategy.

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