

CRISIS RESPONSE STRATEGY OF PT. ANGKASA PURA II ON THE NEWS OF HEALTH PROTOCOL VIOLATIONS AT SOEKARNO-HATTA AIRPORT

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Melinda Puspa Negara¹, Susanne Dida², Retasari Dewi^{*3}

¹PT. Telkom Indonesia Tbk.

²Universitas Padjadjaran

²Universitas Padjadjaran

(* = Corresponding Author)

ABSTRACT

Thursday, May 14th, 2020, the public was shocked by the occurrences of violations of health protocol during the pandemic Covid-19 at Soekarno-Hatta Airport. At that time, the government was relaxing the Large-Scale Social Restrictions (PSBB) by re-activating public transportation modes. Reports in the mass media and social media cornered PT. Angkasa Pura II, the airport administrator, is a party that is negligent in managing flight schedules and rules for maintaining distance at the airport. This research objective was to identify the crisis response strategy carried out by PT Angkasa Pura II to overcome the negative news resulting from the incident of health protocol violations at Soekarno-Hatta Airport. The study discusses crisis response strategies derived from Situational Crisis Communication Theory (SCCT). This research method is qualitative. Research data was obtained through interviews, observation, and literature study. The results of this research, AP II crisis response strategies were, (1) rebuilding, the rebuilding response strategy AP II was conducted with an apology. (2) Take corrective actions, AP II made some physical improvements, increasing field staff and warning signs for applying health protocols in public spaces. And (3) diminishment, the diminishment response strategy AP II was conducted by submitting excuses and justifications. AP II attempts crisis framing by disseminating information about the company's efforts and commitments that are disseminated through the company's website and social media. This step aims to make the public aware of the company's positive efforts to deal with the crisis and the public also understands that AP II has no intention of committing violations.

Keyword: Angkasa Pura II, COVID-19, Crisis Communication, Crisis Response Strategy, Health protocol.

ABSTRAK

Kamis, 14 Mei 2020, publik dihebohkan dengan kejadian pelanggaran protokol kesehatan pada masa Pandemi Covid-19 di Bandara Soekarno-Hatta. Pada saat itu, pemerintah tengah melonggarkan Pembatasan Sosial Berskala Besar (PSBB) dengan mengaktifkan kembali moda transportasi umum. Pemberitaan di media massa dan media sosial menyudutkan pengelola bandara yakni PT. Angkasa Pura II sebagai pihak yang lalai dalam mengelola jadwal penerbangan dan aturan jaga jarak di Bandara. Tujuan penelitian ini adalah untuk mengidentifikasi strategi respon krisis yang dilakukan oleh PT

Angkasa Pura II untuk mengatasi pemberitaan negatif akibat peristiwa pelanggaran protokol kesehatan di Bandara Soekarno-Hatta. Penelitian membahas strategi respon krisis yang diturunkan dari Situational Crisis Communication Theory (SCCT). Metode penelitian ini adalah kualitatif. Data penelitian diperoleh melalui wawancara, observasi dan studi literatur. Dari hasil analisis disimpulkan bahwa strategi respon krisis yang dilakukan oleh AP II yaitu (1) pembangunan kembali (rebuilding), strategi respon pembangunan kembali dilakukan dengan permintaan maaf (apology); (2) tindakan perbaikan (take corrective actions), perbaikan dilakukan secara fisik, penambahan petugas lapangan dan menambah marka himbauan penerapan protokol kesehatan di ruang publik; dan (3) pengurangan tanggung jawab (diminishment), dilakukan dengan penyampaian dalih (excuse) dan justifikasi (justification), upaya crisis framing dilakukan dengan penyebaran informasi mengenai upaya dan komitmen perusahaan yang disebarakan melalui website dan media sosial perusahaan. Langkah ini bertujuan agar publik mengetahui upaya positif perusahaan untuk penanganan krisis dan publik juga memahami bahwa perusahaan tidak memiliki intensi untuk melakukan pelanggaran.

Kata Kunci: *Angkasa Pura II, Covid-19, Komunikasi Krisis, Protokol Kesehatan, Strategi respon krisis*

INTRODUCTION / PENDAHULUAN

The violation incident of health protocols in the form of a dense accumulation of passengers occurred at Soekarno Hatta Airport on Thursday, May 14, 2020. The incident caused PT Angkasa Pura II (Persero) as the manager of Soekarno-Hatta Airport to receive sanctions in the form of a warning letter from the Directorate General of Civil Aviation. In addition, there was a lot of negative news about cases of *physical distancing* violations that occurred during the PSBB (large-scale social restrictions) period was relaxed and transportation modes have been operated again. The loose implementation of social distancing rules has the potential to trigger an increase in Covid-19 cases. Even though the government at that time was promoting various preventive efforts to prevent the spread of the Corona Virus, where one of the rules was an appeal to maintain distance and reduce public mobility.

The violation incident of health protocols became the attention of many people because it caused public disappointment and anger. This is because in May 2020 Covid-19 cases were quite high with there have been many positive cases of Covid-19 in Indonesia since March – May 2020 16,006 cases (Gugus Tugas Percepatan Penanganan Covid-19, 2020).



Figure 1. Infographic on Covid-19 Cases in Indonesia As of May 14, 2020
 Source: (Gugus Tugas Percepatan Penanganan Covid-19, 2020)

A tweet from Twitter social media account was crowded with comments by other Twitter users. One of them, @adriansyahyasin account uploaded a photo showing a

number of people queuing for meetings, without any distance. He added, "*The combination of the indiscretion of the Indonesian government and its opportunist and reckless people will make this country become the last to survive this pandemic. Making peace with the virus, he said, McD is now CGK Airport.*"



Figure 2. Screenshot of @adriansyahyasin account's tweet on Twitter
Source: (Yasin, 2020)

The mass media displays a bunch of news related to violation cases of health protocols that occurred at Soekarno-Hatta Airport. News about violation incidents of *physical distancing* at Soekarno-Hatta Airport also circulated online media by quoting interviews with several important figures. Reported via news.detik.com (15/05/2020) The Governor of Banten, Wahidin Halim denounced and gave a warning to Angkasa Pura II (AP II), in his media interview Wahidin said that the management of Soekarno-Hatta Airport should be an example of implementing PSBB and discipline in carrying out health protocols during the Covid-19 pandemic, especially Soekarno-Hatta Airport which located in Banten territory (Rifa'i, 2020) . In addition, the Ombudsman as an institution that oversees the implementation of public services assesses that the coordination performed by PT Angkasa Pura II (Persero) as the manager of Soekarno-Hatta Airport is very weak because it is unable to reduce the density of long queues amid efforts to prevent the spread of the corona virus (Hartomo, 2020).

Adita Irawati as a spokesperson for the Ministry of Transportation revealed that the Directorate General of Civil Aviation had sanctioned airport operator PT Angkasa Pura II for violating the Regulation of the Minister of Transportation of the Republic of Indonesia No. 18 of 2020 concerning Transportation Control in the Framework of Preventing the Spread of Corona Virus Disease 2019 (Covid-19). Irawati revealed that based on this regulation, AP II as the operator of transportation infrastructure is obliged to ensure the implementation of health protocols in the form of routine sterilization by spraying disinfectants and the physical distancing application (*physical distancing*) (Iqbal, 2020). However, AP II as an airport operator has committed violations related to the *physical distancing* application. The Ministry of Transportation hopes that AP II can anticipate this better and not recur again.

The passengers buildup incident at Soekarno-Hatta Airport is not entirely the responsibility of the airport manager. The event chronologies on May 14, 2020, began at

04.00 WIB. The buildup occurred at the flight prerequisite document verification post. At that time there are approximately 1000 passengers who will do *check-in* for flights between 06.00 to 08.00 WIB. Based on the Circular of the Task Force for the Acceleration of Handling COVID-19 No. 4/2020, there are several documents that must be completed and verified by officers so that prospective passengers can do the flight, Documents that must be verified including flight tickets, official certificates, COVID-19 free letters, and other documents. Among these passengers, there are those who have not prepared documents, because the socialization of flight requirements documents, according to SOPR AP II, was only announced on May 13, 2022. This is also one of the factors causing the passengers buildup.

The presence of prospective passengers at about the same time is caused by the airline (Airline X) violating regulations with sold tickets over 50% of seating capacity. On that day, there were eleven flights from Airline X and two flights from Airline Y with adjacent flight schedules. This is what results in prospective passengers coming at about the same time.

Angkasa Pura II is one of the State-Owned Enterprises (BUMN) in the transportation sector that manages 16 airports in Indonesia. As an airport manager, AP II is tasked with ensuring the safety and security of all airport users, providing infrastructure and services that support connectivity to regions and countries (PT. Angkasa Pura II, 2020c). There are many parties involved in the operationalization of an airport area. Rules regarding airline passenger capacity are bound by government regulations, not airport managers. But from the results of the *Public Relations* evaluation, on that day the sentiment of media coverage on AP II, which was originally quite neutral, changed sharply to a positive level of 780 and a negative level of 1,414. This negative sentiment is because, the public considers AP II negligent in arranging flight schedules.

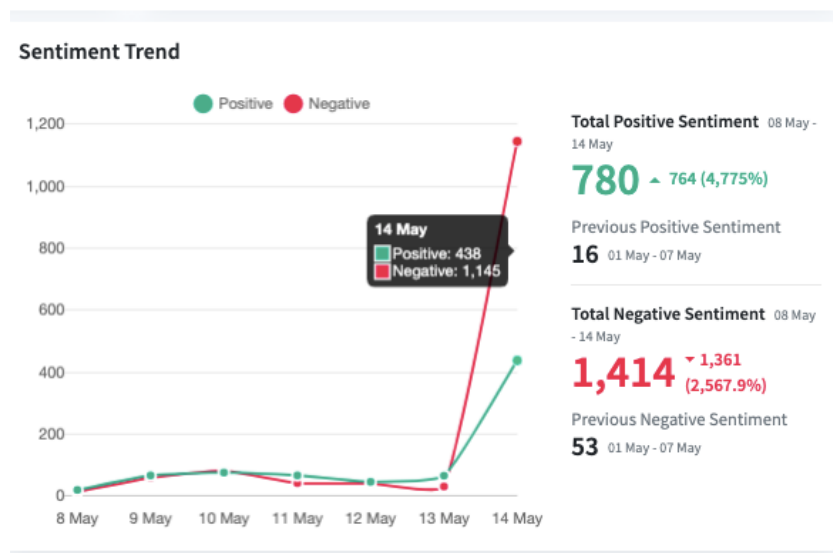


Figure 3. Statistical report on the accumulation of Soekarno-Hatta Airport passengers

Source: (Rani, 2020)

These events experienced by AP II are included in the crisis category. This is because the company's handling in this case is very serious by involving management as *key opinion leader*, allocating time, resources, and full attention to the development of public opinion in the mass media (Billings, Milburn, & Schaalman, 1980). Crisis is an

unexpected perception of hope-threatening *stakeholders* and can have a serious impact on organizational performance and lead to poor results (Coombs, 2007b).

Companies must make efforts to minimize the negative impact of health protocol violations with the right strategy to restore positive sentiment from *Stakeholders*. According to Kriyantono, there are three things that can happen to an organization that is experiencing a crisis, first, the organization can be closed or merged with other organizations until it is declared bankrupt. The second possibility is that the organization can still operate despite the decline in finances, public trust, and loss of regular customers. Third, organizations are experiencing better levels of trust than before the crisis (Kriyantono, 2012).

There are several parties involved in the crisis handling process, one of which is the Department *Public Relations*. This is because as a result of the events that occurred, the company received negative sentiments from the mass media and the public. According to Firsan Nova, the crisis of *public relations* occurs when the crisis is known to the public and results in a negative perception of the company, organization or person image (Nova, 2011). When the problem is widespread, the company or organization needs to design a handling strategy so that the problem can be resolved and does not cause a prolonged crisis and can harm the company and stakeholders.

Crisis management is not enough by displaying *key opinion leader* or *public relations officer* in front of the media only. *public relations* must have a comprehensive and appropriate strategy in dealing with crises of *public relations* (Suryani & Sagiyanto, 2018). Ketika krisis terjadi diperlukan respon secepat dan setepat mungkin agar organisasi mampu mengkomunikasikan informasi dan fakta secara transparan pada publik (Meyerding, Spiwoks, Rombach, & Lehberger, 2019). When a crisis occurs, it is necessary to respond as quickly and precisely as possible so that the organization is able to communicate information and facts transparently to the public. The first thing the company must do is recognize the crisis that occurs first, then the company plans and determines actions to deal with the crisis through proper communication and handling (Kennardy, 2016).

In this study researchers used *Situational Crisis Communication Theory (SCCT)* formulated by W. Timothy Coombs. Because the buildup that occurred at Soekarno Hatta Airport was an unexpected and desired event by the company, but the incident, was perceived by *stakeholders* as a negative event and affected how *stakeholders* interact with the company. This is in accordance with the premise established by the SCCT theory. *Situational crisis communication theory* argues that communication carried out by the organization will affect public perception in seeing crises experienced by the organization. That means that the sentences and actions taken by crisis management can influence how the public perceives the organization or crisis (Coombs, 2007a). The basic elements of SCCT are the crisis situation that occurs, the communication system that adapts to the crisis that occurs, and the crisis handling strategy. SCCT itself focuses on how companies can anticipate crises and prevent the destruction of the company's reputation (Wulandari, 2011).

By combining the type of crisis/disaster, level of attribution and corporate responsibility (Coombs & Holladay, 2002), sub-type of crisis/disaster, recommendation of response strategy from SCCT (Adkins, 2010), and sub-strategy of response to find out the recommendation of response strategy based on the type of crisis/disaster (Table 1). Crisis communication studies have been conducted by previous researchers using *Situational Crisis Communication Theory (SCCT)*. One of them is a study on crisis response strategies for falling trees in the Bogor Botanical Garden. This study found that

the management of Bogor Botanical Garden carried out redevelopment strategies, strengthening strategies, and reduction strategies (Darussalam, Sugiyanto, & Lubis, 2021). The reconstruction strategy is carried out by providing compensation and apologies to the victims' families. In addition, reinforcement strategies are used by convincing victims of good relations between them before the tree falls. Meanwhile, the reduction strategy is performed by increasing positive coverage related to the Bogor Botanical Garden.

Crisis/disaster clusters	Crisis/disaster subtypes	Attribution level of organizational responsibility	Strategy response recommendations	Respond strategy subtype
Accidental cluster	<ul style="list-style-type: none"> - Challenges - Technical-error accident - Technical error product harm 	Moderate responsibility	Diminishment strategy	<ul style="list-style-type: none"> - Provide excuses for the situation - Provide justifications for the situation
			Rebuilding strategies	<ul style="list-style-type: none"> - Compensate the victims - Offer apology/accept responsibility
			Denial strategy	<ul style="list-style-type: none"> - Attack the accuser - Deny disaster/crisis situation exists - Scapegoat
			Take corrective action	
Victim cluster	<ul style="list-style-type: none"> - Natural disaster - Rumors - Workplace violence - Malevolence toward organization 	Low responsibility	Diminishment strategy	<ul style="list-style-type: none"> - Provide excuses for the situation - Provide justifications for the situation
			Denial strategy	<ul style="list-style-type: none"> - Attack the accuser - Deny disaster/crisis situation exists - Scapegoat
Preventable cluster	<ul style="list-style-type: none"> - Human-error accidents - Humans-error product harm - Organizational misdeeds 	High responsibility	Rebuilding strategy	<ul style="list-style-type: none"> - Compensate the victims - Offer apology/accept responsibility
			Bolstering strategy	<ul style="list-style-type: none"> - Remind stakeholders of past good deeds - Ingratiation - Claim victim status

Table 1. Crisis Response Strategy based on SCCT
Source: (Coombs & Holladay, 2010)

A researcher in their journal states that the crisis is not a threat to the company, but an opportunity (Putri, 2014). In line with the results of Putri's research, other researchers proved that the crisis due to the Covid-19 pandemic became an accelerator of communication services for BPJS (Farianingrum & Istiyanto, 2021). This is because if the company manages to overcome the crisis that occurs, *stakeholders* will assume that the company is able to manage the crisis and resolve it satisfactorily. Coombs in his book outlines response strategies for dealing with crises with minimal attribution of responsibility (Coombs, 2007b). This is illustrated in table 1.

Based on the background that has been described, this researcher aims to, identify the crisis response carried out by PT Angkasa Pura II as a result of the event of violation of health protocols that occurred at Soekarno-Hatta Airport. This research needs to be done considering that PT Angkasa Pura II is a state-owned company that manages air transportation modes that are important for public mobility in Indonesia so negative events experienced by the company will affect many parties, such as air transportation service users, public trust in the government, airlines, and others.

RESEARCH METHODS /METODE PENELITIAN

The crisis due to negative news experienced by PT. Angkasa Pura II which become the study in this research is an event in 2020. However, what PT AP II has done to overcome negative public sentiment is still relevant to be used as a reference for research whose object of research is crisis communication. This study used descriptive qualitative method. According to Bogdan & Biklen (1982), the characteristic of qualitative research, firstly is this research has a natural background as a direct source of data, where research is the key instrument. Second, qualitative research is descriptive, because the data collected is in the form of words or pictures instead of numbers. All three studies of this type tend to analyze the data inductively (Sugiyono, 2021).

Research data collection is made through interviews, observations, literature studies, and documentation studies. Researchers interviewed *Senior Officer Public Relations* PT Angkasa Pura II, Alfian Arikza, Staff of the *Corporate Communication Division*, namely Ray Dion and Muhammad Iqbal, journalists of Antara Digital Media who covered the incident of health protocol violations at Soekarno-Hatta Airport.

This study used inductive analysis techniques from descriptive data that had been collected. The first stage of analysis is made by categorizing data, then reducing data according to the problem topic. Next, researchers group the data and compile it, according to the problem statement. In the third stage, researchers interpret the findings in the field. Lastly, researchers draw conclusions based on the results of previous interpretations.

RESULT AND DISCUSSION / HASIL DAN PEMBAHASAN

The following are the results of research and discussion obtained from the analysis data interviews, observations, and literature studies conducted by the author. However, before explaining the crisis response strategy carried out by PT Angkasa Pura II (AP II), the author conducts a crisis-type analysis first. Crisis-type analysis is an attempt to map problems, form cognitive schemes, and frame organizational perceptions along with *stakeholders* against the crisis that is happening, while trying to solve the experienced crisis (Coombs & Holladay, 2010).

Based on the observations of researchers, the crisis experienced by AP II is *accidental cluster*. This is because the factor causing the crisis is airlines, which are

beyond the organization control, but are one of the stakeholders of AP II. *Accidental cluster* is a crisis cluster that has a minimum relationship to the company's responsibility to resolve the crisis, because the event that occurs is considered as an accident or the event cannot be controlled by the company (Coombs & Holladay, 2002). The source conveyed in the interview, that not many people understand that the airport consists of multisectors. Not all sectors are regulated by AP II, such as the number of passenger capacity, flight schedules, health check posts, immigration, and several other sectors, the regulation is not the main task and function of AP II. Each sector has its own responsibilities and authorities. Such as, the incident of passenger accumulation on May 14, 2022, is beyond the authority of AP II,

"For example, the capacity of the number of passengers allowed is only 50%, but it turns out that the tickets sold (airlines) exceed the allowed limit. The second is the arrangement of slot time from the airline, so for example in 1 hour there can only be a few airlines, but in its implementation there is still a buildup of slot time (flights)," SOPR AP II.

The crisis response made by AP II to save the reputation of the institution from negative sentiment in the mass media is to do apology (*apology*), conveying a pretext (*excuse*), conveys justification (*justification*), adding employees to assist passengers (*assistance*), reminding the public of the company's achievements (*reminder*), and attempts to ingratiate themselves with the *stakeholder* (*ingratiation*). The author will describe the AP II crisis response strategy based on *Situational Crisis Communication Theory* (SCCT). Recommended crisis response strategies for *accidental cluster* is to use *diminishment strategies, rebuilding strategies, denial strategies, and take corrective action* (Adkins, 2010).



Figure 4. Apology from the airport regarding the passenger buildup incident at Soekarno-Hatta Airport on May 14, 2020
Source: (Kompas TV - Reza, 2020)

Based on our observations and interviews with *Public Relations* team, PT. Angkasa Pura II does not deny (*Denial*) in passenger buildup cases that occur. The first response is precisely by delivering an apology (*Apology*) and explain the chronology of events. The author did not find any press statements from AP II attacking or accusing certain airlines of violating passenger capacity rules. Although in reality it is the main cause of the crisis that befell the company. This is not in accordance with what SCCT recommended. SCCT recommends companies pursue a denial strategy (*Deny Strategy*) if responding to unwarranted rumors and accusations (Coombs, 2007b). Although, the events that occurred were not entirely the responsibility of AP II, but the events were within the Offering public apologies during a crisis is included in the rebuilding strategy (*rebuild*)

suggested by Gabriel L Adkins in resolving crises of *accidental crisis* type (Adkins, 2010). Coombs explained that *rebuild response strategy* should be used to respond to what the public perceives as crises that companies should have prevented (Coombs, 2007b). Erroneous public perception can be a threat to a company's reputation. The response that the company can give in *rebuild response strategy* to overcome *accidental crisis* includes two strategies: compensation and apology (Coombs, 2007b). Compensation strategy (*compensation*) is a strategy carried out by providing assistance to victims financially. While the apology strategy (*Apology*) is used when organizations express regret over the crisis.

In the event of passenger buildup at Soekarno-Hatta Airport on May 14, 2022, AP II did not provide any compensation to passengers. Because there were no losses or casualties from the incident. When the incident occurred, Soekarno-Hatta Airport officers immediately made efforts to control the passenger queue at the document verification post, so that one hour after the incident or precisely at 05.00 WIB there was no queue buildup.

On that day, *Executive General Manager* of Soekarno-Hatta Airport, Agus Haryadi immediately apologized to the public, through interviews with various media. The apology has been quoted by various print media, aired on electronic media and digital media. In his statement, Agus Haryadi explained the chronology and causes of the passenger buildup. In addition, he also told the press that the airport would conduct an evaluation meeting for handling passenger buildup events.

In accordance with what was conveyed by Haryadi in the press conference and *press release* published on the AP II website, the airport and all stakeholders immediately evaluated and rearranged flight schedules at Soekarno-Hatta Airport. This is consistent with Adkins' recommended crisis response, which is to take corrective action (Adkins, 2010).

According to the source, AP II as the airport manager has made the rules for implementing health protocols in accordance with government recommendations. Physical facilities, provision of health protocol markings, the existence of a health protocol task force and the provision of other health protocol promotion media.

"From Angkasa Pura II itself, in terms of regulations and services at terminal 2E (the place of incident) there are markers and procedures that have been made and implemented by Angkasa Pura II. Such as social and physical distancing, wearing masks, washing hands and others".

After the passenger buildup event, AP II conducts physical improvements by increasing the number of handwashing stations, replacing some facilities with contactless technology (*touchless*), and periodically airports managed by AP II using disinfect in all rooms. Arrangements are also made to the health protocol markings and adding *aviator security* at some placements to arrange the flow of passengers. This is not only done at Soekarno-Hatta Airport but 16 other airports managed by AP II. The installation of media campaigns for the implementation of health protocols is carried out in every public space at the airport. All staff at the airport have also been informed to obey and ensure the implementation of health protocols. AP II also conducts continuous dissemination of information through social media, websites and *press release*.

Other crisis response strategies Adkins recommends to address *accidental cluster* be *diminishment strategies* (Adkins, 2010), *Diminishment strategy* In Indonesian is defined as a strategy of reducing responsibility for the causes of the crisis. This strategy can be used to improve the company's reputation. Some of the steps performed in the

diminishment strategy are to convey a pretext (*excuse*) and put forward justifications (*justification*) (Holladay, 2010).

Strategy Reduction (*diminish*) what PT Angkasa Pura II does is broadly in the form of publications and news. Increasing informative news related to the company aims to make the attribution of corporate responsibility as the manager of Soekarno-Hatta Airport become smaller so that the crisis is easier to manage. According to the source, "*This crisis communication activity is a PR effort to minimize organizational responsibility or in other words accidents occur outside the control of the organization*". Referring to SCCT, efforts to minimize organizational responsibility can be done by presenting reasons (*excuse*). The organization needs to make it clear to the public that it is impossible to intentionally cause crises or crises to occur beyond the organization control (Coombs & Holladay). According to Coombs reduction strategies (*diminish*) should indeed be applied to crises that result in attribution of responsibility for the current crisis (*accidental cluster*) (Coombs, 2007a).



Figure 4. Screenshot of media reports related to the handling of passenger stacking by PT Angkasa Pura II
Source : (PT. Angkasa Pura II, 2020a)

Angkasa Pura II understands that ordinary people do not understand which agencies are involved in the airport. As quoted in an interview with SOPR AP II, "*People nowadays are still unfamiliar about who is responsible (at the airport), about which side of the AP 2 section, on which side the airline section, on which side the immigration section and so on. So in general (AP II) is indeed affected, because what is quoted in news online or print and social media is the airport..*"

Experienced exposure by AP II due to this event is considered by PR as an opportunity to improve the company's image through *press release*, social media, and also physical improvements in the field. Through one of the uploads on the company's official social media, AP II explained about the agencies at the airport and their duties. In the post caption, it was emphasized that all institutions have synergized to ensure safe and comfortable travel for passengers.

This is AP II's effort to explain that the airport area is an ecosystem consisting of various interrelated agencies in carrying out their functions and roles to support air transportation. This effort implicitly conveys that not everything that happens at the airport is the responsibility of the airport manager, which in this case is Angkasa Pura II.



Figure 5. Instagram content on "Airport Management Synergy"
Source: Instagram @angkasapura2

Based on the researchers' observation, although Angkasa Pura II did not do *denial strategy* by denying and blaming certain airlines, but AP II carries out a justification strategy. Justification is done when the company explains why an event could have happened. Justification is necessary because some crisis situations allow the public to interpret them openly (Coombs, 2007b). Important matters such as the cause of the crisis, who is responsible and how the parties involved in the crisis should handle the incident need to be informed so that the public can interpret the whole event.

In the case of AP II, the news that rolled in the media had cornered the airport manager as the party responsible as well as the cause of the passenger buildup at that time. Based on SCCT theory, managers who handle crises must adapt their responses according to possible threats to the company's reputation (Coombs, 2007b).

Company through crisis manager/manager of *Public Relations* need to map how *stakeholders* interpret the crisis, how much of a threat it poses to the company's reputation and *stakeholders*, corporate communication in crisis situations, and the costs that must be incurred to overcome the crisis. Because in *accidental crisis* information circulating in the media can frame or also change beliefs about the crisis (Coombs & Holladay, 2010).

The AP II Public Relations team understands the importance of *crisis framing*, for this reason, information related to the implementation of tightening health protocols at Soekarno-Hatta Airport is routinely informed not only to airport service users but the whole community as well. This information is disseminated through company-owned media such as social media, websites, *call center*, and through mass media. This is done so that the public knows that Angkasa Pura II has made serious handling efforts to ensure the implementation of health protocols at Soekarno-Hatta Airport.

For ten consecutive days, information regarding the adjustment of flight procedures from the government has been continuously updated through *press release* on the www.angkasapura2.co.id website and *email blast* to journalists from various newspapers print and online. For example, on the same day when there was a passenger buildup event, AP II immediately issued a *press release* containing AP II's explanation of the passenger stacking event. On May 15, 2020, *press release* contained an announcement that Soekarno-Hatta Airport limited flight frequency and the number of

passengers and implemented a new queuing system. On May 16, 2022, *press release* recounted the visit of the Coordinating Minister for Human Development and Culture (PMK) who reviewed the implementation of health protocols in Badara Soekarno-Hatta. SOPR AP II explained "Information regarding the handling and updating of health protocols is shared repeatedly on the company's website, social media, and through digital banners at each AP II airport."

As an effort to maintain good relations, an informal approach was taken by the PR Team to mass media journalists who often collaborated to publicize AP II activities. This was confirmed by Muhammad Iqbal, a journalist for Antara News. According to him, the relationship between journalists and AP II had been well established even before the case of passenger buildup at Soekarno-Hatta Airport. Journalists are often invited to various activities held by AP II both formally such as airport inauguration events, *press conference* activities, and informal activities such as cycling together.

Based on the interview, SOPR AP II explained, "We convey and implement the repetition, informative & educational, persuasive and canalizing strategies through media channels owned by *Angkasa Pura 2*." Information on crisis handling violations of health protocols is conveyed through *press releases* on the website and email *blasts*. While social media focuses on displaying information in the form of infographics related to health protocols, flight requirements, information about agencies at the airport, company achievements, disinfectant spraying activities, and much more. According to the AP II PR Team, the content shared on social media aims to give a positive impression on the company, "so these positive impressions are what we spread to the community, that *Angkasa Pura* also prevents the spread of Covid-19".



Figure 6. Evaluation of News Tone
Source : (PT. Angkasa Pura II, 2020b)

After several efforts made by the company, Angkasa Pura II monitors news in the mass media related to events that occur. The benchmark of this *media monitoring* is the impression and *tone* of the news that emerged after handling crisis communication. The results obtained from negative tones quickly decrease. There has been a shift in issues in the media by mentioning airlines that sell seats beyond capacity and loopholes in rules set by regulators. AP II did not evaluate the company's image in the *stakeholders'* eyes and the airport user public after the crisis, Angkasa Pura II only focused on the news tone in the media.

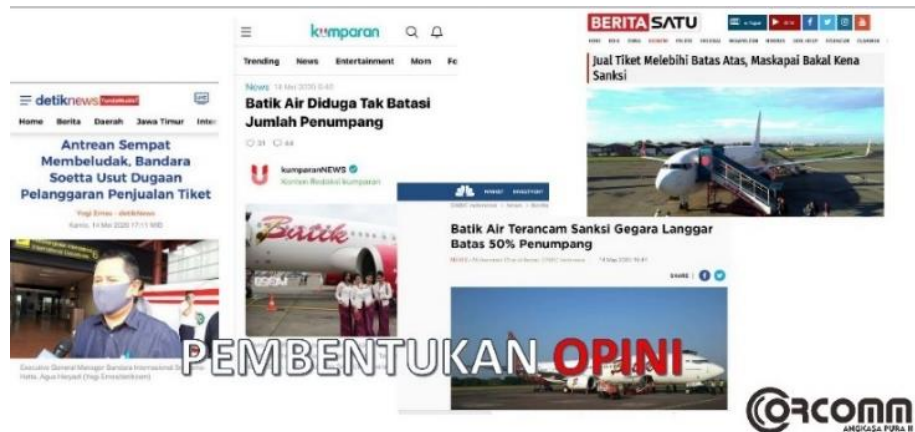


Figure 7. Shifting Issues in the Media Related to the Crisis
Source : (PT. Angkasa Pura II, 2020b)

CONCLUSION / KESIMPULAN

Based on the results and discussion, it can be concluded that the crisis experienced by PT. Angkasa Pura II is included in the *accidental cluster*. The crisis response strategy carried out by PT Angkasa Pura II to overcome negative news due to health protocol violations that occurred at Soekarno-Hatta Airport is to perform a rebuilding response strategy, take corrective actions, and reduce responsibility response.

Rebuilding strategy carried out by PT Angkasa Pura II by delivering an apology *response* immediately after the passenger buildup event occurred. The apology was delivered directly by the competent authority in interviews with the media. The message was conveyed consistently by AP II officials in various media, first AP II will conduct an evaluation meeting with all airport managers so that the passenger accumulation event does not occur again, and the second AP II does not make efforts to deny by blaming the airline for violating government regulations.

Improvement efforts were also immediately carried out by AP II. Both physical improvements in the form of supporting facilities for the implementation of health protocols, the addition of officers to regulate the flow of passengers, and the addition of health protocol promotion media in public spaces.

PT. Angkasa Pura II performed *diminishment strategy*, with the delivery of *excuse* and *justification*. This attempt was made to frame public opinion on the ongoing crisis. Through the company's website and social media, AP II explained the event chronologies, improvements that had been made, and the company's commitment to implementing health protocols. The goal is for the public to know the company's positive efforts to handle the crisis and the public also understands that the company has no intention to commit violations.

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