

Crisis Management in Public Relations Direktorat General of Water Resources Ministry of Public Works and Housing in Facing the El Nino Phenomenon in Indonesia

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ABSTRACT

In 2023, Indonesia faced a critical El Niño-induced drought, causing severe water shortages, agricultural failure, and rising public dissatisfaction. This research examines the crisis management and communication strategies employed by the Public Relations (PR) department of the Directorate General of Water Resources (DGWR) under the Ministry of Public Works and Public Housing (PUPR). As the primary authority for national water management under Law No. 7 of 2004, the Ministry faced immense pressure to mitigate the adverse impacts of shrinking reservoirs and urban water crises. Using a qualitative approach, this study analyzes how the DGWR implemented an integrated crisis management framework, encompassing adaptive policy-making, infrastructure development, and multi-stakeholder coordination. Central to this effort was the strategic role of PR in disseminating transparent, accurate information to counter negative public assumptions and restore institutional trust. Rooted in Coombs' crisis management theory and communication planning models, the findings highlight that a holistic approach which integrating technical solutions with effective public messaging that is vital for building resilience. The study concludes that the DGWR's PR serves as a critical liaison between the government and the public, transforming complex crisis responses into clear narratives that secure public support and maintain political stability during environmental emergencies.

Keywords: *Crisis Management, Public Relations, El Niño, Water Resources, DGWR Ministry of PUPR, Communication Strategy*

INTRODUCTION

In 2023, Indonesia faces a serious crisis due to the El-Nino natural phenomenon that drastically changes weather patterns. Droughts are hitting several regions, posing an alarming threat of a clean water crisis. Rivers are shrinking, and lakes are rapidly losing water volume, which has a significant impact on the agricultural sector, especially for smallholder farmers who feel the brunt of the impact as their crops wither and die.

In the midst of this crisis, people are struggling to get clean water supplies, especially in urban areas. Long queues for clean water have become commonplace, while water prices have skyrocketed. Households, schools and small businesses are struggling to carry out their daily activities without adequate water supply, increasing people's anxiety and dissatisfaction with the existing conditions.

Based on the website of the Ministry of Environment and Forestry, there needs to be attention and anticipation of forest and land fires in the Northern Sumatra Province such as Aceh, Riau, and also West Kalimantan. In addition, it is also necessary to be aware of drought disasters that may occur on the islands of Maluku, Papua, and Sumatra (ppid.menlhk.go.id) and the worst impact is felt in the water security sector in Indonesia.

The Directorate General of Water Resources, under the Ministry of Public Works and Public Housing, has a crucial role in handling the impact of El Nino-induced drought in Indonesia. Using an integrated approach, the ministry designs, implements and coordinates strategic policies and programs to address the consequences of the drought crisis. One of them is the development of water resources management policies and strategies that are adaptive to drought crisis conditions.

The Ministry of Public Works and Housing has a crucial role as a driving force in addressing the impacts of El Nino-induced drought in Indonesia. Its main focus is on water use efficiency and sustainable management, in accordance with Law No. 7 of 2004. The ministry is leading a comprehensive effort with infrastructure development and sustainable policies, particularly in surface water management. Coordination with various ministries, the National Water Resources Board, and related entities is integral to the implementation of this policy. The government is taking serious steps in addressing the drought crisis, reflecting a commitment to its image and reputation, particularly that of the Ministry of Public Works and Housing as the national water resources manager.

The Indonesian government was faced with enormous pressure to act immediately to address the drought crisis. Emergency programs were launched to distribute clean water and water conservation measures were strengthened. However, solving this problem cannot be done by the government alone. Collaboration between communities, the private sector, non-governmental organizations and the active participation of the public is key to overcoming this crisis. Crisis management can be defined as a series of plans designed to combat and mitigate the adverse impacts arising from a crisis, rooted in the concept of emergency management that aims to prevent and manage incidents (Combs, 2015).

The problem of drought due to El Nino is a crisis that requires serious handling from the Government, especially the Directorate General of Natural Resources of the Ministry of Public Works and Public Housing. The impact is detrimental to various aspects of people's lives, so a quick and systematic response is needed to overcome it (Kriyanto, 2012). Public Relations of the Directorate General of Natural Resources plays an important role in conveying clear and transparent information to the public about efforts to deal with this crisis, to reduce confusion and gain broad support from the public.

In the drought crisis situation that Indonesia is facing, the public will certainly continue to express their aspirations for an adequate solution. Although their hopes are pinned on government policy, the government's effective crisis management strategy, which is also implemented through the public relations of the Directorate General of Water Resources (DGWR) of the Ministry of Public Works and Housing, remains an important element in dealing with the crisis. According to the view of communication planning experts mentioned by Middleton in (Cangara, 2014), the best communication strategy involves communicators, messages, media, message recipients, and effects, with the aim of achieving optimal communication results. Therefore, it is important for the Directorate General of Natural Resources' public relations to implement a holistic and effective communication approach, ensuring that information regarding the drought crisis and its mitigation efforts are clearly, precisely and transparently conveyed to the public, with the aim of building strong public trust and support in overcoming this complex crisis.

As an institution, especially in the context of government agencies, the Public Relations of the Directorate General of Water Resources of the Ministry of Public Works and Public Housing has a strategic role in building a positive image in the eyes of the public. The role of PR is not only limited to being a reliable communicator, but also as an effective liaison between stakeholders in one agency and other agencies. This is done with the aim that PR can help build a positive image not only for its own agency, but also for other agencies involved. PR practitioners function as part of the community responsible for providing information services, disseminating information to the public, and counteracting the emergence of negative assumptions about the government. This role is

especially important in the face of challenges such as the drought crisis caused by the El Nino phenomenon, which is currently being faced by other countries including Indonesia.

The negative impact on the government's image also extends to aspects of social and political life. People are increasingly skeptical of government policies, and trust in government institutions is eroding. This has the potential to disrupt political stability by generating greater dissatisfaction with the government and the potential for more intense protests and demonstrations. To better understand and evaluate the crisis management strategies implemented by the Directorate General of Water Resources of the Ministry of Public Works and Housing, a study was conducted to analyze the government's response to the drought crisis. The results of this research are expected to provide valuable insights to improve the government's response in the future and build resilience to similar crises.

The role of public relations (PR) continues to experience dynamic development in line with the changes that occur in society, both on a small and large scale. Therefore, the role of public relations is becoming increasingly contextualized and professionalized. In the midst of a crisis situation like today, the role of Public Relations is vital in creating positive information for the community. Although faced with a pandemic, the public still needs and must know the activities carried out by the government, especially at the Directorate General of Water Resources of the Ministry of Public Works and Public Housing. On this basis, a crisis must be managed properly. Crisis management is the process of identifying threats that can harm an organization from major events. The three elements of a crisis involve threats to the organization, the element of surprise, and short-time decisions (Sjahrudin et al., 2023).

Crisis management is just one of the three forms of management response to changes that occur in the external environment of the organization. Crisis management is based on how to deal with crises (crisis bargaining and negotiation), make decisions in times of crisis (crisis decision making), and monitor the development of crises (crisis dynamics). Management is responsible for finding a solution to the crisis that arises by using possible crisis management strategies (Iriantara, 2004).

In addition to trying to create new policies, as a government entity, crisis management strategies need to be carefully designed to manage all policies and restore

public trust. In the midst of an ongoing crisis, the government must continue to communicate actively to ensure that information about the activities carried out is conveyed effectively to the public. In crisis situations, people tend to remain curious and seek information, looking for the best solutions that can benefit them.

Crisis management is one of the responsibilities of a public relations officer. A public relations person, especially at the Directorate General of Water Resources (SDA) of the Ministry of PUPR, plays a role in overcoming and dealing with these problems and crises in accordance with Law Number 7 of 2004 which states the Directorate General of Water Resources of the Ministry of Public Works and Public Housing as the manager of water resources in Indonesia, one of which is during the drought crisis.

The importance of the role of public relations of the Directorate General of Water Resources (SDA) of the Ministry of PUPR in handling this crisis makes researchers interested in conducting scientific research, especially with the title: "Public Relations Crisis Management at the Directorate General of Water Resources of the Ministry of Public Works and Public Housing in an Effort to Deal with the El Nino Drought Phenomenon in Indonesia".

LITERATURE REVIEW & THEORY

Government Public Relations

The role of public relations in the context of government has a very significant importance because of its close relationship with various segments of society, including both internal and external publics. According to the International Public Relations Association (IPRA), government public relations is not just a communication function, but also an integral part of management with sustainable characteristics through government organizations or institutions. The goal is to gain support and sympathy related to public opinion (Seitel, 2017).

According to (Lee, Neleey, & Stewart 2022) the role of government public relations in supporting the public in carrying out its duties more effectively. Government public relations is considered to be able to help the public to carry out the work better, by ensuring the fulfillment of the democratic responsibilities attached to the government. From the perspective of the British Institute of Public Relations, government PR has a

responsibility to provide planned and continuous efforts. The focus is on maintaining and nurturing good relations between the government and its public. According to IPRA (2022), Government Public Relations is not just the organization of communications, but a comprehensive effort directed at maintaining positive and effective relationships with the public.

Overall, the role of government public relations includes communication management, public opinion support, fulfillment of democratic responsibilities, and maintenance of positive relationships between the government and its people. This paradigm ensures that government public relations is not just a communications executor, but also a strategic contributor in shaping the image and relationship between the government and the public.

Government public relations is often known as Public Affairs, Information Officer, or Public Relations Officer. The definition of government public relations according to (Cutlip, Center, & Broom, 2009) is as a management function that has an important role in empowering people or departments to interact actively with the communities they serve or with the public they serve.

Based on the information that has been obtained, here are some of the main objectives of government public relations according to (Ruslan, 2014):

1. Securing the Government Work Program:

Focus on efforts to ensure the success of and support for the government's work program.

2. Carry out Services and Socialize Programs:

Aims to provide services to the community, disseminate information messages related to government policies, and socialize government programs to the community.

3. Being a Proactive Speaker and Intermediary:

Serves as an active interlocutor in bridging communication between government organizations and the community, is responsive to community aspirations as well as attentive to community needs and takes proactive action in addressing and accommodating those needs.

Government public relations strive to convey messages to the community or public. Expertise in carrying out effective communication and motivating the public is one of the competencies required by government public relations (Ruslan, 2014).

A government publicist needs to have qualified competencies to support the implementation of Government Public Relations (GPR). The role of government public relations is based on the responsibility to convey information clearly and meet the needs of officials in receiving aspirations and input from the public. There are many PR tools that can help the government achieve its programs, missions, and services (Lee, Neeley, & Stewart, 2022).

Government PR also functions as a communication bridge, especially in crisis situations, both in conveying policies and responding to government actions to overcome the crisis. In addition, government public relations also has the responsibility to gain public support in shaping public perceptions and attributions of the crisis. In the context of the research objectives, the task of government public relations is to convey crisis management strategies to overcome drought cases caused by the El Nino phenomenon.

Crisis Management

Crisis management is defined as an attempt to control a situation in the face of high uncertainty with the aim of ethically building audience trust (Heath & Ray, 2013). Crisis management can be defined as a series of plans designed to counter and mitigate the adverse effects of a crisis, rooted in the concept of emergency management that aims to prevent and deal with incidents (Coombs, 2015). Schuetz, as stated in (Coombs & Holladay, 2015), emphasizes the role of crisis management in providing accurate and prompt information to organizational stakeholders. Throughout the process, communication is key in crisis management, which involves planning for action when a crisis occurs.

A crisis is the result of an assessment of an unpredictable event that poses a significant threat to the expectations and interests of the various stakeholders associated with an entity. Seriously, it can substantially impact the performance of a company,

resulting in negative consequences that have a direct impact on the image and reputation of the organization (Coombs & Holladay, 2015).

Physically, a crisis affects the entire organizational system, has a threatening nature, and arises as a result of the organization's vulnerability to its environment. This condition can disrupt routine transactions and even pose a threat to the existence of the organization. However, Friedman in Coombs (2015, p. 18) states that a crisis does not always have a negative impact; it can bring about major changes, and even have a positive impact on the future. Crises create a need for information, through communication, information is obtained, processed, and collected into knowledge. Each phase of the crisis has its own demands for gathering information (Ray, 2013).

Stages of Crisis

A crisis involves three stages, which Coombs categorizes as "pre-crisis, crisis event, and post-crisis stages" (2015). Each stage has its own characteristics that require effective handling.

The initial stage is pre-crisis, which is described as "the incubation period of a crisis in which a series of warning signals emerge prior to a crisis event" (Coombs, 2015). The pre-crisis stage refers to the period before a crisis occurs, which involves steps such as identifying potential sources of crisis (signal detection), preventing a crisis (prevention), and making preparations for a possible crisis (crisis preparation).

The next stage is the crisis event, which is described as "a series of events in an unstable or critical time in which important changes occur" (Coombs, 2015). In the crisis stage, it starts from the trigger that marks the beginning of the crisis to the end of the crisis recognized by the organization. Public Relations also needs to create mapping in this stage, and in every other stage, Public Relations must keep communicating with stakeholders through statements and actions.

The final stage is called post-crisis, which is defined as "The period in which safety is restored and learning and continuity mechanisms are initiated" (Coombs, 20015). Although the crisis stage is over, crisis management is not finished. Several activities need to be carried out at this stage, as described by Coombs. Companies should evaluate their

crisis management, learn from the crisis, and engage in post-crisis activities by continuing to communicate with stakeholders and monitor crisis-related issues. If the crisis is not handled properly, it can reappear and damage the company's reputation further.

For this reason, crisis management in a company must be optimized, and strategies are needed to prevent and respond to crises so that the company's reputation is maintained. Crisis management is necessary to maintain or restore a company's reputation. If the company can detect the crisis early on, then the crisis can be prevented, and the damage that the company may experience will not be as bad.

In crisis communication, it is important to establish a relationship that unites theory with application. Managers must have the ability to anticipate possible crises that could arise at any time. The focus of crisis communication lies on the response to the crisis, covering the actions taken by the organization during and after the crisis. Crisis response is a critical element to improve the effectiveness of crisis management efforts. Vagueness of information can trigger a crisis and simultaneously affect crisis resolution. The extent to which a crisis becomes severe is often related to the degree of uncertainty involved. The higher the level of uncertainty regarding the resolution of the situation, the more serious the crisis.

The ability to obtain relevant information puts the organization in a stronger position to plan and manage the crisis (Ray, 2013). An inadequate crisis response has the potential to worsen the situation. Conversely, effective crisis communication can have a positive impact and support company growth (Coombs & Holladay, 2015).

Situational Crisis Communication Theory (SCCT)

This theory, developed by W. Timothy Coombs in 1995, focuses on the public relations aspect and is known as Situational Crisis Communication Theory (SCCT). SCCT emphasizes that any response to a crisis must begin by explaining the crisis itself. By being public-oriented, the theory aims to improve perceptions and attributions of the crisis, influencing how people perceive it. In this context, SCCT highlights the importance of public perceptions that can influence their support for an organization when facing a crisis or controversy. In essence, crisis responsibility is at the core of (SCCT. Coombs & Holladay, 2015).

Responsibility in handling a crisis has a major impact on the company's reputation, involving the provision of explanations, information, and efforts to reduce negative impacts. In this study, the SCCT theory was chosen because the public relations of the Directorate General of Water Resources of the Ministry of Public Works and Public Housing is tasked with shaping public perceptions and views regarding the drought crisis due to the El Nino phenomenon.

The types of crisis in this theory are classified into three groups (Coombs & Holladay, 2015), including:

1. In the crisis group "Victim Group," the organization is the victim of a crisis such as a natural disaster, rumors, workplace violence, or hatred towards the organization. Crisis responsibility here tends to be low because the company feels threatened in the situation.
2. The "Accidental" group refers to situations where organizations seek to minimize their liability due to unintentional crises, such as accidents, technical errors, and product hazards. The level of crisis responsibility in this context is sought to be minimized.
3. The "Intentional" group is a type of crisis where stakeholders have full confidence that the organization should be held responsible for the human error, organizational misconduct, management actions, or organizational mistakes that caused the problem.

In the context of Situational Crisis Communication Theory (SCCT), various crisis response strategies can be identified. Here are some of these strategies and how they are used according to SCCT:

1. Denial: The organization denies that the crisis or problem does not exist or is insignificant.
2. Scapegoat: The organization tries to place responsibility for the crisis on outside parties, such as contractors, suppliers, or other external factors.
3. Attack The Accuser: The organization responds to the crisis by placing the focus on the accuser, criticizing or trying to undermine their integrity or motivation.

4. Excuse: Accept responsibility but indicate that the crisis event occurred due to factors beyond the organization's control.
5. Justification: Provide convincing reasons or explanations for actions or decisions that led to the crisis.
6. Ingratiation: Improve the image of the organization by showing the positive side or achievements that have been achieved previously.
7. Concern: Demonstrate concern and empathy for the suffering or impact of the crisis on relevant parties.
8. Compassion: Show compassion towards those affected by the crisis.
9. Regret: Express regret and remorse for the crisis situation.
10. Apology: Explicitly admit the mistake and formally apologize to the affected party.

SCCT or Situational Crisis Communication Theory divides crisis response strategies into three main categories, including:

1. Deny Strategy: Organizations use deny strategies to deny or deny involvement or responsibility for the crisis. This can include denying facts, denying the existence of a problem, or emphasizing that the situation is not as bad as expressed. This strategy is often used when organizations feel that their involvement is unavoidable or to reduce the negative impact on reputation.
2. Diminish Strategy: Diminish strategy involves the organization's attempt to downplay or reduce the seriousness of the crisis. This can be done by emphasizing that the impact of the crisis is mild or attributing the event to external factors that the organization cannot control. The goal of the diminish strategy is to reduce the public's perception of the seriousness of the crisis and, in some cases, downplay the organization's responsibility.
3. Rebuild Strategy: Rebuild strategy involves steps to repair reputation and relationships with the public after the crisis response phase. It includes concrete actions to restore trust, demonstrate responsibility, and rebuild a positive image of the organization.

There are three categories of crisis response strategies in the SCCT chart, namely: denial, diminishment, and rebuilding. Denial strategies are used when organizations deny

their involvement or responsibility in the crisis. Diminishment is used to reduce the seriousness of the crisis or shift the focus away from responsibility. Rebuilding is a strategy used to show concrete actions taken to rectify the situation and apologize.

By understanding the SCCT chart, organizations can make better decisions in designing communication strategies that match the dynamics of the crisis and the likely public response. This helps organizations in managing their reputation and minimizing the negative impact resulting from the crisis.

METHODOLOGY

This research aims to investigate the crisis management conducted by the Public Relations of the Directorate General of Water Resources of the Ministry of Public Works and Housing in dealing with the El Nino phenomenon in Indonesia. By adopting a constructivist paradigm, this research recognizes that reality is a mental construction influenced by social experience and subjectivity. Thus, this research uses a qualitative approach with descriptive analysis, which allows researchers to approach the sources and research situations to gain a deep understanding of the context and daily life situations related to the crisis management.

Qualitative research methods are directed at objects that are experienced, with data collection carried out through various techniques to produce descriptive data. Data analysis is carried out inductively, with an emphasis on understanding and describing phenomena in depth without creating broad generalizations. In this context, the case study method was used to explore information about the strategies implemented by the public relations of the Directorate General of Water Resources of the Ministry of Public Works and Public Housing in dealing with the drought crisis due to the El Nino phenomenon. This approach not only guides researchers in conducting research, but also provides direction on how to collect data and understand the phenomenon under study.

In this study, the criteria most relevant to the research topic have been carefully selected, which involves the staff of the Communication or Public Relations Division of the Directorate General of Water Resources of the Ministry of Public Works and Housing. In-depth interviews with informants and participants were conducted in an open and

comprehensive manner, following the guidelines proposed by (Yin, 2019). Through these interviews, researchers were able to gain a deeper understanding of crisis management activities related to the El Nino phenomenon. Informants provided valuable information, criticisms, and suggestions on existing data, and provided validation of the data collected, strengthening the reliability of the research results.

In presenting the data for easy understanding, this research adopts Miles and Huberman's Interactive Analysis Model. This model divides the steps in data analysis activities into several parts, such as data collection, data reduction, data presentation, and conclusion drawing or verification (conclusions) (Miles Huberman, 2007).

Data validity testing in qualitative research using triangulation will increase the strength of the data when compared to one approach. In this study, researchers used data validity techniques with triangulation of techniques and sources. Researchers use different data collection techniques to get data from the same source. The data collection techniques in question are interviews, observations, for the same data source simultaneously (Sugiyono, 2016).

RESULTS AND DISCUSSION

In carrying out its duties, the Directorate General of Water Resources is assisted by the Public Communication Division (Kompu), which has an important role as a liaison between the government and the general public. In the context of DGWR, the Division is often referred to as the public relations division because of its function in disseminating information and policies to the public as well as explaining DGWR initiatives to the public. One focus of DG SDA's public relations is to convey the importance of water management, especially in the face of challenges such as drought due to natural phenomena such as El Nino.

The case of drought occurring in several parts of Indonesia in 2023, caused by the El Nino phenomenon, has become a serious concern for DG SDA. These droughts cause clean water scarcity and have a serious impact on society, especially in terms of health and agriculture. Handling the drought crisis requires good coordination between the government and the community.

In this study, researchers analyzed the crisis management process carried out by the Directorate General of Natural Resources related to the drought caused by El Nino. It was found that DG SDA has implemented various preventive programs and activities as part of their efforts to reduce the risk of crisis and create safer conditions for the community.

The crisis stage was characterized by the emergence of negative responses from the public, especially on social media. Negative comments and hate speech are common, reflecting the public's dissatisfaction and anxiety with the government's handling of the crisis. The media monitoring team has an important role in monitoring and responding to this situation. DG SDA uses social media as an effective communication tool to disseminate information, policies and countermeasures to the public. Various platforms such as TikTok, Twitter, Facebook, Instagram and YouTube are utilized to provide up-to-date information and build a positive bond between the government and the public.

In January 2024, there was a decrease in the number of negative news reports related to the drought, which can be interpreted as an indicator of image improvement and the effectiveness of DG SDA's communication in overcoming the crisis. This reflects the Directorate General of Natural Resources' efforts to mitigate the impact of the drought crisis and the positive response from the public to the countermeasures taken by the government. The DGH's social media strategy is aimed at the public, while the mass media strategy is aimed at journalists. Both strategies are implemented simultaneously to achieve optimal effectiveness in conveying information about crisis management to the public.

In dealing with crises, DG SDA applies crisis communication theory, especially "Strategy crisis communication theory," which emphasizes strategic planning, risk identification, clear message development, and selection of appropriate communication channels to minimize the negative impact of the crisis and improve the organization's image. This theory is the framework used by DG SDA in managing and responding to crisis situations effectively. Open and transparent communication with stakeholders as well as quick and appropriate responses to changes in the situation were key in overcoming the drought crisis.

The Directorate General of Natural Resources also utilizes social media to provide visual coverage of crisis management efforts to the public. By sharing visual content, DG SDA aims to provide the public with a clear picture of their active involvement and efforts in handling the drought crisis. This approach does not rely solely on text, but also utilizes visual elements to provide a stronger impact and communicate the concrete actions taken by DG SDA. This helps maintain transparency in conveying the crisis management strategy and builds public trust. DG SDA emphasizes the importance of adapting to social media trends and dynamics in maintaining relevance and community engagement in overcoming the drought crisis. This adaptability is key in maintaining community engagement and support during the crisis period.

Through an effective and targeted communication approach, the Directorate General of Natural Resources aims to reduce the impact of the drought crisis and create safer and more sustainable conditions for the people of Indonesia.

This discussion is based on the results of research conducted through a series of careful interviews with resource persons from the Public Communication Division of the Directorate General of Water Resources under the Ministry of Public Works and Housing. The Directorate General is an important entity in the government structure that has great responsibility in the management of national water resources. The research has involved a meticulous process of collecting data, which includes in-depth analysis of the various viewpoints presented by resource persons who have direct insight into the issue at hand.

The pre-crisis stage involved steps such as signal detection, prevention and crisis preparation. The media monitoring team operates 24 hours to monitor and supervise news related to the Directorate General of Natural Resources of the Ministry of PUPR and the developing crisis conditions. Anticipation of the drought crisis is done through active media monitoring, including print, television, and online media. Internal and external coordination is carried out in overcoming the crisis. Internal coordination is based on leadership direction from the Head of the Public Communication Bureau of the Directorate General of Water Resources of the Ministry of Public Works and Public Housing. Meanwhile, external coordination involved the National Water Council and various other related agencies.

At the crisis stage, the public submitted various comments and questions related to the follow-up of this case through social media. The social media team of the Directorate General of Water Resources of the Ministry of Public Works and Public Housing provided information updates related to policies and regulations, and provided education through infographic and videographic content. Containment efforts were made to manage the impact caused by the crisis.

The application of SCCT theory is highly relevant to this case, where the organization's response strategy corresponds to the attribution of crisis responsibility, which affects public perception of the organization. The Directorate General of Natural Resources of the Ministry of Public Works and Housing implemented a rebuilding strategy (Diminish Strategy) to overcome the drought crisis due to the El Nino phenomenon. These measures aim to minimize the impact of the crisis and increase positive public perception of the organization.

In the post-crisis stage, efforts are made to return the organization to normalcy, repair damage, and restore the overall situation. Evaluation is done to improve services to the public in the future, with an emphasis on responsiveness, information transparency, and openness in delivering information. Responding to a crisis is a process that requires good coordination between various departments and agencies. There is a strong emphasis on transparency and openness in conveying information to the public and media. Preventive measures prior to a crisis also play an important role in reducing its impact.

During the crisis stage, reputation management and restoration of the organization's image are the main focus. This involves effective communication strategies that are responsive to the needs and concerns of the community. By utilizing various communication channels, organizations strive to maintain positive relationships with stakeholders. In the post-crisis stage, a thorough evaluation is conducted to evaluate the responses and strategies that have been implemented during the crisis. From such evaluations, organizations can gain valuable lessons that can be used to improve preparedness and response in the future. In addition, recovery and reconciliation efforts

are made to repair relationships with parties who may have felt disturbed or harmed by the crisis.

CONCLUSION

Based on the results of the research, crisis management implemented by the Public Communication Division (Kompuk) of the Directorate General of Natural Resources of the Ministry of Public Works and Public Housing begins with the detection of crisis signals by the media monitoring team. This team is tasked with monitoring various crisis threat signals from the mass media and social media. From these signals, the mass media team and social media team then design strategies for crisis preparation, prevention and recovery. In an effort to prevent and mitigate crises, the Directorate General of Natural Resources of the Ministry of Public Works and Housing created three main programs. These programs include optimization of existing systems, construction of new boreholes in areas with low rainfall intensity, and monitoring of major reservoirs across Indonesia. The goal of these programs is to provide equitable water security in every affected area.

Public relations of the Directorate General of Water Resources of the Ministry of Public Works and Housing plays a crucial role in conveying these programs to the public through various media, including social media and press conferences. With the various communication strategies used, the Directorate General of Natural Resources of the Ministry of Public Works and Housing seeks to provide clear and transparent information to the public regarding policies, regulations, education, and news related to crisis management. The utilization of social media by the Directorate General of Water Resources of the Ministry of Public Works and Housing aims to provide information that is more easily accessible to the public, both in text and visual form such as photos and videos. In addition, the Directorate General of Water Resources also provides call center and hotline call services as an effort to monitor areas that are still experiencing severe drought. Through maximum, responsive, and quick response efforts, the Directorate General of Natural Resources of the Ministry of Public Works and Public Housing managed to overcome the drought crisis in about 5 months. This is evident from the reduction in the number of negative news reports, the increase in positive comments, and the

appreciation given by the public on the social media platforms of the Directorate General of Water Resources of the Ministry of Public Works and Housing. From this experience, the Public Relations of the Directorate General of Natural Resources of the Ministry of Public Works and Public Housing has learned a lot about appropriate, fast, and responsive crisis management strategies, in accordance with the principles of the Strategy Crisis Communication Theory (SCCT).

For academic recommendation, this research is expected to be a reference for future research, especially in the field of public relations and crisis management strategies in government institutions. As a practical suggestion, future research is expected to dig deeper into crisis management strategies using quantitative research methods from the perspective of external publics or parties related to the Ministry of Public Works and Public Housing. In practice, the Directorate General of Water Resources of the Ministry of Public Works and Housing has successfully implemented crisis management strategies effectively.

Nevertheless, there are some practical recommendations that can be considered in the future, such as considering content analysis on social media platforms to expand the scope of crisis signal detection, compiling the strategies that have been implemented as Standard Operating Procedures (SOPs) for handling crises in the future, being more active in disseminating information content across all social media platforms owned, and implementing call center services permanently to build a responsive reputation on an ongoing basis.

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