
The Communication Crisis of Restoring the Reputation of Indonesian National Police Post the Murder of Brigadier Josua on Online Media.

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Abstract

Crisis communication is a strategy for managing crisis situations through the process of sending and receiving information during or after a crisis event with the aim of managing the situation, minimizing damage, and ensuring the safety of the people involved, or victims. The leadership of the National Police institution has an important role in carrying out crisis communications as a communicator in improving the organization's reputation. The scandal, which was not carried out institutionally, but involved the involvement of high-ranking police officials and a number of other police officers, caused the reputation of the police organization to experience the threat of a crisis of public distrust. Law enforcement agencies that are actually faced with violations of the law are demanded by both the families of victims and the public that police agencies prioritize transparency, accountability and justice in resolving cases. The three stages of the press conference as a form of conveying the National Police Chief's crisis communication were chosen for analysis, namely the press conference held on August 4, 9 and 25 2022. Based on the content analysis, it was concluded that the most highlighted messages were relevant messages, messages emphasizing credibility, and statements. ongoing process. Meanwhile, the Timely message and messages of empathy for victims were not highlighted in the National Police Chief's press conference to show that empathy is an important thing in the National Police Chief's crisis message.

Keywords: *Crisis Communication; Crisis Communication Messages; Reputation Recovery.*

INTRODUCTION

The Indonesian National Police, as one of Indonesia's law enforcement agencies, has been experiencing a crisis of public trust and has evoked widespread public prejudice against the police force following the murder of a police officer at the residence of a high-ranking official within the Indonesian National Police. Subsequent to the incident on July 8, 2022, at the home of the two-star general Ferdi Sambo, the public's attention was immediately captured, becoming an event that seized both public and governmental attention. Through social media, the public expressed their disappointment and lack of trust in the police force by sharing cynical messages and creating sarcastic memes as an expression of their dissatisfaction. One of these viral memes was "police shoot dead police, but the CCTV's blind." This situation posed a serious threat to the police organization as it came under intense public scrutiny, as highlighted by Barton (1993:2), defining a crisis as a major unforeseen event that potentially has negative

repercussions for both organizations and the public. According to Barton (1993:3), crises affect corporations, non-profit organizations, governmental bodies, services, companies, and even families. Crises can pose risks such as public scrutiny through mass media coverage (Handayani, 2018).

The high level of both attention and antipathy towards the police force became viral through social media. Several discrepancies between the facts and the statements made during the press conferences by the South Jakarta Metropolitan Police Chief at the onset of the case further heightened the sense of distrust, marked by the declining credibility of the police force in the eyes of the public. This was echoed by President Joko Widodo on October 14, 2022. Here is a quote from President Joko Widodo's statement.

"First and foremost, I would like to convey my deep appreciation and high regard for the hard work of the Indonesian National Police (Polri), the entire Indonesian Military (TNI), government authorities, and all components of society in handling COVID-19. It is observed by the public, and I've personally seen and felt it—the dedication and hard work. The results have been very significant, as evidenced by the administration of 440 million vaccine doses to the public by Polri. As a result, the COVID-19 pandemic has subsided, and our economy has grown by 5.44 percent. This also led to the public trust index placing Polri at the top at that time. However, the unfortunate FS incident complicated everything, causing it to plummet to its lowest point. Previously, compared to other law enforcement institutions, it was at the highest; now it has become the lowest, which all of you should know and address. This needs to be regained through your hard work, everyone. In November, it was still at 8.2, significantly high, not just high, very high. But now, it dropped drastically to 54 percent last August. It fell, very low indeed. It is a tough task for all of you to regain public trust in the police force amidst the current challenging situation."

The statement by the President of Indonesia implies that the police institution is in a state of crisis due to unlawful actions committed by several police officers, ranging from high-ranking officials to other members of the force who have been embroiled in a series of cases. As a result, the President of Indonesia issued this particular message openly. Planned murder, obstruction of investigation, and efforts to obstruct investigations pose a threat to the reputation of police officers, being contradictory to Article 5 of Law Number 2 of 2022 concerning the Indonesian National Police.

The continuous absence of information addressing the public's curiosity further generates negative public reactions towards the Indonesian National Police (Polri) institution. If, prior to the incident, the institution and its members, as the entity upholding justice and security, held credibility in Indonesia, the manipulative messages conveyed after the incident instantly diminished the public's trust in the individual officers and the institution as a whole. This indicates that the institution's inability to manage messages during a crisis situation will impact

its reputation crisis. One study examines how organizational crises and crisis communication affect organizational reputation (Schoofs et al., 2019).

Organizational reputation is "a set of symbolic beliefs about the unique capacity, role, and obligations inseparable from an organization, where these beliefs are embedded in the audience network" (Jamilah Jamal & Bakar, 2017). This means that every organizational condition affects audience beliefs, and organizational crisis conditions impact organizational reputation. The reputation attributed by the audience significantly influences the productivity of both governmental and non-profit organizations. One study by Calabrese and Grizzle indicated that organizational reputation affects the audience's decision to provide donations (Ayu et al., 2017). This applies similarly to the Indonesian National Police (Polri) in facing such cases.

The declining level of public trust and the community's demand for the police institution to resolve the cases in an honest, fair, and transparent manner represent a crisis situation experienced by the Indonesian National Police (Polri) since the incidents in July. This condition necessitates the police chief to manage the crisis by engaging in a series of crisis communications to address the public's pressure. The Police Chief must act as a crisis communicator, representing the institution to respond to various questions and suspicions directed at the police force. To effectively manage the crisis, the institution must have a structured crisis communication plan. This plan should include steps to identify, control, and monitor the crisis situation, as well as methods to provide information to the public and relevant stakeholders (Timothy L. Sellnos, 2019). Coombs defines crisis communication or crisis response strategy as planning what management should say and do in facing a crisis. In an organizational context, this involves "how to collect, process, and disseminate information necessary to address the crisis situation" (Schorn & Becker, 2022). Therefore, this study aims to describe the crisis communication messages by the Police Chief in handling the crisis related to those events. Messages conveyed through press conferences serve as a dissemination of crisis communication messages conducted to facilitate the rapid, accurate, and transparent spread of information by presenting direct statements through the media without editing processes to omit certain parts.

During a crisis, leaders are granted additional authority and power to swiftly contain and limit the broader impact of the crisis. This aligns with Kruke's opinion (2012) that organizational leaders are responsible for safeguarding the collective values highly esteemed by society from threats posed by crisis events and bear direct responsibility for restoring the organization's reputation (Badu et al., 2023).

The appearance of management or the highest leadership of the organization in crisis communication signifies adequate attention towards the crisis. Managing a crisis involves crucial decision-making in a situation of high uncertainty. According to Kruke (2012), a crisis is a unique situation requiring a different leadership approach. The issue in this case arises from the involvement of high-ranking officials within the police force who structurally have proximity to the highest leader of the police organization. Therefore, the head of the police force must pay special attention to crisis communication and becomes the sole source of information tested by the audience as the highest representation within the organization. This underscores the strength of crisis communication by utilizing a one-gate communication system (Juliana et al., 2022).

The Indonesian National Police Chief (Kapolri) as a crisis communicator made a series of appropriate efforts to take control, especially in terms of clarity and simple actions that needed to be swiftly implemented. Leadership must exert more effort to move swiftly and take action. This aligns with Yukl's opinion (1998) that leadership is deemed highly crucial in crisis communication for two reasons. Firstly, the sudden replacement of a leader during a crisis alters the performance of a unit, agency, or organization. Secondly, one of the factors influencing an organization's success in facing a crisis is leadership, specifically how communication processes are executed at every level, the competencies involved, and the actions of the respective leader. The success or failure of an organization is determined by its leader as a communicator in crisis communication (Handayani, 2018).

Crisis communication is the process of sending and receiving information during or after a crisis event, aimed at effectively managing the crisis situation, minimizing damage, and ensuring the safety of those involved. Various methods and strategies are used to appropriately handle the situation to facilitate recovery amidst the emergence of various negative perceptions. In a crisis situation, effective communication is crucial to help reduce panic, ensure safety, and assist those involved in taking appropriate actions. Managing the uncertainty caused by a crisis is one of the crucial communication competencies of an effective crisis communicator. It is a highly specialized skill that enables crisis communicators to behave ethically and responsibly in their communication while providing accurate, timely, and valuable information to stakeholders.

Another important requirement in crisis communication is honesty and transparency. Those involved must provide accurate and up-to-date information about the ongoing situation and answer questions honestly. It is also crucial not to conceal information that might be perceived as negative, as this could raise suspicions and diminish trust in the organization.

Crisis communication should also be swift as time is a critical factor; the prompt delivery of information to the public can reduce unnecessary panic or chaos.

The crisis leadership steps based on the 'Situational Crisis Communication Theory (SCCT)' outline how crisis communication competencies can be utilized to safeguard reputation assets during a crisis. It involves devising communication mechanisms to anticipate stakeholders' possible reactions to the crisis, which could pose reputation threats to the institution while handling the crisis. Additionally, communicators should possess the ability to project how people will react to the crisis response strategies employed by leaders to manage the crisis (Coombs, 2007).

According to Combs (2007), several principles should be followed in crisis communication, including: (1) Transparency, providing factual information to the public and answering questions honestly and openly; (2) Speed, delivering information to the public as quickly as possible after the crisis occurs; (3) Safety, ensuring that all actions taken in handling the crisis prioritize the safety of those involved; (4) Accessibility, providing information to the public through various channels, including social media, to ensure everyone can access that information; (5) Coordination, engaging in intensive communication with relevant parties, such as the government, non-governmental organizations, and the media, to ensure that information disseminated to the public is factual and doesn't spread panic.

The Indonesian National Police (Polri) also requires collaboration with several parties to resolve the issues it faces. The involvement of certain police personnel as perpetrators will diminish Polri's reputation if other entities such as the National Commission on Human Rights, the National Commission on Violence Against Women and Children, the National Police Commission, and independent teams are disregarded. Therefore, one of the steps taken by the Police Chief is to establish an independent team, which is a combination of relevant external bodies. This aligns with the opinions of Brown & Billings, suggesting that organizations use communication to manage crises and illustrate how the public responds to an organization's crisis response. However, organizations don't always face crises alone. At times, the public can actively participate in crisis communication when openly advocating for the organization (Kochigina et al., 2021).

Robert L. Ulmer et al. also recommend following the six STARCC principles (Timothy L. Sellnos, 2019), including: Simple, Timely, Accuracy, Relevant, Credible, and Consistent message. These principles emphasize crisis message rules comprising: (1) Simple messages are crucial because during a crisis, when people might be experiencing it, they might struggle to

process information, thus necessitating straightforward messages. (2) Timely messages are highly important during a crisis. (3) Accuracy requires direct messaging. (4) Relevant messages address the most pressing issues. (5) Credibility builds crucial trust for effective crisis communication. Finally, (6) consistency is a hallmark of effective crisis communication. Additional guidelines for a crisis communicator include: Don't allow the media to push you to say things you don't want to say, but don't express anger towards the media; express concern for anyone affected by the crisis; avoid using the phrase "no comment"; if you don't have an answer to a question, say so but demonstrate that you're working to find the answer; refrain from speaking with certainty unless absolutely certain of all the facts; ensure to demonstrate the uncertainty of the situation using phrases such as "The situation is evolving" or "We don't have all the facts yet."; don't hesitate to involve others in the crisis team if you don't know the answer.

Based on the aforementioned principles of crisis communication messages, this research involves the depiction and categorization of crisis communication messages by the Police Chief (Kapolri) needed for this study according to those principles. The focus of this study includes principles such as Timely, Accuracy, Relevant, Credibility, and Consistency in messages, expressions of concern, statements of uncertainty, and statements indicating an ongoing process.

The analyzed messages derive from data sourced from the social media platform YouTube, known as one of the microblogging sites providing rapid information accessed by individuals using computers or mobile devices (Yuanita, 2021) for quick information retrieval. Crisis communication nowadays is facilitated faster through social media, serving as an organizational media relation platform to deliver prompt and comprehensive information (Adnjani, 2019).

RESEARCH METHOD

This research employs a descriptive qualitative content analysis method. Cole (1988) defines content analysis as a way to analyze written, verbal, or visual communicative messages. It is a systematic research method that describes, categorizes, and/or draws conclusions about communication messages. The claims researchers can make using content analysis vary significantly depending on whether qualitative methods are employed (Roger D. Wimmer & Joseph R. Dominick, 2011). This study focuses on the crisis communication messages delivered by the Police Chief (Kapolri) through three press conferences, involving depiction, categorization, and drawing conclusions regarding the application of crisis communication principles.

Several key points in the content analysis method: First, defining the research goals and data. Second, when collecting data, it is crucial to systematically explain why specific data types were chosen, why those data were selected, the data collection period, and its scope. Third, writing a report providing detailed descriptions of the sample, including data size, topic areas, timeframes, and related information. According to (Benoit, 1999; Benoit & Glantz, 2012; Dover, 2006; Kaid & Ballotti, 1991; Barat, 1993), if the researcher chooses to create their own categories, the method being used is inductive content analysis.

The steps involved in this analysis consist of: First, in every content analysis, researchers must select the content to be coded. Second, researchers need to determine the unit of analysis. The content scale being coded comprises messages from press conferences held on August 4th, 9th, and 25th, 2022. The unit of analysis employs the crisis communication message principles scale: Simple, Timely, Accuracy, Relevant, Credibility, and Consistency in messages, expressions of concern, statements of uncertainty, and statements indicating an ongoing process. As for data likes, the number of views might fluctuate in the data table.

RESULTS AND DISCUSSION

The Crisis Communication Messages of the Police Chief (Kapolri) via Online Media

The general depiction was carried out to obtain verbal message documents delivered by the Police Chief in three press conference sessions, collected on December 22, 2022, involving three selected press conferences held on August 4th, 9th, and 25th. The presence of the Police Chief as the communicator in crisis communication facing a challenging situation due to public pressure is also intriguing for conducting content analysis related to the public discourse that forms the substance of these crisis messages.

The crime scene (TKP) and investigation, which naturally we want to ensure run smoothly. We have examined three personnel with the rank of three-star pati, five senior commissioners (kombes), three AKBP personnel, two Kompol personnel, seven Pama personnel, five Bintara and five Tamtama personnel. They are from the divropam unit, police stations (polres), and also some personnel from regional police headquarters (polda) and criminal investigation units (bareskrim). Certainly, we want all processes to proceed smoothly. Therefore, regarding the twenty-five personnel who have been examined, we will continue the examination process related to violations of the ethical code. And surely, if any criminal processes are found, we will also pursue those criminal processes. Tonight, I will issue a special order for transfers, and I hope that the handling process related to the criminal act resulting in the death of Brigadier Josua in the future will proceed smoothly. I believe the special team (timsus) will work hard and then explain to the public and shed light on the incident that occurred. Perhaps Mr. Kabareskrim can explain the process that I have issued regarding the

criminal proceedings. (PRESS CONFERENCE: Kapolri Listyo Sigit Delivers Press Statement on Update of Brigadier J Case, 2022)

Assalamualaikum warahmatullahi wabarakatuh. Greetings of peace to everyone. I respectfully greet the Deputy Chief of Police (Wakapolri), the entire special team (Timsus), and fellow media colleagues. This afternoon, I will present the latest developments related to the criminal acts that occurred in Duren Tiga. This commitment is also emphasized by the President to swiftly, transparently, and accountably uncover this case. Earlier, he also instructed that there should be no hesitation or concealment, to reveal the truth as it is. We must not diminish the public's trust in the police force; this is a directive and a responsibility that we have been upholding since yesterday, concerning the initial report of the shootout between individuals J and RR in Duren Tiga, handled by the South Jakarta Metro, and also examined by the Polri divpropam and the Metro Regional Police. During the examination and crime scene investigation, factors obstructing the investigative process and irregularities were discovered, such as missing CCTV footage and other suspicious elements, which led to the suspicion of cover-ups and manipulations. Therefore, to elucidate the incident, the special team has conducted in-depth investigations, uncovering efforts to tamper with evidence, engineer, and obstruct the investigative process, causing delays in handling. Unprofessional actions were observed at the crime scene and during the transfer of the deceased's body in Jambi. Thus, in order to clarify and eliminate investigative obstacles, we recently decided to suspend the South Metro Police Chief, Karo Paminal, and the Head of Polri Propam Division... Subsequently, the special team also investigated ethical code violations within the police force, as well as actions of destruction or tampering with evidence, blurring and engineering... which led to transfers within the Polri internal affairs unit (yanma), and currently, all are under examination. Yesterday, twenty-five individuals were examined, and the number has now increased to thirty-one personnel. We have also made specific placements for four personnel some time ago, and this has now increased to eleven Polri personnel, consisting of one two-star, two one-star, two senior commissioners, three AKBP, two Kompol, and one AKP, and this number might still increase. Furthermore, to maintain transparency and accountability in handling this case, we have involved external parties such as colleagues from the National Human Rights Commission (Komnas HAM), who have been working impartially until now, and our partners in the National Police Commission (Kopolnas) serving as police supervisors. We have also provided extensive space, particularly to the families of the victims, some time ago for a re-examination autopsy... and we have also processed police reports from the victims, which is an embodiment of the transparency we are practicing. Thankfully, the special team has now shed light on the matter by conducting scientific processes of handling and examination, involving forensic medicine, crime scene investigations with the special team's forensics lab to test ballistic trajectories, deepening investigations into CCTV footage and cell phones by sub-workers, biometric identification by... other scientific measures, also finding consistency in our implementation regarding witnesses present at the crime scene, related witnesses, Mr. RE, Mr. RR, Mr. KM, Mr. AR, Mr. P, and Mr. FS. It was discovered that there is no evidence of a shooting incident, I repeat, there is no evidence of a shooting incident as initially reported. The special team discovered that the incident involved an attack on Mr. J, resulting in his death, carried out by Mr. RE upon Mr. FS's orders. Mr. E has filed JC currently, which has made this incident clearer. Regarding the portrayal of a supposed shooting incident, Mr. FS repeatedly fired Mr. J's weapon against the wall to create the impression of a shootout.

As for whether Mr. FS instructed or was directly involved in the attack, the team is continuing investigations into witnesses and involved parties. Yesterday, we identified three suspects, namely Mr. RE, RR, and Mr. KM. A case hearing was held this morning, and the special team has decided to designate Mr. FS as a suspect. Therefore, I repeat, Mr. FS is a suspect. As for the specific charges and the process, that will be explained by Mr. Kabareskrim... which will indeed be detailed by irasum... to clarify this process. Currently, an investigation and deepening of testimonies, including that of Mrs. PC, are ongoing regarding the motive behind this incident. Regarding the handling by Irsus concerning alleged violations of the ethical code or other criminal violations found apart from the main event, irwasum will explain specifically, and there are several processes that we will continue to carry out for auditing purposes. Perhaps the next part will be handed over to Mr. Irwasum to present some details, please." (Press Statement by Kapolri Regarding the Shooting of Brigadier Yosua, Ferdy Sambo as a Suspect, 2022)

Assalamualaikum warahmatullahi wabarakatuh. Greetings and peace be upon us all. Shalom, omsuwastiastu, namo budaya, greetings of virtue. I extend my respects to the leadership of the third commission and all partners within the third commission, the Deputy and the entire team involved in Timsus. Alhamdulillah, today we have the opportunity to hold a hearing. The invitation from the third commission is related to discussing the case that has been a public concern regarding the passing of Brigadier Josua. We just explained starting from the beginning how we encountered hindrances and challenges that gradually we've begun to resolve, and from there, the case has become clearer. Subsequently, new facts emerged related to the initial report with a new development that confirms what we previously conveyed, that there was a shooting leading to Brigadier Josua's passing. There are four individuals we've sent for the initial phase, and tomorrow, we'll conduct an examination for another one with PC. Currently, approximately thirty-five individuals are undergoing processing, six of whom are involved in obstruction of justice, while the rest are implicated in ethical code violations, totaling around seventy-nine people, and this number might increase. This is our commitment to take decisive action without bias as per the directives from the President; nothing will be concealed, and everything must be presented according to the facts. Thus, we execute this order, and we will be accountable for how we strive to conduct the investigative process scientifically. We also provide space for external parties to participate, including Kopolnas and Komnas, working impartially, and, of course, under the direct supervision of our partner, the third commission of the DPRRI. All this is done to demonstrate that the police force is genuinely operating transparently, objectively, and, of course, the results are accountable to the public. Perhaps this incident has been greatly anticipated and has garnered public attention due to its prolonged and disruptive nature. Going forward, we'll implement internal improvements and carry out our core duties as the Police, as well as oversee various G20 and other governmental policy-related activities. We declare that we will certainly follow through on the recommendations from the third commission, and currently, the Police force remains united, serving as our foundation to work more effectively. That's all we can convey, Assalamualaikum warahmatullahi wabarakatuh." ([Full] Press Conference by Kapolri after Meeting with DPR Commission III Regarding the Sambo Case, 2022)

The analysis of the Crisis Communication Message of the Indonesian National Police Chief (Kapolri)

The determination of category is based on the principles developed by Robert L. Ulmer et al., which also recommend following the six STARCC principles (simple message, timely, accuracy, relevant, credibility, consistency), combined with one principle proposed by Coombs including: Expression of concern, statement of uncertainty, statement of ongoing processes. Here are several categories as follows:

Table 2: Categorization as Analysis Units

Analysis unit categories	Press conference August, 4th 2022	Press conference August, 9th 2022	Press conference August, 25th 2022
<i>Simple Message</i>	"The examination has been conducted, and we will proceed with the examination process related to ethical code violations. And of course, if any criminal processes are found, we will also process the said criminal actions."	"New developments reveal that there is no evidence found, I repeat, no evidence found of a shooting as mentioned. I repeat, no evidence found of a shooting as initially reported. The special team discovered that the incident was an attack on Mr. J, resulting in his unfortunate demise, carried out by Mr. RE on the instruction of Mr. FS."	"And the special team has decided to designate Mr. FS as a suspect. So, I repeat, Mr. FS as a suspect." "Perhaps this incident has been long-awaited and has gained public attention because it has been quite prolonged and very disturbing."
<i>Timely</i>	"24 days after the shooting incident." "And tonight, I will issue a special order..."	"31 days after the shooting incident." "And earlier, he also instructed not to hesitate..." "Yesterday, we determined 3 suspects, namely Mr. RE, RR, and Mr. KM. This morning, an inquiry was held, and the special team has decided to designate Mr. FS as a suspect."	"...and earlier, he also instructed." "Tomorrow, we will conduct an examination by Mrs. PC..."
<i>Accuracy</i>	"And tonight, I will issue a special order to transfer, and of course, my	"And earlier, he also instructed not to hesitate, not to cover up anything, to reveal the	"Thank God, today we got the opportunity to conduct a hearing. The invitation from commission three regarding

	<p>hope is that the handling process of the criminal act related to the passing of Brigadier Josua will proceed smoothly in the future."</p>	<p>truth as it is." "This became an order and mandate, of course, at present and yesterday, concerning the initial report of shooting between Saduara J and RR in Duren Tiga, which was handled by the South Jakarta Metro Police. There were also examinations conducted by the Polri Divpropam and Metro Police where, during the investigation and crime scene processing, impediments to the investigative process and peculiarities were found, such as missing CCTV footage and other elements, raising suspicions of concealment and manipulation."</p>	<p>the discussion of the case that has been, understandably, a public concern regarding the death of Brigadier Josua."</p>
Relevan	<p>"We have examined three personnel of three-star generals, five personnel of commissioners, three personnel of AKBP, two personnel of Kompol, seven Pama personnel, five personnel of non-commissioned officers, and privates. From the Divropam unit, local police stations, and there are also several personnel from the regional police and criminal investigation units. Of course, we want</p>	<p>"Therefore, in order to clarify and eliminate the hindrances to the investigation some time ago, we made a decision to suspend the South Metro Police Chief, Karo Paminal, the Division Head of the National Police Professionalism Division (Propam Polri), ... then the special team (timsus) also conducted examinations into violations of the police's ethical code or actions damaging or removing evidence, causing obscurity, and manipulation. They have been transferred within the National Police and are currently</p>	<p>"...there are approximately thirty-five individuals currently undergoing our process, six of whom are involved in obstruction of justice, while the rest are implicated in violations of the ethical code. We have examined about ninety-seven (97) individuals, and this number might also increase. This is our commitment to take decisive action without any reservations, following the directive from the President. We are not concealing anything; everything must be disclosed according to the facts."</p>

	<p>all processes to run smoothly. Therefore, regarding the twenty-five personnel who have currently undergone examination, we will conduct an examination process related to the violation of the ethical code."</p>	<p>all under examination. Yesterday, there were twenty-five personnel we examined, and now it has increased to thirty-one personnel. We also made specific placements for four personnel some time ago, and now it has increased to eleven police personnel, consisting of one two-star, two one-star, two commissioners, three AKBP, two Kompol, and one AKP, and this number might still increase."</p>	
<p>Credibility</p>		<p>"The honorable the Deputy Chief of Police and the entire task force, as well as our media colleagues. This evening, I will provide the latest developments regarding the criminal activity that occurred in Duren Tiga. This is also our commitment and emphasizes the President's directive to uncover this case quickly, transparently, and accountably."</p> <p>"Furthermore, to maintain transparency and accountability in handling this case, we have involved external parties such as our colleagues at the National Commission on Human Rights (Komnas HAM), who have been working continuously, and our partners at the National Police Commission</p>	<p>"I extend my respect to the leaders of the third commission and all partners from the third commission, the deputy chief, and the entire team involved in the task force."</p> <p>"This also represents our commitment to take firm actions without discrimination, following the directive from the President. We will not conceal anything; everything must be disclosed based on facts. So, we are carrying out this order, and currently, we are accountable for how we strive to conduct the investigative process scientifically. Additionally, we provide space for external parties to participate, including Kompolnas and Komnas, working impartially, with direct oversight from our partner, the third commission of the DPRRI. We are doing all this to prove that the police are</p>

		<p>(Kompolnas) as the police overseer."</p> <p>"Alhamdulillah, the task force has currently shed light by carrying out scientific processes and examinations involving forensic medicine, crime scene analysis with Labfor's task force to test ballistics, ascertain bullet trajectories, conducting deep dives into CCTV and mobile phones by sub-lavor. Biometric identification by... among other scientific actions. We've also found correspondence and alignment in the execution of our work with the witnesses at the crime scene, related witnesses such as Mr. RE, Mr. RR, Mr. KM, Mr. AR, Mr. P, and Mr. FS."</p>	<p>genuinely working transparently, objectively, and the outcomes can be accounted for to the public."</p>
<i>Consistency</i>	<p>"an investigation that we certainly want to run smoothly."</p>	<p>"...will provide the latest developments related to the crime that occurred in Duren Tiga, and this is also our commitment."</p>	<p>"...which then slowly these obstacles gradually started to be resolved, and from there, the case began to become clearer, and then new facts were discovered..."</p>
<i>Expression of Sympathy</i>		<p>"We have also provided ample space to the community, especially the victims' families some time ago to give room for a re-autopsy... and also catered to the police reports from the victims' side, which is a manifestation of the</p>	

		transparency we practice."	
"Statement of Uncertainty"			
"Statement of Ongoing Process"	"In the future, it will proceed well, and I believe the special team will work hard and later explain to the public, shedding light on the incident that occurred. Perhaps the Chief of Detectives could explain the process of the criminal action I initiated regarding the mutation."	"Regarding whether Mr. FS ordered or was directly involved in the shooting, the team is currently conducting further investigation into the witnesses and relevant parties. Yesterday, we identified three suspects, namely Mr. RE, RR, and KM. This morning, there was a case hearing, and the special team has decided to designate Mr. FS as a suspect. I repeat, Mr. FS is now a suspect. Regarding the charges and the process involved, these details will be specifically explained by the Chief of Detectives. Currently, investigations and examinations are ongoing into the motives behind the incident, including inquiries into witnesses, including PC. As for handling any ethical violations or other criminal offenses discovered beyond the main event, these will be specifically explained by the Internal Affairs and we will continue various processes for auditing purposes."	"Additionally, tomorrow, PC will undergo further examination by our team." "Moreover, moving forward, we will initiate internal improvements and execute the primary tasks of the National Police, including safeguarding policies related to various G20 and other governmental activities. We emphasize our commitment to follow up on the recommendations of the third commission. Currently, the National Police remain steadfast and undoubtedly serve as our foundation for optimal performance."

Source: categorization and meaning of the National Police Chief's press conference messages

Simple message as a strategy is to convey simple messages in handling crises, because during crises, people experiencing them will have difficulty processing information, hence the need for simple messages. "Examinations have been conducted, conducting examinations regarding alleged ethical code violations" is a simple message conveyed at the first press conference. This sentence means responding to the public about what the Indonesian National Police (Polri) has done and will do in handling the case. The second press conference presented a simple message regarding the absence of gunfire, repeated twice to avoid bias and to affirm the actual event. The third press conference portrayed the actual actions taken by the Polri.

Timeliness or timely messages are delivered within a specified duration after the incident. Disclosing the time signifies a rapid process and significant attention in handling the case, showing progress over time by the formed team. Messages with accurate timing also aim to anticipate public pressure if there is a growing serious disbelief over the handling of the case. In all three press conferences by the Indonesian National Police Chief (Kapolri), the mentioned times signify serious handling from time to time.

Accuracy requires reference to truth, clarity, and reliability of the information conveyed to the public or relevant parties during a crisis situation. Accurate messages build trust, reduce uncertainty, and manage perceptions emerging during the post-Brigadier Josua shooting situation. Statements like "tonight I will issue a special order"; "there should be no cover-ups - this is an order"; "today we got the opportunity to hold a discussion," carry meaning of responsiveness in building trust and reducing uncertainty.

Relevant messages address the most pressing issues. Relevant messages in crisis communication refer to messages directly related to the ongoing crisis situation. Messages like "have examined"; "disabled"; "currently processing" are relevant to the crisis situation, providing accurate and useful information responding to public inquiries.

Credible messages refer to those that can be trusted, have authenticity, and are conveyed by accountable sources. The credibility assertion of the police chief's crisis messages is made by mentioning the important positions of the individuals present in the press conference, conveying that all parties involved are managing the crisis situation. Consistent messages like "we want everything to go well"; "will provide the latest developments"; "slowly new facts are being discovered," refer to consistent messages that are uniform, not conflicting, and consistently maintained throughout the press conferences. Consistency in messages helps ensure that the information conveyed does not cause confusion or uncertainty among the public or relevant parties.

CONCLUSIONS AND RECOMMENDATIONS

Restoring the organization's reputation becomes an action carried out when an organization faces major unforeseen incidents that threaten its reputation. Leadership in the institution is tested when a crisis occurs, becoming a key communicator during a crisis situation within an organization. General Sigit Sulistiyo, the Chief of the Indonesian National Police (Kapolri), plays a crucial role in crisis communication faced by the police force following the shooting case of Police Brigadier Josua by senior officials and other police members. This is evident in his role as a communicator in several press conferences. Although the scandal was not institutionally carried out, the involvement of senior police officials as perpetrators and the participation of other police officers caused a decline in public trust. The police force also faces legal demands from the victims' families and demands for transparency, accountability, and justice in resolving the case, placing the law enforcement agency in a crisis situation within society. The Kapolri not only has to address issues within the police force but also has to handle various demands from the victims' families and the public. The Kapolri has appeared multiple times in press conferences as a form of crisis communication.

Based on the crisis message analysis of the Indonesian National Police Chief (Kapolri) on August 4, 9, and 25, 2022, it was found that the most dominant messages were relevance, credibility, and statements regarding the ongoing process. There were no messages indicating uncertainty, and empathetic messages did not prominently feature in the Kapolri's press conferences based on the three instances of crisis communication.

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