

## Reposisi Nilai Pada Lembaga Negara Pasca Reformasi = Repositioning in Country Departement Post Reformation

Ayu Galuh Mega Pratiwi, author

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### Abstrak

Tesis ini meneliti reposisi nilai pada lembaga Negara pasca reformasi. Lembaga Negara yang dipilih adalah Tentara Nasional Indonesia. Untuk mengetahui strategi komunikasi yang digunakan TNI untuk memperbaiki citranya pasca reformasi. Teori yang digunakan adalah teori repositioning organisasi. Paradigma yang digunakan dalam penelitian adalah paradigm post positivist. Jenis penelitian adalah penelitian kualitatif. Teknik pengumpulan data adalah wawancara dan sumber dokumen. Peneliti melakukan wawancara dengan beberapa narasumber yang berasal dari militer, pengamat militer dan masyarakat. Hasil penelitian adalah reposisi yang dilakukan oleh lembaga Negara TNI berjalan dengan baik, namun masih membutuhkan revisi dan evaluasi dengan tujuan menyempurnakan reposisi. Strategi komunikasi yang digunakan adalah komunikasi internal dan eksternal. TNI melakukan doktrin, perubahan kurikulum pendidikan dan latihan- latihan untuk mengkomunikasikan segala perubahan yang terjadi didalam organisasi. Komunikasi eksternal yang digunakan TNI adalah melalui media massa dan terjun langsung ditengah- tengah masyarakat sehingga tujuan untuk memperbaiki citra dapat terlaksana. (repositioning, positioning, image atau citra)

.....This thesis specifically examines the repositioning of the value of the State Institutions post 1998 Reform. The State Institution selected is the Indonesian National Army (Tentara Nasional Indonesia), to determine the communication strategy employed by TNI to improve its image after the reform. The paradigm used in the study were the post-positivist paradigm. This type of research is a qualitative research. Data collection techniques are interviews and researching some document sources. Researchers conducted interviews with some of the speakers who are or used to be an active military personnel, military observers and public. The result of the research is that the repositioning which is planned by this specific State Institution, in this case, the TNI is so far going well but still requires some revisions and evaluation to further enhance the repositioning. Communication strategies used are internal and external communications. TNI should reform its doctrine by embedding missions of its reposition, should enhance changes its curriculum and exercise to communicates any changes that occur within the organization due to its repositioning mission. External communications which is commonly used by TNI is through the mass media and by going actively in the society so that its objective to improve its image can be accomplished successfully. So far, the implementation of its repositioning policies that are exercised by the military to reach a new position in the public mind is going well. Research stated that the military is now have a much better image and the position compared to the time before the reforms because public confidence and trust is beginning to return. But of course, the military must continue to strive to gain and win the hearts of the public hoping to restore a