

## **Indonesian National Army Information Centre's Public Relations Communication Strategy**

**Lidia Nur Ardelia Nugroho<sup>1</sup>, Sri Wahyuning Astuti<sup>2</sup>**

**<sup>1,2</sup> Department of Public Relations, Communication and Business, Universitas Telkom,  
Bandung, Indonesia**

**lidianuran@student.telkomuniversity.ac.id<sup>1</sup>, sriwahyuning@telkomuniveristy.ac.id<sup>2</sup>**

### **Abstract**

*The rise of negative news involving Indonesian National Army members has caused a decline in the image of the TNI. One of the issues that is of concern to the community today is the bad actions carried out by unscrupulous members of the Indonesian National Army in various regions. The use of the Instagram social media platform by the Indonesian National Army Information Centre is considered an effort to improve the image of Indonesian National Army agencies. The purpose of this study is to understand how Indonesian National Army Information Centre identifies specific problems or challenges in its efforts to build and maintain a positive image of the Indonesian National Army on Instagram. The research method used was qualitative, involving three people from the internal Indonesian National Army Information Centre in the field of Information and Internet, one lecturer who is an expert in the field of public relations, and three followers of the Indonesian National Army Information Centre's Instagram account as external informants, two of whom is Indonesian National Army Information Centre's staff. The results showed that the Indonesian National Army Information Centre had followed several stages proposed by Cutlip, Centre and Broom. However, in terms of activities on social media, especially Instagram, it still needs to be improved because the content is considered less varied and the way the Indonesian National Army conveys information and interacts with the public on Instagram still seems rigid.*

**Keywords: Indonesian National Army Information Center, Information, Internet, Public Relations Strategy, Social Media**

### **Abstrak**

Maraknya berita negatif yang melibatkan anggota TNI telah menyebabkan penurunan citra TNI. Salah satu isu yang menjadi perhatian masyarakat saat ini adalah tindakan tidak baik yang dilakukan oleh oknum anggota TNI di berbagai wilayah. Penggunaan platform media sosial Instagram oleh Pusat Penerangan TNI dianggap sebagai upaya untuk meningkatkan citra instansi TNI. Tujuan dari penelitian ini adalah untuk memahami bagaimana Pusat Penerangan TNI mengidentifikasi permasalahan atau tantangan yang spesifik dalam usahanya membangun dan memelihara citra positif TNI di Instagram. Metode penelitian yang digunakan adalah kualitatif, dengan melibatkan tiga orang dari internal Pusat Penerangan TNI pada bidang Informasi dan Internet, satu orang dosen yang ahli di bidang kehumasan, dan tiga orang pengikut akun Instagram Pusat Penerangan TNI sebagai informan eksternal yang salah satunya adalah staf Pusat Penerangan TNI. Hasil penelitian menunjukkan bahwa Pusat Penerangan TNI telah mengikuti beberapa tahapan yang diusulkan oleh Cutlip, Center, dan

Broom. Namun, dalam hal aktivitas di media sosial khususnya Instagram masih perlu ditingkatkan karena kontennya dianggap kurang bervariasi dan cara Pusat Penerangan TNI menyampaikan informasi dan berinteraksi dengan publik di Instagram masih terkesan kaku.

**Kata Kunci: Pusat Penerangan TNI, Informasi, Internet, Strategi Kehumasan, Media Sosial**

## INTRODUCTION

The Indonesian National Army (*Tentara Nasional Indonesia/TNI*) agencies almost did not receive a positive title, where up to now there are still unpleasant issues perpetrated by unscrupulous members of the TNI which are disturbing the public (Henarti et al., 2020). Based on monitoring carried out by Contra's throughout October 2022 – September 2023 through both local and national media as well as data from Contra's advocacy, it highlights that there were at least fifty-nine unpleasant incidents involving members of the TNI. This shows that several TNI members still show disgraceful behavior in the field. One of the motives behind the disgraceful actions carried out by individual members of the TNI is based on problems that can be resolved without resorting to bad actions. The use of this approach in the form of bad actions is not in line with the vision of TNI Together with the People. However, on the other hand, TNI Commander H. Agus Subiyanto, S.E., M.Sc. stated that he would take firm action against TNI members who still showed disgraceful attitudes, therefore the various cases of bad behavior that were still occurring at this time should be brought to the attention of the TNI Commander.

The Indonesian National Army Information Center (*Pusat Penerangan Tentara Nasional Indonesia/Puspen TNI*), which also carries out public relations functions, plays a very important role in reporting cases involving TNI institutions. The Indonesian National Army Information Center is an institution at the TNI Headquarters level which is directly under the TNI Commander (Djuyandi et al., 2019). The main task of the Indonesian National Army Information Center is to provide guidance and implementation of the TNI information function in an integrated and sustainable manner. One of the responsibilities of the Indonesian National Army Information Center is to disseminate information about the TNI to the public through various channels, such as social media, websites and press releases. The Indonesian National Army Information Center also plays a role as a leading corner in conveying information in the context of the dynamics of national and state life. Even though it is considered active in providing news related to TNI activities, the Indonesian National Army Information Center still does not provide enough reporting regarding an issue or case that is currently affecting the TNI through its social media. The Indonesian National Army Information Center has carried out reports regarding firm action against TNI personnel who commit disgraceful acts, but up to now there has been no real action to end these disgraceful acts in various regions.

A form of information transparency by an institution can be done by providing information in a cover both side manner (confirmation from the parties involved in the issue). Providing factual information is also an effort for the institution to maintain its image. Improving the image includes answering questions submitted by followers via social media so that it is friendly to the audience on social media. By interacting with followers, at least

there has been communication and streamlining of the required information. Unfortunately, this has not been done by Indonesian National Army Information Center as seen in several comments on Instagram social media account.

This research is important because the increasing number of cases involving members of the Indonesian National Army (TNI) can cause a decline in the image. Therefore, this research aims to find out the public relations communication strategy carried out by Indonesian National Army Information Center to improve the image of TNI agencies through the social media platform Instagram. The novelty of this research is that no one has researched the public relations strategy carried out by Indonesian National Army Information Center in improving the image of TNI agencies. Based on the explanation above, researchers are interested in examining the public relations communication strategy of the TNI Information Center in building and maintaining the image of TNI agencies through Instagram social media. For the goal to be achieved, an excellent public relations communication strategy is needed so that the image of the TNI remains good in the eyes of the public. Based on the background of the problem explained above, the researcher took the research title Public Relations Communication Strategy of the TNI Information Center on the Image of TNI agencies through social media Instagram @puspentni.

## **LITERATURE REVIEW**

The field of communication science known as public relations or more commonly referred to as Public Relations has experienced significant growth. Currently, public relations are not only part of the management function, but has become a crucial profession for companies and organizations. The role of public relations is not only limited to managerial aspects, but also includes the ability to evaluate public attitudes, and formulate policies and procedures based on the public interest, both for individuals and organizations (Dozier, 2013; Utami et al., 2015). In other words, the main task of Public Relations is to ensure the fulfillment of public interests and create a positive image of the company or organization in the eyes of the public (Karimi, 2013; Hapsari, 2013). The public relations process not only collects data, but also involves continuous planning, implementation and evaluation. By applying this concept, TNI information center public relations can indirectly build a positive image for the TNI information center company through the management functions implemented within the organization.

According to Hakim & Faizah (2018) and Sari (2019), image is a perspective from which individuals perceive a company, individual, group or certain activity. Image can be explained as an impression, picture or view that the public has of a company, which is deliberately formed to reflect the identity of the company or organization (Hooghiemstra, 2000; Meutia & Kristanti, 2019). The process of image formation is closely related to the public's perceptions, attitudes and views towards the company. In outlining several types of images that are an integral part of public relations. These categories consist of the mirror image, the current image, the wish image, the multiple images, and corporate image. The mirror image represents management's perception of how external audiences and the company view themselves. The current image is an external public perception, formed by experience or information, that reflects their understanding of the company. The wish image describes management's hopes for achieving company achievements (Arvidsson, 2010). The

multiple images include various images that emerge from some people, branches, or company representatives even though these images are not in harmony with the overall image of the company or organization. Corporate image is an image that is directed at the company's identity as the main focus, this image involves a positive image created by the company and known to the public through its history, superior service, success in marketing, and corporate social responsibility (social care) (Cian & Cervai, 2014).

Communication shows that an idea, meaning, or message can be understood together. However, in the contemporary sense, communication refers to various ways of sharing these elements, including discussion of meaning, exchange of ideas, and delivery of messages. The elements of communication include: First, the source, the party who acts as the sender of the message such as the sender, communicator, speaker, recorder, or originator. Second, message, a collection of verbal and nonverbal symbols in the form of messages conveyed by the source. Third, channel, the media used to convey messages to the recipient. Fourth, the recipient, the party who plays a role in receiving messages sent from the source, for example communicators, decoders, viewers, listeners and translators. Fifth, effect, the reaction or impact that occurs on the recipient after sending a message that is received by the recipient (Bray et al., 2012; Razali & Kom, 2020).

Kim & Krishna (2018) emphasizes that communication strategy is a deliberate plan made to encourage significant changes in human behavior by introducing new ideas. A communication planning expert, Middleton offers a parallel definition that characterizes communication strategy as the optimal combination of various communication components. These components include the communicator, message, channel, recipient, and expected impact, all arranged to realize the communication goal. A public relations communication strategy is a way to build good relationships between a company or organization and its public (Afkarina, 2018). According to Ongkowijoyo (2017) there are four Public Relations strategies, including: First, defining the problem: In this step, activities involve analyzing the situation from both internal and external sides. Recognition of this situation is carried out through research or fact finding carried out in the field. Second, planning and programming: This step includes actions to integrate the findings from the Defining the Problem stage into policies and strategies. This includes determining program targets, identifying the company/organization's public, and formulating program objectives. Third, taking action and communicating: At this stage, the action and communication that has been planned is implemented to achieve the goal. This stage includes action programs, communication programs, and program implementation plans. Fourth, program evaluation: This stage involves evaluating the preparation for implementation and program results to identify weaknesses and strengths.

The Indonesian National Army Information Center utilizes the social media platform Instagram as an effort to improve its image. Instagram is a mobile application that can be accessed via iOS, Android, and Windows, allowing users to upload, photograph, and edit images and videos through user accounts. As a communication medium, Instagram is used by the Indonesian National Army Information Center to convey information and messages to the public through images and videos with a focus on activities involving the TNI in order to build a positive image (Mubarik et al., 2021). According to Macarthy (2015), Instagram is

considered the main social media application that appeals to individuals who enjoy visual experiences, offering fun features for capturing and sharing photos on a feed page that can be accessed by many people (Gon, 2021). The speed of uploading photos and videos as well as unique filters make Instagram popular and make it easier to interact with other users.

## **METHOD**

The research method used in this research is a qualitative research method with a descriptive approach. This approach was chosen because the researcher wanted to understand the phenomenon in depth and understand the complexity and social context in which the phenomenon of reshaping the image of the Indonesian National Army (*Tentara Nasional Indonesia/TNI*) in handling disgraceful acts committed by individual members of the TNI. Then the paradigm used in this research is the constructivism paradigm. The reason for using a constructivist approach is because this paradigm is appropriate and relevant to the qualitative approach used. The constructivism paradigm was chosen because the researcher wanted to understand the phenomenon in depth, especially in the context of the use of social media Instagram in the TNI Information Center's public relations communication strategy which can influence the image of TNI agencies. Furthermore, regarding the subjects in this research, there are informants from the information and internet sector of the TNI Information Center, namely the Head of the Bidinonet Division and the Indonesian National Army Information Center Instagram social media admin as key informants, Mercubuana University lecturers as expert informants, as well as Instagram followers and information center staff. TNI as supporting informant with the research object of the TNI Information Center. All data was obtained by researchers using interview, observation and documentation methods. The data analysis used is data reduction, data presentation, and drawing conclusions. Then, to check and maintain the validity of the data obtained, researchers used the triangulation method. Triangulation is a technique for validating findings or data using several data sources (Torrance, 2012). The goal is to increase the researcher's understanding of the phenomenon being studied. Source triangulation is used to examine information from various different sources, and the resulting data from this triangulation is considered an integral part of the research dataset. This information then functions as a point of comparison for the results of observations and interviews that have been conducted. Triangulation techniques are used to evaluate the credibility of data resulting from observations through interviews. This is done by verifying the results through double-checking, to ensure conformity or differences with existing data.

## **RESULTS AND DISCUSSION**

The Indonesian National Army Information Center (*Pusat Penerangan Tentara Nasional Indonesia/Puspen TNI*) is a central implementing agency at Indonesian National Army (*Tentara Nasional Indonesia/TNI*) Headquarters which is responsible for implementing information in the TNI environment. In order to carry out the main tasks of the TNI, the Indonesian National Army Information Center carries out the main functions, namely: first, organizing TNI information publications to provide official information to soldiers, families and the community. Second, organizing TNI information publications to provide official information through print, electronic, online and other media to form and create opinions for the benefit of the TNI. Third, implementing information management

through collecting and analyzing information as well as recommendations for leadership policy making and TNI information activities. Fourth, implementing the development of a lighting information system according to the TNI's lighting function. Fifth, organizing the production and documentation of TNI information.

In carrying out its duties, the Indonesian National Army Information Center has organic military functions such as planning (carrying out program and budget planning functions in order to support the duties of the Indonesian National Army Information Center), security and activities (carrying out security functions and activities in order to support the duties of the Indonesian National Army Information Center), as well as personnel and logistics (carrying out personnel and logistics function activities in order to support the duties of the Indonesian National Army Information Center). The Indonesian National Army Information Center plays a crucial role in the Indonesian military context by providing information and communication services to the public regarding the Indonesian National Army. Its duties include disseminating information regarding history, vision, mission, organizational structure, as well as TNI activities such as military operations, training, and cooperation with other agencies. Indonesian National Army Information Center utilizes various communication channels such as social media, websites and press releases to interact with the public. With current technological advances, the Indonesian National Army Information Center is generally experiencing digitalization in carrying out its duties. So that we not only maintain good relations with TNI partners, but also establish good relations with the community through social media.

The results of research related to the Public Relations Communication Strategy of the TNI Information Center via social media Instagram @puspentni will be described in this sub-chapter. The findings that researchers obtained in this research were based on data obtained from interviews with informants accompanied by observations.

*Publication management at information center apart from Information and Internet is Public Information, Penpas, Peninter, and so on to sort news. If no unit sends an email to information center regarding the activities carried out by that unit, then we will look for the news. The news is sorted first and then submitted to each platform.*

*If an issue occurs, we find out the truth first, then we will carry out clarification in the form of creating content such as videos and making a Press Release which will be sent to the media if needed. We always counter opinions by making positive publications to neutralize negative opinions. We also always interact with the community very well.*

Based on the results of the interview, it can be concluded that Indonesian National Army Information Center carries out publication activities related to Indonesian National Army activities in various units with the aim of not only conveying information, but also improving the image of TNI agencies. Indonesian National Army Information Center has several stages in carrying out publications through several fields contained in Indonesian National Army Information Center. Indonesian National Army Information Center has a field that plays a role in publishing on social media, namely the Information and Internet Sector (Bidinfonet). Usually, other fields or units from various regions will send news to the Indonesian National Army Information Center which is received by Bidinfonet for

publication on social media. If there is a unit that does not send news, Bidinfonet will look for news related to that unit through various sources on the internet. The Indonesian National Army Information Center also always provides clarification if an issue occurs that befalls the TNI. The image of the TNI will certainly deteriorate slightly, especially as the issues affecting the TNI are negative issues. In overcoming its deteriorating image, the TNI will get closer to the community and carry out various positive activities that can help the community. So that these activities are known to the public, Indonesian National Army Information Center always publishes them on all platforms, especially Instagram. The Indonesian National Army Information Center also always goes to the field if there is an issue or disaster. Then the TNI will publish publications related to issues or disasters that occur in the field. Usually, the Indonesian National Army Information Center will publish publications to the public and fellow TNI partners.

*Create content that is actually implemented, for example training, surgery, and so on. It will be conveyed to the public later so that the audience can convey how the TNI is performing. We hope that a positive image of the TNI will be formed. Always do positive activities. The Commander in Chief now prioritizes PRIMA. The hope is that the level of public trust in the TNI will be high.*

The planning section, Indonesian National Army Information Center implements stages starting from content planning to deciding to publish content. Indonesian National Army Information Center always creates content based on facts that occur in the field. The aim is for the public to know how the TNI is performing so that its image will be formed. In the publication process, Indonesian National Army Information Center can go through several fields. An activity will be reviewed or covered by Public Information (*Penerang Umum/Penum*) and a release will be made, then the results of the news obtained from Penum will be corroborated with evidence in the form of images or videos from the Production and Documentation (*Produksi dan Dokumentasi/Proddok*) sector. The final result is that the news created by Public Information and Production and Documentation will be published by the Information and Internet (*Informasi dan Internet/Infonet*) sector on all platforms owned by Indonesian National Army Information Center, especially Instagram.

*Netizens have positive and negative comments. Admin can answer directly if the question has been released. If there are other questions from netizens, usually the admin will coordinate first and find out first before answering. Respond to things that the admin can answer, if they are deeper and more critical, they are usually discussed first, and then we leave them alone.*

*Usually, the admin answers immediately and is also assisted by partners and the media. They will usually support us. Those who read will also usually provide support. Apart from that, we are releasing it. The Head of Campus will make a release regarding the incident. Admins are allowed to reply to comments directly, but if they have detailed questions that have not been answered, they usually need time for clarification. For example, if there is a swearing comment, just leave it alone, but if someone asks a question, even while cursing, they will usually be answered.*

From the results of interviews conducted by researchers, key informants said that if there are questions from the public on social media, the social media admin will immediately answer them if the answer has been released. However, if questions from the public are outside of the release, the admin will coordinate first with the leadership before answering. If there is something that needs to be clarified directly by the Indonesian National Army Information Center, they will immediately clarify it through press releases, press conferences, and even publications on social media. In responding to content that will later trigger debate, the Indonesian National Army Information Center will find out the truth first before finally making a statement in the form of a release to provide clarification. In responding to various comments from the public on social media, especially negative comments, usually social media admins will respond directly or are often assisted by fellow TNI members. However, if the comments on social media are comments that are out of context, the admin will usually leave them alone or even delete them.

In this third stage, the Indonesian National Army Information Center has implemented it well, but there are several shortcomings according to the views of Almadina, Andriansyah, and Bachtiar Hasan as supporting informants and followers. One supporting informant stated that the content published still seemed monotonous, this is in line with what the expert informant said that there are government agencies that have approached the public on social media by blending in and using jokes to make it look interesting. This can be input for Indonesian National Army Information Center so that in the future it can be more optimal in creating content.

*We will carry out reports every day for evaluation. Analyze what content has positive and negative sentiment. Then which content gets the most engagement. We also collaborate with several other Ministry accounts to increase engagement. Every week we do an evaluation to make improvements. We see whether the broadcast time is right or not. If there is news that needs to be raised immediately, then we raise it immediately at any time. The admin will usually look at the sentiment, then report it. Usually, we change the appearance and broadcast times. We see how news on Instagram is displayed.*

*We are now more open and we have lighting in every unit. If the level of the problem is in a region, it will definitely be handled by the units there. So, if for example the level of the problem is large, it will be taken to the Indonesian National Army Information Center to be resolved. So, Information Center will intervene.*

*The admin will usually look at the sentiment, then report it. Usually, we change the appearance and broadcast times. We see how news on IG is displayed.*

In dealing with an issue, each Indonesian National Army unit has an Information section. In other words, if an issue occurs in the unit area, it will be resolved by the unit. If the impact of an issue is large, it will be handled by the Indonesian National Army Information Center. Based on the results of interviews conducted by researchers, the Indonesian National Army Information Center always carries out reports for evaluation. Indonesian National Army Information Center always analyzes published content, how much engagement and insight are contained in one piece of content. Apart from that, Indonesian



National Army Information Center also changed the appearance of the published content. When asked the same question regarding image, Andriansyah, Bachtiar Hasan and Almadina as supporting informants felt the positive impact of the Indonesian National Army Information Center which always provided information related to the TNI. Key informants also stated that there was an increase in the number of followers if an issue occurred. All activities carried out by the TNI published by the Indonesian National Army Information Center show significant results. It is necessary to improve the content to be more creative and the way it is presented to keep up with the times. This aims to prevent the public from being presented with content that seems monotonous and is able to improve the image of the TNI. In responding to current issues, most people always want to know more about current issues, especially issues affecting the TNI. The public certainly wants to know what follow-up action the TNI is taking, but there are also those who only convey hateful comments to the TNI. However, this can have a good or bad impact on the Indonesian National Army Information Center. The good impact is that the engagement of the Indonesian National Army Information Center will increase. The bad impact is that the TNI's image could decline.

In accordance with what expert informant Rafika Hani said, the strategy implemented by Indonesian National Army Information Center was good enough to improve the image of Indonesian National Army agencies. In this case, the public relations communications carried out by Indonesian National Army Information Center to the public were well established using social media, especially Instagram, to create a positive image. Based on previous research results, it is stated that to be able to create content on Instagram social media, a number of stages are required, starting from the problem search stage to the evaluation process.

In this section the researcher will explain how the management and use of Instagram social media by the Indonesian National Army Information Center uses the theory put forward by Cutlip, Center and Broom in their book entitled *Effective Public Relations* 11th edition written by Glen & Bey (2013), namely Defining the Problem, Planning and Programming, Taking Action and Communication, Evaluating the Program (Cristiana & Diniati, 2023). In forming its image, Indonesian National Army Information Center uses social media, one of which is Instagram to reach all its public (Rizki, 2019). The extent to which the strategic planning carried out by the Indonesian National Army Information Center was able to achieve one of its goals of improving the image of TNI agencies which often declines. The following is the implementation carried out by Indonesian National Army Information Center in producing and managing Instagram social media.

The Indonesian National Army Information Center has established an image formation strategy through the social media platform Instagram based on previous analysis. Indonesian National Army Information Center noted that in the current era of technological progress, people tend to use Instagram more often than other social media platforms, accompanied by a wider variety of features on Instagram. According to findings from research interviews, the initial steps taken by Indonesian National Army Information Center to improve its image involved searching for and publishing fact-based information. This information was obtained through a variety of methods, including online searches and field investigations. If this method is not optimal, the Indonesian National Army Information Center coordinates with

other units in various regions to ensure the correctness of the information. Apart from that, the Indonesian National Army Information Center also carries out cyber patrols to make it easier to filter inaccurate news.

Researchers concluded that this effort proved quite successful, because not all aspects of the work could be completed individually. Coordination between units with special expertise is needed to support the acquisition of information required by the Indonesian National Army Information Center. Apart from that, commitment between units is needed so that the fact-finding process is taken seriously and given attention, especially considering the importance of speed of implementation in the current digital era. In line with the theory of Public Relations strategy according to Cutlip and Center in their book *Effective Public Relations: Eleventh Edition* (2013) in the *Defining the Problem* section, Public Relations practitioners have the role of being able to look for facts and data in the field related to a problem related to a company or organization (Yin et al., 2012). This step can influence the actions and policies of a company or organization which provides the foundation for all other steps as a problem-solving process.

The Indonesian National Army Information Center ensures that the general public knows that the TNI Information Center plays the role of Public Relations for the TNI Headquarters. One of the medias chosen is Instagram because it has many features that can facilitate the publication process carried out by the Information and Internet Sector of the TNI Information Center. Based on the information that researchers obtained, the TNI Information Center always publishes related activities carried out by the TNI from various units. Usually, other units will send information related to activities carried out to the Information and Internet Sector for publication on all platforms owned by the Indonesian National Army Information Center including Instagram. If there are units that do not send information or news to the Information and Internet Sector, then they will look for the latest news from various units to publish. The TNI Information Center always publishes every day with the goal of improving its image and always being up to date with news about activities.

By publishing positive The Indonesian National Army activities, for example providing assistance to people in need and helping disaster victims, we can be sure that the TNI's image will be maintained and even improved. However, the TNI Information Center does not set targets for reaching a certain total number of posts. According to information that researchers obtained from one of the key informants, namely Marine Colonel Bayu Kurnianto, as the publication activities carried out by the TNI Information Center progress, insight or engagement will be seen. From the results of interviews conducted by researchers, it can be concluded that all content uploaded on the Indonesian National Army Information Center Instagram social media is the result that has been studied. In line with the theory of Public Relations strategy according to Cutlip and Center in their book *Effective Public Relations: Eleventh Edition* 2013 in the *Planning and Programming* section, this stage must be based on strategic thinking which includes setting goals, planning programs that identify target communities, and distinguishing between actions. and communication strategy.

The communicator in conveying messages in image formation via social media, the TNI Information Center @puspentni is in the Information and Internet Sector and the communicator is the general public (Lovari & Valentini, 2020). The message that the TNI

Information Center wants to convey is to provide information regarding positive activities carried out by the TNI in various units as well as justification for negative news that has hit the TNI. If there is negative news involving the TNI, the TNI Information Center will further search for the truth and immediately provide clarification in the form of issuing a press release or holding a press conference with the media. The Indonesian National Army Information Center is also active in reporting related to TNI activities from various units to improve the image of the TNI.

Apart from publishing content produced by the Indonesian National Army Information itself, the Indonesian National Army Information Center also often re-uploads information related to TNI activities from various units that have been uploaded by these units. Judging from the views of expert informants, it was conveyed that content management must be adapted to the target community and pay attention to the quality of the content and visuals so that maximum results can be achieved. There were several supporting informants who stated that the content presented by the Indonesian National Army Information Center Instagram account still seemed monotonous and there was a lack of creativity in the content. This has an impact on reducing people's ability to view the content. In line with the theory of Public Relations strategy according to Cutlip and Center in their book *Effective Public Relations: Eleventh Edition 2013* in the Taking Action and Communicating section, the content of the message conveyed is related to how the message is created, developed and expressed. Message delivery must be planned carefully because effective implementation depends on the Planning and Programming steps. Because the Planning and Programming and Taking Action and Communication stages go hand in hand. In the process of conveying information, public relations practitioners can use various forms, types and techniques of communication so that the communication messages conveyed to the public can be well received. Effective communication messages must be designed based on the situation, time, place, and audience. In conveying information, it must be done through channels and ensure that the content of the message can be conveyed well to the recipient of the message in order to get feedback.

As is known, evaluation of communication strategies for image formation by the Indonesian National Army Information Center via social media Instagram @puspentni is carried out every week, every month and every year. Usually, the TNI Information Center will look at how much engagement each post gets per week. The TNI Information Center always makes reports for evaluation every day. According to information from Key Informants, the TNI Information Center will analyze the sentiment obtained and collaborate with several other Ministry accounts to increase engagement. From the results of interviews conducted by researchers with key informant Menik Lestari, he said that content that has high engagement is content that is currently hotly discussed or viral events that occur in certain areas and can be handled by the military. Apart from that, content that has a low level of engagement is content reporting on TNI activities.

The Indonesian National Army Information Center cannot be separated from the impression of being stiff or monotonous in reporting and the speed in responding to an issue is not fast enough because of the need for coordination. It can be concluded that the TNI Information Center always carries out evaluations to improve performance in order to provide good results for society and improve its image. The TNI Information Center will also try to

create a Special Team like the TNI Air Force which is quick to respond to public comments on social media. However, limited human resources are an evaluation that the TNI Information Center must pay attention to. This is in line with the theory of Public Relations strategy according to Cutlip and Center in their book *Effective Public Relations: Eleventh Edition 2013*, the last part of which is *Evaluating the Program*, that Public Relations practitioners must achieve the following things to be ready and able to carry out program evaluations, namely understanding communication, effects media, and audience effects and understand the difference between output (effort and process) and outcome (impact and effect).

## CONCLUSIONS

In accordance with the discussion and findings of researchers regarding how to manage social media, especially Instagram, by the Indonesian National Army (*Tentara Nasional Indonesia/TNI*) Information Center as an effort to improve the positive image of TNI agencies, the TNI Information Center has carried out a number of stages proposed by Cutlip, Center, and Broom. The TNI Information Center always publishes related activities carried out by the TNI in various units to improve its image. Apart from that, the Indonesian National Army Information Center (*Pusat Penerangan Tentara Nasional Indonesia/Puspen TNI*) has also tried to respond to issues affecting the TNI by always providing clarification, making press releases, and even creating content on social media. However, researchers assess that the activities carried out on social media are still not running optimally. This is because the content presented still seems monotonous and does not attract public attention. Apart from that, the speed of the Indonesian National Army Information Center in responding to comments from the public on social media to issues that carry the name of the TNI still needs to be maximized. Researchers assess that the TNI Information Center's Instagram social media, apart from being a means of conveying information to the public, is also a means of improving the image of TNI agencies by reporting on positive activities carried out by the TNI in various units. The suggestions that researchers can give can be separated into two, namely academic suggestions and practical suggestions, following what the researchers conveyed.

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