

**Analisis Manajemen Komunikasi Krisis Di Instansi Pemerintah Berdasarkan Situational Communication Crisis Theory (Studi Kasus Jaminan APBN Utang Proyek Kereta Cepat Jakarta Bandung) = Analysis of Crisis Communication Management in Government Agencies Based on Situational Communication Crisis Theory (Case Study of Project Debt APBN Guarantee Jakarta Bandung Fast Train)**

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Abstrak

Terbitnya Peraturan Menteri Keuangan Nomor 89 Tahun 2023 tentang Tata Cara Pelaksanaan Pemberian Penjaminan Pemerintah untuk Percepatan Penyelenggaraan Prasarana dan Sarana Kereta Cepat antara Jakarta dan Bandung (PMK 89/2023). Para stakeholders tersebut menuntut Kementerian Keuangan (Kemenkeu) untuk membatalkan peraturan tersebut. Manajemen komunikasi krisis yang dilakukan oleh Kemenkeu nampak berhasil. Namun, perlu dilakukan analisis manajemen komunikasi krisis berdasarkan Situational Communication Crisis Theory sebagai bentuk evaluasi atas manajemen komunikasi krisis yang dilakukan Kemenkeu. Penelitian ini menggunakan paradigma post positivistik dengan pendekatan kualitatif deskriptif dengan pendekatan studi kasus. Data diperoleh dari wawancara mendalam terhadap informan internal Kemenkeu dan narasumber ahli dari konsultan PR Agency. Sumber informasi juga diperoleh dari studi pustaka yaitu dokumen internal Kemenkeu, pemberitaan media, konten di media sosial, serta hasil analisis aplikasi analisis media dan media sosial. Krisis yang terjadi di Kemenkeu tersebut merupakan parakrisis khususnya tantangan dari para pemangku kepentingan terhadap terbitnya PMK 89/2023 yang menjadikan APBN sebagai jaminan atas utang proyek KCJB. Krisis tersebut masih parakrisis ini belum mengarah ke krisis operasional karena tidak sampai mengganggu peresmian dan operasional KCJB. Kemenkeu melakukan refutation sebagai bentuk strategi respon lebih dari satu kali untuk meyakinkan para pemangku kepentingan bahwa yang dilakukan Kemenkeu efektif dalam mengelola krisis ditandai dengan melandainya sentimen negatif baik di media arus utama maupun media sosial. Selain itu, beberapa temuan hasil evaluasi antara lain pedoman komunikasi krisis belum lengkap, perlunya koordinasi dengan stakeholders eksternal dalam menjalankan program komunikasi proyek Kereta Cepat Jakarta Bandung, mitigasi pencegahan krisis tidak dilaksanakan, strategi respon kurang disertai manfaat, dan kanal media yang dipilih masih kurang.

.....Issuance of Minister of Finance Regulation Number 89 of 2023 concerning Procedures for Implementing Government Guarantees to Accelerate the Implementation of Fast Train Infrastructure and Facilities between Jakarta and Bandung (PMK 89/2023). These stakeholders are demanding that the Ministry of Finance (Kemenkeu) cancel this regulation. The crisis communication management carried out by the Ministry of Finance appears to be successful. However, it is necessary to carry out an analysis of crisis communication management based on Situational Communication Crisis Theory as a form of evaluation of crisis communication management carried out by the Ministry of Finance. This research uses a post-positivistic paradigm with a descriptive qualitative approach with a case study approach. Data was obtained from in-depth interviews with internal informants from the Ministry of Finance and expert sources from PR Agency consultants. Sources of information were also obtained from literature studies, namely internal

documents from the Ministry of Finance, media reports, content on social media, as well as the results of analysis of media and social media analysis applications. The crisis that occurred at the Ministry of Finance is a paracrisis, especially the challenge from stakeholders regarding the issuance of PMK 89/2023 which makes the APBN as collateral for the KCJB project debt. This crisis is still a paracrisis and has not yet led to an operational crisis because it has not disrupted the inauguration and operations of the KCJB. The Ministry of Finance carried out refutation as a form of response strategy more than once to convince stakeholders that what the Ministry of Finance was doing was effective in managing the crisis, marked by a decline in negative sentiment in both mainstream media and social media. Apart from that, several findings from the evaluation include that crisis communication guidelines are not yet complete, there is a need for coordination with external stakeholders in carrying out the communication program for the Jakarta Bandung High Speed Train project, crisis prevention mitigation is not implemented, the response strategy is not accompanied by benefits, and the media channels chosen are still inadequate.