

THE CRISIS COMMUNICATION STRATEGY OF THE DIRECTORATE GENERAL OF CORRECTIONS IN HANDLING EXTRAORDINARY CRISIS



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ABSTRACT

A crisis is an urgent and unexpected situation that can threaten the integrity and well-being of an organization. In the context of correctional institutions, the risk of a crisis, such as a fire, is ever-present. This research explores the Directorate General of Corrections' response to the fire at Tangerang Class 1 Correctional Facility in 2021, which killed 49 inmates and caused major material losses. The analysis focuses on the crisis communication strategies implemented to address the negative impacts and restore public trust. Through qualitative research methods involving interviews and document studies, and using the theories of Situational Crisis Communication Theory and Image Repair Theory, this study examines the effectiveness of the communication strategies used. The findings show that the Directorate General of Corrections successfully implemented a swift, transparent, and coordinated communication strategy, which included the establishment of a Special Crisis Response Team, the selection of competent spokespersons, and quick clarification of circulating information. However, a major challenge remains in managing the dominant negative perceptions in the media. With a well-planned communication strategy and appropriate training, the agency can be better prepared and responsive in facing future crisis challenges.

Keywords: *Crisis Communication Strategy; Corrections; Directorate General of Corrections*



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INTRODUCTION

Public relations is a vital management function in managing the relationship between an organization and its public. Public relations is tasked with shaping and maintaining the image of the organization, as well as ensuring effective communication between the two parties. According to Cultip et al., (2006), the role of public relations is to manage positive, balanced, and beneficial relationships between an organization and the public, which in turn can affect public perceptions of the success or failure of the organization.

The public relations function covers a wide range of activities, including information management, messaging, and media relations. In crisis situations, this function becomes even more important. Lubis (2012) emphasizes that the role of public relations needs to be developed to be more proactive, especially in packaging and delivering information accurately and proportionally. This is important to straighten out slanted news that may develop in the community and prevent negative perceptions of the government. In the context of government, public relations functions as a spearhead or mouthpiece that connects internal parties with external parties (Sani et al., 2020; Londa, 2014). This role becomes crucial when facing crisis situations, where effective communication can help manage the impact and maintain public trust. Government public relations plays an important role in helping leaders to improve and maintain their agency's reputation (Londa, 2014).

A crisis is a moment that is urgent, often unexpected, and can threaten the integrity, security, and well-being of an institution or organization. Meanwhile, according to Timothy Coombs (2010), it can be defined as an assessment of an unexpected event that poses a threat to stakeholder expectations and has the potential to significantly affect organizational performance, resulting in undesirable outcomes. In this case, the Directorate General of Corrections' public relations must be able to handle the crisis tactfully, ensuring clear and timely communication to minimize the negative impact on the institution's reputation and maintain public support. In the context of correctional institutions, where populations with legal and social problems are concentrated, the risk of crisis is always present. One among the various types of crises that can arise is fire, an incident that can cause huge losses in terms of both lives and property. The Directorate General of Corrections, as the government agency responsible for the management of correctional institutions in Indonesia, has a great responsibility in managing and handling crises within them. One concrete example of this challenge is the fire case that occurred at the Tangerang Class 1 Correctional Institution in 2021.

The fire at Tangerang Class 1 Correctional Facility occurred on Wednesday, September 8, 2021, at around 01.45 WIB, starting from Block C2, which is inhabited by 122 prisoners due to an electrical short circuit. Prison officers tried to extinguish the fire with a light fire extinguisher (APAR) and immediately contacted firefighters, but many prisoners were trapped because the block was locked. The firefighting team arrived at around 02.00 WIB and managed to extinguish the fire at around 03.30 WIB. As a result of this incident, 49 inmates died and several others suffered burns and asphyxiation. After the fire was extinguished, forensic teams and the police conducted victim identification and further investigations, while the Directorate General of Corrections held a press conference and provided assistance to the families of the victims and evaluated the prison's security system. The fire, which resulted in huge losses, became the focus of the research as it was one of the largest crises in the history of the correctional system with a material loss of IDR 1.5 billion. The reaction from the public and the media to this event was enormous. The correctional system was faced with a crisis that received widespread attention, especially because of its links to human rights. Institutions such as prisons,

detention centers, the Directorate General of Corrections, and the Ministry of Law and Human Rights were increasingly criticized for their perceived inability to address the underlying problems in the correctional system.

Crisis communication in this context includes the rapid and accurate dissemination of information to all interested parties, including prisoners' families, prison staff, the media and the general public. The Directorate General of Corrections must be able to coordinate emergency responses with various related agencies such as the fire department, police, and medical teams to ensure that the actions taken can address the situation as efficiently as possible. In addition, transparency in providing information regarding the cause of the incident, countermeasures, as well as future prevention efforts is also very important to maintain public trust and minimize negative speculation.

Furthermore, effective crisis communication focuses not only on the time of the incident, but also on the aftermath, including recovery and evaluation. The Directorate General of Corrections needs to provide open communication channels to receive and respond to complaints, suggestions, or questions from the public, as well as provide psychological support for victims and affected families. In the long term, evaluation of crisis handling and improvement of standard operating procedures (SOPs) are important steps to prevent the recurrence of similar incidents. Thus, well-planned and coordinated crisis communication is key in ensuring that the Directorate General of Corrections can carry out its functions effectively, maintain security, and maintain the integrity of correctional institutions in Indonesia.

This case study provides an in-depth insight into the Directorate General of Corrections' response to an extraordinary crisis, such as the fire at Tangerang Class 1 Correctional Institution. In dealing with this kind of crisis situation, the communication strategy implemented by the Directorate General of Corrections plays an important role. Effective crisis communication not only ensures harmonious coordination between all parties involved, but also plays a crucial role in building and maintaining public trust. In addition, it serves to manage the rapidly evolving and dynamic flow of information during a crisis, as well as supporting the recovery process after the crisis has occurred.

This scientific article focuses on an in-depth analysis of how the Directorate General of Corrections implemented a crisis communication strategy in dealing with the fire at Tangerang Class 1 Correctional Institution in 2021. By investigating the steps taken in the crisis communication, this article aims to reveal a better understanding of the effectiveness of the communication approach used. This research is expected to illustrate best practices in handling similar crises in the future and provide useful lessons learned for other correctional institutions. The understanding gained from this study will not only clarify the importance of well-planned and strategic crisis communication, but will also assist in the planning and execution of better crisis responses in the future.

Table 1
News Recap of the Tangerang Class I Prison Fire

<i>News Tone Content</i>	News Count
<i>Positive</i>	1438
<i>Neutral</i>	670
<i>Negative</i>	3200

Source: Directorate General of Corrections, 2024

The fire at the Tangerang Class I Correctional Institution has attracted widespread attention from the media and the public, with a total of 5,308 news reports. The Directorate General of Corrections became the center of attention in handling this crisis, which was reflected in the three main tones of the news: positive, neutral, and negative. Positive news coverage, which included 1,438 stories, highlighted the good aspects of the situation. These news stories focused on the efforts of the Directorate General of Corrections in dealing with the crisis, such as the quick action taken to control the fire, the success in damage mitigation, and the proactive response from the authorities. This portrayed the Directorate General of Corrections as an effective and responsible institution in the face of disaster, helping to improve their image in the eyes of the public.

Neutral news, with a total of 670 stories, presents information objectively without adding subjective opinions or judgments. This includes news about the basic facts of the incident, such as the time and location of the fire, the number of victims, as well as technical details related to the fire. Neutral news provides a clear and factual picture of the event without influencing public perception, helping people understand the situation first-hand. In contrast, negative news dominated with 3,200 stories, highlighting shortcomings and criticizing the Directorate General of Corrections' handling of the crisis. Negative news focused on unfavorable aspects, such as failures in the security system, the perceived inadequate response, and the devastating impact caused by the fire. This coverage often included sharp criticism of the DGC, suggesting that many news reports judged their response as insufficiently effective.

Overall, the distribution of the tone of these stories shows that while there were some positive and neutral stories, the majority of stories highlighted problems and criticisms of the Directorate General of Corrections. This emphasizes the importance for the Directorate General of Corrections to respond with transparency, improve security systems, and take concrete steps to address the negative perceptions that exist in the public.

LITERATURE REVIEW

Adhiatma's research (2023) examines in depth the crisis communication strategy implemented by the Public Relations of the Directorate General of Corrections in dealing with the fire at Tangerang Class I Correctional Facility. In this research, the case study method is used to explore the details of how PR handles complex crisis situations. With in-depth interviews with various related parties, such as officials of the Directorate General of Corrections and communication experts, this study succeeded in identifying the crisis communication procedures applied, the obstacles faced, and the opportunities that could be utilized in similar situations in the future. The results show that crises such as this fire not only affect the operations of the institution but also have great potential to damage the organization's reputation. Therefore, a careful, planned, and data-based crisis communication strategy is needed to protect and restore the image of the affected organization.

Research conducted by Siregar & Haeirina (2021) also discussed a serious communication crisis, namely the crisis experienced by PT Jouska Financial Indonesia. This case began when Jouska's clients suffered losses after following investment recommendations provided by the company, which turned out to be related to Jouska's affiliated companies. The crisis spread widely on social media and culminated in Jouska's operations being blocked by the authorities. In an effort to restore the company's image, Jouska implemented a strategy based on Image Restoration theory. They started by denying the allegations, then explained the rationale behind the investment decision, and

finally formally apologized to the public. This research underlines the importance of having clear and transparent communication standards, especially when facing a crisis, and emphasizes the need to optimize relations with the media to restore lost public trust.

Meanwhile, Muhariani's research (2017) highlighted the crisis communication strategy implemented by PT Blue Bird Tbk when facing massive protests related to the presence of online transportation. Blue Bird responded to the crisis with highly structured communication measures, including issuing official statements, holding press conferences, and promoting free taxi services to attract public sympathy. In addition, the company involved top management as the main spokesperson and worked with external consultants from digital and PR agencies to handle the situation. Using Situational Crisis Communication Theory (SCCT) and Image Repair Theory as analytical frameworks, this study asserts that a quick, appropriate, and coordinated response is crucial in managing a crisis that can damage an organization's reputation. The research also shows that a communication strategy tailored to the characteristics of the crisis is helpful in minimizing the negative impact and accelerating the process of restoring the company's reputation.

METHOD

This research method adopts a qualitative approach using two main techniques: interviews and document studies. Interviews were conducted with four key informants, including the Head of the Public Relations Working Group of the Directorate General of Corrections, the Person in Charge of the Communication Strategy Analysis Division, the Person in Charge of the Information Media Management Division, and a journalist who was directly involved in handling the crisis. The purpose of these interviews was to gain in-depth insights into the communication strategies implemented during the crisis. The document study involved analyzing media news related to the crisis to provide additional context and validate information from interviews, so that researchers can assess the effectiveness of the communication strategies implemented (Creswell, 2014).

This research utilizes Situational Crisis Communication Theory and Image Repair Theory as an analytical framework. Situational Crisis Communication Theory helps understand how organizations adapt their communication strategies to specific crisis situations, while Image Repair Theory focuses on image and reputation repair after a crisis. By applying these two theories, the research can outline the communication mechanisms used and their impact on public perception. According to Soegiyono (2013), qualitative research designs are flexible and can evolve during the research process, which corresponds to the emphasis on in-depth analysis and the development of contextual understanding. Babbie (2012) also notes that case studies focus on specific events to understand social phenomena in depth.

RESULTS AND DISCUSSION

The fire, which caused significant damage and widespread impact, not only affected the infrastructure of the penitentiary but also had a major impact on the reputation and image of the Directorate General of Corrections as a whole. In a crisis situation like this, an effective communication strategy is key to dealing with the impact and restoring public trust. As the government agency responsible for the correctional system in Indonesia, the Directorate General of Corrections has to face complex challenges in managing crisis communications. Handling a crisis requires a coordinated and structured approach to ensure accurate and timely information is delivered to the public, media and

other relevant parties. A good communication strategy focuses not only on delivering information, but also on managing the psychological and social impact of the crisis.

The Directorate General of Corrections classifies crisis situations into four levels based on their intensity and impact on the organization's reputation and image. The mild crisis level includes situations that do not require a rapid response because the impact on the reputation and image of the organization is relatively small. Indicators for this level include situations that can still be managed effectively without triggering a large reaction, negative news that only appears in less credible media with limited reach, and news related to Corrections that is less than 10% of the total daily news. When the crisis situation enters a moderate level, the impact on reputation and public trust begins to become a concern. At this level, negative news appeared in both national and local mass media, with the contribution of negative news between 10% and 49% of the total daily news of Corrections. In addition, a decrease in leadership confidence in the capacity of the Technical Implementation Unit of Corrections is also an important indicator.

Crises categorized as severe involve situations that significantly affect the reputation and image of the organization and damage public trust. At this level, crises often involve riots that result in injuries or fatalities, and negative coverage in the mass media reaches 50% to 79% of the total daily news. A decline in public confidence in the technical capabilities of corrections at the national level is also a major concern. An extraordinary crisis is the highest level that describes a situation with the most serious impact on an organization's reputation and operations. These crises include headlines in national or international mass media, viral social media, and large numbers of injured or dead victims with indications of criminal activity. Negative media coverage accounts for 80% of Corrections' daily news, often involving public figures as well as both Indonesian citizens (WNI) and foreigners (WNA). The decline in public and policymaker trust in the organization is a major problem at this level, making it a national issue.

Table 2
Percentage of News on the Fire at Tangerang Class I Correctional Facility

<i>News Tone Content</i>	Percentage
<i>Positive</i>	27,1 %
<i>Neutral</i>	12,6 %
<i>Negative</i>	60,3 %

Source: Directorate General of Corrections, 2024

The fire at Tangerang Class 1 Correctional Institution showed a significant level of crisis, with negative news reaching 60.3%, far exceeding positive news of only 27.1% and neutral news of 12.6%. This situation illustrates a crisis that is at the level of an extraordinary crisis, requiring the Directorate General of Corrections to manage communications with the right strategy to overcome the huge impact on reputation and public trust.

Table 3
Positive News Quotes

Point	Summary
Victim Evacuation and Handling	The Ministry of Law and Human Rights and the Directorate General of Corrections immediately formed five special teams to handle the emergency situation. These teams include a medical team, psychological recovery team, legal team, and logistics team. (Liputan6, 2021; Viva, 2021)
Victim Welfare by providing Compensation	The Ministry of Law and Human Rights provided compensation of IDR 30 million to the families of those killed in the Tangerang Class I Prison fire. Funeral costs are also covered by the state, including the cost of treating and disposing of the bodies of the victims. (Berita Satu, 2021; News Detik, 2021)
Identification and Recovery	The DVI team from the National Police successfully identified all the victims and facilitated the funeral process. (Tribunnews, 2021; Kompas, 2021)
Infrastructure Repair	The Ministry of Law and Human Rights is committed to improving electrical installations in all prisons and detention centers in Indonesia as a measure to prevent future fires. (CNN Indonesia, 2021; Kompas, 2021)
Increased Security and Vigilance	As part of efforts to improve security, the Directorate General of Corrections and the Ministry of Law and Human Rights have instructed routine checks and repairs to alarm systems in all prisons. (Viva, 2021; IDN Times, 2021)
Crisis Management with Complaint Post	The Directorate General of Corrections has established a post to assist the families of the victims and ensure they get the necessary information and assistance. (Tribunnews, 2021; Kompas, 2021)
Relocation of Inmates	The Directorate General of Corrections and related parties have evacuated and relocated inmates who survived the fire to ensure their safety and restore post-incident conditions (Tribunnews, 2021; Kompas, 2021).

Source: Author's Processing, 2024

News with a positive tone tends to highlight the various rescue efforts made by firefighters and prison employees, as well as the rapid response of various parties, including the Directorate General of Corrections. The media reported that the Directorate General of Corrections received a lot of appreciation for the proactive steps taken in handling this emergency situation. The Directorate General of Corrections was considered successful in providing the necessary assistance quickly, demonstrating good preparedness and coordination in dealing with the disaster.

In addition, many news articles praised the Directorate General of Corrections for its rehabilitation efforts in the aftermath, including the provision of temporary shelter and psychological support for the affected inmates. These reports showcased the humanity and togetherness in the midst of tragedy, giving hope and confidence that the spirit of mutual cooperation and social care remains a core value held by the community. With these proactive measures, the Directorate General of Corrections was not only able to overcome the crisis effectively but also succeeded in rebuilding public trust in government institutions. This effort emphasizes the importance of synergy between the government and the community in dealing with disasters. It also shows that when everyone works together, any challenge can be overcome. The firefighters, prison staff, and other relevant parties.

Table 4
Negative News Quotes

Point	Summary
Overcapacity	Tangerang Class 1 prison is experiencing severe overcapacity, with the number of inmates reaching more than 400% of normal capacity. The capacity should only be for 900 inmates, but is filled with more than 2,000 people (Kompas, 2021).
Locked Cell	When the fire broke out, many cells were locked, leaving many inmates unable to escape and trapped in the flames. This is referred to as standard procedure, but it greatly contributed to the high death toll (Kompas, 2021; Detik, 2021).
Electrical Installation Condition	The electrical installation at Tangerang Class 1 Prison is suspected to be the cause of the fire due to a short circuit. In addition, this electrical installation system has not been updated since 1972 (Kompas, 2021).
Inadequate Emergency Measures	Lack of preparedness in handling fires, including a lack of adequate fire extinguishers and ineffective evacuation procedures, made it difficult to rescue and extinguish the fire (CNN Indonesia, 2021).
Inadequate Rescue	There were shortcomings in rescue efforts during the fire, including slow responses from security and firefighters, which exacerbated the situation (Liputan6, 2021).
Government Reaction and After Action	The government promised to provide compensation of IDR 30 million to the families of the victims, but this is considered inadequate compared to the losses experienced (Liputan6, 2021). In addition, recovery and trauma healing measures for survivors are also not considered fast enough and effective (Kompas, 2021).
Crisis Management and Communication	There were shortcomings in crisis management and communication from the Directorate General of Corrections and the Ministry of Law and Human Rights. Information about the fire and its handling was not always clear and transparent (CNN Indonesia, 2021).
Causes of Fire	Initial reports indicate that the fire was caused by an electrical short circuit, but further investigation is needed to ascertain the exact cause and whether any other factors contributed (Kompas, 2021).
Deaths and Injuries	The total death toll reached 43 people with many of them being inmates of drug and terrorism cases. The number of injured victims was also quite high (Liputan6, 2021).
Criticism of Prison Management	The fire sparked criticism of the management of correctional institutions in Indonesia, particularly in relation to the issue of overcapacity and low safety standards (CNN Indonesia, 2021).

Source: Author's Processing, 2024

In contrast, news with a negative tone dominated the coverage of the fire. These news articles mostly discuss various criticisms and complaints against the prison management, including the role of the Directorate General of Corrections in overseeing and ensuring security within the prison.

Management of prisons, including the role of the Directorate General of Corrections in overseeing and ensuring security within prisons. Many news articles highlighted complaints from victims' families and other parties regarding safety standards that were deemed inadequate, as well as errors and omissions that may have

caused the fire. Criticism was also directed at the initial response, which was deemed slow or ineffective in dealing with the fire, including the lack of firefighting facilities within the prison and the lack of effective communication between the prison and outside parties. With the various criticisms and complaints submitted, the Directorate General of Corrections is expected to take concrete steps to improve safety and security standards in prisons, including providing adequate firefighting facilities, training prison officers in dealing with emergency situations, and ensuring effective communication with outside parties. In addition, there is a demand for the Directorate General of Corrections to be more transparent in handling incidents such as this, provide clear and accurate information to the public and conduct in-depth investigations to find the cause of the fire and prevent the recurrence of similar incidents in the future.

Crisis Communication Strategy of the Directorate General of Corrections

In handling the fire crisis at Class 1 Tangerang Correctional Institution, the Directorate General of Corrections' PR communication strategy includes several important steps to manage communication effectively. The first step was the formation of Special Crisis Management Teams, these teams were formed on the basis of the Director General of Corrections Order Number: PAS-KP.04.01-192, which was responsible for managing all aspects of communication during the crisis. The team ensures that information conveyed to the public, media and relevant parties remains clear, consistent and accurate. They work closely with the crisis coordinator to disseminate strategic messages, organize press conferences, and manage communication channels such as social media and the official website. In addition, the team conducts regular evaluations and message adjustments to improve the effectiveness of the crisis response. The Minister of Law and Human Rights, Yasonna H. Laoly, explained that the team led by the Director General of Corrections will have specific tasks in handling the Tangerang Class 1 prison fire. The first team is the Identification Team which will focus on the identification of casualties, in collaboration with police officers such as Inafis and Diskrimum Polda Metro Jaya. The second team, the Funeral & Delivery Recovery Team is tasked with handling the funeral arrangements, with the bodies of prisoners being treated at Tangerang District Hospital before being transferred to the Police Hospital. The third team, the Family Information & Recovery Team, will handle recovery for the families of prisoners, by preparing compensation funds for victims' families and handling trauma healing. The fourth team, the Outside Advocacy and Coordination Team, coordinates with all relevant parties, including the police, TNI, Inafis, Tangerang City Government, and other stakeholders. Finally, the fifth team, the public relations or information service team, was in charge of conveying information on the progress of fire management to the public through one door.



Source: Directorate General of Corrections, 2024

Figure 1
Coordination Meeting

Furthermore, the selection of a competent and experienced spokesperson is a key strategy in ensuring effective communication during a crisis. Spokespersons should have an in-depth understanding of the situation and be able to explain the complexity of events clearly, as well as answer difficult questions with empathy and professionalism. They are also responsible for providing regular updates on the development of the situation and the countermeasures being taken. Close cooperation with the communication team is essential to maintain consistency of messages across communication channels. In the context of the Tangerang Class 1 prison fire, the designated spokesperson was the then Head of Public Relations and Protocol of the Directorate General of Corrections, Ms. Rika Aprianti. If necessary, the Director General of Corrections, Mr. Reynhard Saut Poltak Silitonga, or even the Minister of Law and Human Rights of the Republic of Indonesia, Mr. Yasonna H. Laoly, can also be involved to ensure wider communication and give additional weight to important messages conveyed to the public.



Source: Directorate General of Corrections, 2024

Figure 2
Minister of Law and Human Rights Press Conference

Clarification is also an important strategy in managing information in circulation and addressing confusion among the public. Quick and clear clarifications are needed to respond to rumors or inaccurate information. Official statements should provide simple and easy-to-understand explanations, and be disseminated through effective communication channels such as social media and official websites. This helps reduce panic and uncertainty, and strengthens transparency and public trust.



Source: Directorate General of Corrections, 2024

Figure 3
Press Conference

Prompt action and conflict resolution is an integral part of the Directorate General of Corrections' PR communications strategy. Prompt responses to issues and conflicts that arise during a crisis, such as complaints from residents' families or media speculation, help keep the situation under control and reduce potential negative impacts. Proactive measures to resolve conflicts, provide clear solutions, and explain the actions taken are critical to strengthening the institution's credibility. In line with the statement of the Head of Public Relations and Protocol of the Directorate General of Corrections at the time, Ms. Rika Aprianti, her office is working hard to evacuate all prisoners and keep the Tangerang Correctional Facility safe. "Currently we are still in the process of recovering, evacuating victims, and keeping the prison conducive," said Rika in her statement on Wednesday, September 8, 2021. These efforts reflect the Directorate General of Corrections' commitment to dealing with crises efficiently and ensuring that every step taken can improve the situation and minimize the negative impact on the institution.



Source: Directorate General of Corrections, 2024

Figure 4
Handover of Corpse and Victim Compensation

Another important strategy is to engage directly with relevant parties, which is key to effectively managing crisis situations. This approach involves intensive communication with various parties, including the families of prisoners, media, police, TNI, Inafis, Tangerang City Government, as well as other stakeholders from government and non-government organizations. By involving all parties directly, the Directorate General of Corrections can ensure that the information conveyed remains accurate and consistent, and obtain the necessary support and assistance. This effective approach not

only builds trust between all parties, but also ensures that each party feels cared for. This accelerates problem resolution and supports more efficient and integrated recovery efforts, making crisis management more responsive and coordinated.



Source: Directorate General of Corrections, 2024

Figure 5
Coordination Meeting

Situational Crisis Communication Theory

In the context of the fire at Tangerang Class I Correctional Facility, the Directorate General of Corrections does not appear to be using a denial posture strategy. There is no indication that the Directorate General of Corrections is trying to deny the existence of a crisis or shift responsibility to other parties. Instead, the Directorate General of Corrections acknowledged the incident and attempted to respond seriously. The Directorate General of Corrections also did not use a diminishment posture in this case. There was no attempt to downplay the impact of the fire or minimize their responsibility. The Directorate General of Corrections openly acknowledged the severity of the situation and its impact on the reputation and image of the organization.

The rebuilding posture strategy was very clearly used in handling this fire crisis. The Directorate General of Corrections took steps to repair its reputation and rebuild public trust by: first, establishing a Special Crisis Management Team to handle all aspects of the crisis, ensuring accurate and consistent information was conveyed to the public, media, and related parties. Second, rescue and rehabilitation efforts where the Directorate General of Corrections received appreciation for proactive measures in handling emergency situations, including the provision of temporary shelter and psychological support for affected prisoners. Third, through transparent communication, the Directorate General of Corrections responded to rumors or inaccurate information with quick and clear clarifications to reduce panic and uncertainty, and strengthen transparency and public trust. Fourth, proactive measures in conflict resolution, with prompt responses to issues and conflicts that arise during a crisis, help keep the situation under control and reduce potential negative impacts.

The Directorate General of Corrections also used bolstering posture strategies to strengthen its positive image. These measures included highlighting the rescue efforts made by firefighters and prison employees, as well as the quick response from various parties, including the Directorate General of Corrections. The media praised the Directorate General of Corrections for its rehabilitation efforts following the incident. The Directorate General of Corrections was considered successful in providing the necessary assistance quickly, demonstrating good preparedness and coordination in dealing with disasters. By using rebuilding and bolstering posture, the Directorate General of

Corrections seeks to address the impact of the crisis comprehensively, not only by managing information and immediate response to the crisis but also by rebuilding reputation and public trust through concrete actions and effective communication.

Coombs & Holladay (2010) divide crisis situations into three stages, namely Pre-crisis (Crisis history, signal detection, prevention, preparation), Crisis (Crisis recognition, crisis containment, image repair), and Post-crisis (Recovery). In the pre-crisis stage, the Directorate General of Corrections should focus on signal detection, prevention, and preparation to anticipate crises such as the fire at Tangerang Class 1 Correctional Institution. Steps that can be taken include reviewing the history of previous crises to identify recurring patterns or weaknesses (crisis history) and understand the patterns and factors that caused previous incidents. Early signal detection by identifying early signs of a potential crisis through monitoring safety systems and compliance with operational standards is also critical. Prevention includes measures such as improving security infrastructure, safety training for staff, and improving internal control systems as preventive measures to avoid crises. Preparation is also critical, involving the creation of detailed emergency plans, the conduct of crisis simulations, and the establishment of trained emergency response teams. With these measures, the Directorate General of Corrections can minimize risks and be ready to deal with potential crises more effectively.

When a fire occurs, the Directorate General of Corrections must immediately recognize the crisis (crisis recognition) and implement crisis containment measures to control the impact of the crisis from spreading. Crisis recognition must be quick and precise, involving all relevant parties to respond immediately to the incident. Containment efforts include evacuating victims, dealing directly with the fire, and coordinating with the fire department and medical team. Furthermore, image repair is the main focus, where the Directorate General of Corrections must manage communication with the public and media in a transparent and responsive manner. Accurate and consistent information should be conveyed through competent spokespersons, while proactive measures are taken to address public criticism and concerns. In the case of the Tangerang prison fire, these steps include the identification and burial of victims, the provision of assistance to prisoners' families, as well as an overall evaluation of the safety system at the prison.

Once the crisis is under control, the Directorate General of Corrections should enter the recovery phase, which includes efforts to repair the damage, support the recovery of victims, and restore the organization's reputation. An in-depth evaluation of the causes of the fire and the crisis response should be conducted to identify weaknesses and opportunities for improvement. The Directorate General of Corrections needs to improve safety and security systems in prisons, as well as provide advanced training for officers. Communication with the public should be maintained, providing regular updates on corrective measures and improvements made. An inclusive approach or involving all relevant parties actively and equally in the crisis handling and resolution process is essential. Involving all stakeholders, including prisoners' families, the media, and the community, can help rebuild trust. In addition, the Directorate General of Corrections must ensure that lessons learned from this crisis are used to strengthen systems and procedures to prevent similar incidents from occurring in the future.

Image Repair Theory

The fire at Tangerang Class I Correctional Facility resulted in significant damage and widespread impact on the reputation and image of the Directorate General of Corrections. In a crisis situation like this, an effective communication strategy is key to dealing with

the impact and restoring public trust. Based on Image Repair Theory, the Directorate General of Corrections can use several strategic steps to repair the image tarnished by the incident.

First, preparation of crisis contingency plans is carried out by forming a Special Crisis Management Team. This team is responsible for managing all aspects of communication during a crisis, ensuring that information conveyed to the public, media and related parties remains clear, consistent and accurate. They work closely with the crisis coordinator to disseminate strategic messages, organize press conferences, and manage communication channels such as social media and the official website. The Minister of Law and Human Rights, Yasonna H. Laoly, stated that this team will handle victim identification, funeral arrangements, recovery for the families of inmates, coordination with relevant parties, and informing the public of case developments.

Second, analysis of the crisis and the accusations is an important step. In this case, the Directorate General of Corrections must evaluate the criticisms and complaints that have emerged, including safety standards that are considered inadequate and errors and omissions that may have caused the fire. Many news stories have highlighted the perceived slow or ineffective initial response to the fire. Therefore, the Directorate General of Corrections needs to take concrete steps to improve safety and security standards in prisons, including providing adequate firefighting facilities, training prison officers in dealing with emergency situations, and ensuring effective communication with outside parties.

Third, identification of the relevant audience is very important in managing crisis communication. The Directorate General of Corrections must communicate intensively with various parties, including the families of prisoners, media, police, TNI, Inafis, Tangerang City Government, and other stakeholders from government and non-government organizations. By involving all parties directly, the Directorate General of Corrections can ensure that the information conveyed remains accurate and consistent, and obtain the necessary support and assistance. This approach not only builds trust among all parties, but also accelerates problem solving and supports more efficient and integrated recovery efforts.

Finally, Repairing a tarnished image is done through proactive measures and transparent communication. The Directorate General of Corrections utilizes competent and experienced spokespersons to ensure effective communication during a crisis. The spokesperson should provide regular updates on the development of the situation and the countermeasures taken. Quick and clear clarifications are also needed to respond to rumors or inaccurate information, reduce panic and uncertainty, and strengthen transparency and public trust. Proactive measures to resolve conflicts, provide clear solutions, and explain actions taken are essential to strengthen institutional credibility. By implementing these strategies, the Directorate General of Corrections seeks to comprehensively address the impact of the crisis, not only managing information and the immediate response to the crisis but also rebuilding reputation and public trust through concrete actions and effective communication.

Challenges

The Directorate General of Corrections faced a number of major challenges in managing the crisis resulting from the fire at Tangerang Class 1 Correctional Facility, which had a significant impact on the reputation and image of the institution. One of the main challenges was managing the negative coverage that dominated the media, reaching 60.3% of the total related news. This created the impression that the institution was

unable to maintain security and safety, and raised public concerns about the Directorate General of Corrections' handling of the crisis. In this context, maintaining transparency and accuracy of information is key to mitigating concerns and criticism.

Another challenge is effective internal and external coordination during a crisis. The Directorate General of Corrections must ensure clear and consistent communication between the various teams involved in crisis management, including the crisis management team, evacuation team, and public relations team. The appointment of a competent and experienced spokesperson is also an important step to ensure that crisis messages are delivered with empathy and professionalism, and to answer difficult questions from the media and the public. This coordination must be done well to avoid conflicting information and ensure that all parties are effectively engaged.

In addition, the Directorate General of Corrections needs to undertake prompt clarification and conflict resolution to address any false or inaccurate information circulating. Providing clear clarifications and being responsive to rumors and complaints will help reduce panic and increase public trust. This includes direct engagement with relevant parties to ensure information remains accurate and necessary support is obtained. This approach will help speed up problem resolution and strengthen relationships with all parties involved.

CONCLUSION AND SUGGESTION

The fire at Tangerang Class 1 Correctional Institution caused significant damage and had a far-reaching impact not only on the infrastructure but also on the reputation of the Directorate General of Corrections as a whole. In the face of a crisis like this, an effective communication strategy is essential to address the impact and restore public trust. The Directorate General of Corrections must manage crisis communications with a coordinated and structured approach, ensuring accurate and timely information is conveyed to the public, media and other relevant parties. A good communication strategy focuses not only on delivering information but also on managing the psychological and social impact of the crisis. The Directorate General of Corrections classifies crises into four levels based on the intensity of the impact on the organization's reputation and image, from mild to extraordinary. Extraordinary crises are the most serious, often involving dominating negative publicity, as well as a major impact on public trust and policymakers.

In the case of these fires, negative coverage accounted for 60.3%, indicating the crisis was at the extraordinary level. While there was positive news highlighting the rescue efforts and proactive response of the Directorate General of Corrections, the predominance of negative news reflected criticism of prison management and the initial response to the fire. To manage the situation, the Directorate General of Corrections implemented a communication strategy that included the establishment of a dedicated team, selection of competent spokespersons, clarification of information, and conflict resolution. Direct engagement with relevant parties, including families of prisoners, the media, and other stakeholders, was critical to ensuring consistent information and gaining the necessary support. These efforts reflect the Directorate General of Corrections' commitment to dealing with crises efficiently and ensuring that steps are taken to minimize the negative impact on the institution and strengthen public trust.

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