

Issue Management in Controversy of the Construction of The Jakarta International Stadium; Analysis on Public Relations Activity in Jakarta Municipal Administration

Muhammad Aufa Basyarahil Fajari
Universitas Negeri Jakarta, Indonesia

Abstract: *The Municipal Administration of Jakarta is tasked with resolving issues that occur in the construction of the Jakarta International Stadium (JIS). The purpose of this study was to find out about the Issue Management of the Municipal Administration of Jakarta in handling the controversial issue of the construction of the Jakarta International Stadium (JIS). In this study, Hainsworth and Meng use the issue cycle theory and model which consists of four stages, namely the origin stage (potential), the mediation and amplification stage (emerging), the organizational stage (current and crisis issue), and the resolution stage (dormant). The approach and method used in the research are descriptive qualitative, data collection techniques by conducting interviews, observations, and document studies. Data analysis techniques with data reduction, data presentation, and drawing conclusions. The results of the study indicate that the Municipal Administration of Jakarta at the origin stage trying to monitor potential issues using the existing system, in the mediation and amplification stage, conducting investigations minimize the influence of the spread of issues in the media, at the organization stage collects data and facts and formulates a communication strategy with the program to resolve issues, and at the resolution stage get feedback and appreciation from the community after resolving the issue. The conclusion of this study is the issue management process carried out by the Municipal Administration of Jakarta on the issue of the construction of the Jakarta International Stadium (JIS) is quite effective through four stages of the issue cycle so that the issue of the stadium construction project can be resolved.*

Keywords: *Issues, Issue Management, Public Relations*

Introduction

Public Relations or PR is a typical management function that help establish and maintain mutual lines of communication, understanding, acceptance and cooperation between the company and its publics; includes problem and issue management; help management to stay informed and responsive to public opinion; define and emphasizes the responsibility of management to serve the interests of public; assist management in following and utilizing change effectively; act as an early warning system for anticipate changes or trends; and use research and ethical communication as the primary instrument (Cutlip, Center, & Broom, 2007,p.5).

At present the job as a PR in an organization and government agency has a very important role in important, because public relations contribute to building and maintain the two-way communication that exists between the organization and the public. Along with the development of the times, every organization and government agencies have a public relations field to accommodate public aspirations, as well as conveying information about policies that clear to the public related to the organization to maintain

public trust as well as the image of government agencies. Function of government public relations according to (Rachmadi, 1992) which functions to regulate traffic, circulation of internal and external information, by providing information and explanation as widely as possible to the public (community) regarding the policies, programs, and actions of the institution or organization, so that the public (public) can accept and support the effort.

As a government agency tasked with managing and solve the problems that occur, The Municipal Administration of Jakarta has a public relations field that is in Department of Communication, Information and Statistics of The Municipal Administration of Jakarta. Department of Communication, Informatics and Statistics of The Municipal Administration of Jakarta is the organizer of government affairs and has the task of carrying out government affairs in the field of communication and informatics, government affairs in the field of statistics and affairs governance in the field of coding (Discominfotik Duties and Functions, 2017). Issues related to the Municipal Administration of Jakarta is an issue of development controversy Jakarta International Stadium (JIS), so many of the mass media and online media reporting negatively charged issues about the project the construction of the Jakarta International Stadium (JIS) by The Municipal Administration of Jakarta. Issues that arise in the construction of the Jakarta International Stadium is an issue that has direct impact on the surrounding community, namely the issue of evictions and relocation of slums around the stadium construction project.

One example of news that researchers found through the news online media, namely "kontroversi Jakarta International Stadium yang berdiri diatas tangisan". This issue can cause problems when The Municipal Administration of Jakarta does not pay attention the impact this issue will have.

<https://startingleven.id/kontroversi-jakarta-international-stadium-yangberdiri-diatas-tangisan/>

According to news from cnnindonesia.com it was stated that Kampung Bambu residents who live around Jakarta International Stadium is in danger of being evicted in the coming months. Such that expressed by one of the residents, Feri said he had been visited by village officials to collect data and residents' houses have been marked with numbers using red paint.

"It means that if it has been recorded, it wants to be evicted. Until You already got a number, right, the red one is the number," said Feri when met by CNNIndonesia.com, Monday (24/1).

<https://www.cnnindonesia.com/nasional/20220124160917-20-750554/curhat-warga-kampung-bambu-terancam-gusuran-jis-rumah-ditandai-cat>

Another report from merdeka.com, stated that the relocation of residents still cannot be processed because there is no place for moving from slums around Jakarta International Stadium. As expressed by a member of the DPRD DKI Jakarta, Ima Mahdiah who suspects that there is no place to move yet residents from around JIS.

"More importantly discussed, where will they be relocated to? Maybe they haven't been moved because they don't exist yet good relocation place," said Ima when confirmed, Thursday (10/3).

<https://www.merdeka.com/jakarta/dprd-dki-duga-warga-kampung-kumuh-di-dekat-jis-belum-direlokasi-karena-tak-ada-tempat.html>

According to *kompas.com* news, the flats that are intended for residents affected by the relocation of the stadium construction. Instead, it will be occupied by workers supporting the stadiums operations. This was revealed by the project manager of PT Jakpro, Arry Wibowo who said that workers at JIS would find housing in Kampung Arrange Spinach which is being built by *Jakpro*.

"Indeed, this is a really big stadium. Where do you need worker facilities? every day they collaborate on caring for (JIS), such as cleaning service and labor, security, and others, hopefully it can be accommodated it there," said Arry at JIS, Friday (14/1/2022).
<https://megapolitan.kompas.com/read/2022/01/18/09370041/polemik-kampung-susun-bayam-dijanjakan-untuk-warga-tapi-malah-akan?page=all>

This phenomenon is an issue, an issue is a condition that if will continue to have an impact on organizational activities, both internally or external (Regester & Larkin, 2002). Issues develop as consequences of some actions taken, or proposed to take, by one or more parties which may result in negotiation and adjustment of personal, civil or criminal litigation, or can become a matter of public policy through legislative or regulatory action (Regester & Larkin, 2005, p.43). Therefore, the implementation of the strategic response carried out The Municipal Administration of Jakarta must be accompanied with proper issue management in dealing with issues in society. In addition, the communication carried out by public relations is very important affect the public's interpretation of an issue, because if the message that has been conveyed cannot be understood properly, then the response or feedback from the public is not optimal so that raise suspicions about the organization.

In dealing with issues, an issue management strategy is needed so that the impact of issues facing an organization can be addressed properly. Issue management is a management process with the aim of protecting market, reduce, reduce, create opportunities, and manage image company as an asset in obtaining profits, both for companies or stakeholders (Prayudi, 2016). Based on this description, this is what makes researchers interested in conducting research to know how to manage issues of The Municipal Administration of Jakarta in dealing with the issue of development controversies Jakarta International Stadium (JIS).

Literature Review

This research uses the issue cycle theory in the model developed by Hainsworth (1990) and Meng (1992) this process can be described as a cycle consisting of: four stages (Regester & Larkin, 2005) in their book entitled "Risk Issues and Crisis Management" which includes four stages, namely the origin stage, mediation and amplification stage, organization stage, resolution stage.

1. Origin stage – (potential)

The initial potential stage is the existence of a condition or event certain things that have the potential to develop into something that important. At this phase, the issue has not attracted the attention of experts or the public who significant, although some experts are starting to notice it.

2. Mediation and amplification stage – (emerging)

At the stage of mediation and amplification is the stage of emergence issue. This stage shows a gradual increase in pressure level for the organization to accept the issue. At this stage, the development of the issue is starting to develop but it is still relatively easy for organizations to intervene and play a proactive role in prevent or exploit it.

3. Organization stage – (current and crisis issue)

This stage is an advanced stage of the mediation stage and amplification, at this stage the issue has developed more mature and show its full potential. In a short time the status of the issue will rise to a crisis. When this happens it will reach a formal institution such as an intervening regulatory authority organization or industry as a way of solving or dealing with issue.

4. Resolution stage – (dormant)

At this stage the issue has become dormant or neglected. After issue runs its entire life cycle, the issue will reach the highest level thus forcing all involved to accept it unconditional.

A previous study entitled “The Importance of Issue Management for Airlines in Facing the Impact of COVID-19 (Study: Cathay Pacific Airways)” compiled by Emerentia Levana, Agnes Harnadi, and Astuti Kusumawicitra from Atma Jaya Catholic University, Jakarta on 2021. This study aims to determine whether the airline successfully overcome the impact of unplanned events using issue management, and how they conduct and manage issues due to unplanned events and the implementation of the stages of management issues that are done so that they still get the trust of consumers. In this study, the theory used is the issue life cycle concept from Hainsworth and Meng (1988) who divides the stages of the issue life cycle, namely (1) potential, (2) emergence stage, (3) current stage, (4) crisis stage, (5) stage dormant. This study uses qualitative research methods with data collection through observation, data, and interviews.

Based on the results of the study, it shows that with the issue of COVID-19, CX (Cathay Pacific Airways), especially in Indonesia, accepts impact on several aspects, such as sales, flight operations, and the number of passengers. Based on data management that has been obtained it can be said that the issue management applied by CX has been going well, besides that CX is able to improve the potential crisis from the impact of the COVID-19 issue that can affect trust public by launching the Cathay Care campaign and the Cathay Credit program and Fly For Free (Levana, Harnadi, & Kusumawicitra, 2021).

Methodology

In this study, the approach used by the researcher is a qualitative approach, whose data sources are obtained based on the results of in-depth interviews with resource persons and explained in form of words. This is because the goals to be achieved in this research is to find out how issue management The Municipal Administration of Jakarta in dealing with issues the controversy over the construction of the Jakarta International Stadium (JIS). The research method used in this research is descriptive method. Descriptive research is research conducted by explaining / describing past and present variables (Siyoto & Sodik, 2021. p.11). Qualitative research methods are research methods that based on the philosophy of postpositivism, is used to research on the natural state of the object, (as opposed to experimental) where the researcher is the key instrument, data collection technique carried out by triangulation (combined), data analysis is inductive/qualitative, and qualitative research results emphasize more on meaning rather than generalization (Sugiyono, 2013, p.9).

This research was conducted in May 2022 – June 2022. The research was conducted at the Public Relations Office of the Municipal Administration of Jakarta, and research data will be obtained from interviews with research informants. Key informants are people who have knowledge best and in-depth knowledge of a topic

within the organization and have authority in the era under study (Sarosa, 2017). In this study the researchers used key informants who were considered to understand the situation and were competent to respond to the issues that were present in the issue of the JIS stadium construction, namely Mr. Syali Gestanon as Section Head of Opinion and Aspiration Management Public the Municipal Administration of Jakarta. Research informants are used to provide information about a research setting situation. Informant research is a source of data needed by researchers in research (Moleong, 1990). Then the researcher had two research informants, namely Ied Sabilla as the Young Expert Public Relations Officer and Ridwan Firdinata as the Staff Public Communication Resources the Municipal Administration of Jakarta because it is considered to know and understand the problem research issues.

In this study, the researcher used a source triangulation technique, to test the credibility of the data by checking the data with the same technique that have been obtained from several sources. According to Sugiyono (2013), data collection techniques are the most strategic steps in research, because the main purpose of research is to collect data. Data collection techniques in qualitative research are by conducting observations, interviews, and documentation studies. In this study, the techniques used to collect data were interviews, observation and documentation studies. Researchers can obtain data to support their research by utilizing existing sources and data because the data obtained by researchers through questions and answers in interview sessions with key informants and research informants are supported by questions that follow the research focus. According to Miles & Huberman (1984), activities in qualitative data analysis are carried out interactively and continues until it is complete, so that the data is fed up. Activities in data analysis, namely data reduction, data display, and conclusion drawing/verification (Sugiyono, 2013, p.246).

Finding and The Result

In the results of the study, the researcher presented the data that the researcher obtained from the informants. This research was conducted by interview method. This interview was conducted using the method of observation and direct interviews.

Issue management process carried out by The Municipal Administration of Jakarta is a chosen strategic response to achieve public relations goals when the organization gets issues that corner the organization itself. In the model developed by Hainsworth and Meng there are four dimensions or stages when potential issues arise until the issue subsided, namely the origin stage, mediation and amplification stage, organization stage, resolution stage.

1. Origin stage

At this stage, based on the results of research and data collection that has been carried out by the Public Relations of The Municipal Administration of Jakarta at first by reading the news that is in the public to be managed potential issue. Through interviews that have been conducted, it is explained that the potential issue stage is the initial stage of managing the issue through classification of sentiments that appear in the mass media, online media, and social media.

Syali Gestanon as Key Informant, said that the initial stage-managing potential issues is to read the news in the public, as follows:

“If you read the news there are three classifications: positive sentiment, sentiment negative, and neutral sentiment. How to read it, the mass media is certain cover both sides. For news, there are several ways summarize it, from print media in the form of digital scans and through TV monitored for

24 hours. Then there are online media and social media, so there is something we self-manage (do it ourselves) and there is also something through assistance, then after getting new data it is analyzed and determined the sentiment. So, the average sentiment if there is more mass media neutral, but if social media is proportional, it changes somewhat.” (Gestanon, 2022)

Ied Sabilla as Informant 1 and Ridwan Firdinata as Informant 2 gave the same explanation in the analysis conducted by The Municipal Administration of Jakarta in the potential development issues of Jakarta International Stadium (JIS).

“The DKI Provincial Government analyzes using a computer application that already exists for print media, social media, and online media. Application It can directly provide tone/news/issue tone analysis whether positive, neutral, or negative.” (Firdinata, 2022)

2. Mediation and amplification stage

In the mediation and amplification stage, the issue has spread across media and in society because of the development issues of Jakarta International Stadium (JIS) has a high news value. The Municipal Administration of Jakarta took steps investigation of issues that have been amplified by the media. This step is taken to minimize the influence of the issue in the community so that later The Municipal Administration of Jakarta can coordinate with relevant regional apparatus to collect data.

Ridwan Firdinata as Informant 2 explained investigative steps taken when development issues Jakarta International Stadium (JIS) has been spread in the media as follows:

“The Municipal Administration of Jakarta has an SOP that issues must be clarified” within a maximum of six hours of the negative issue warning that out of the system. Within the first six hours, every device relevant area must collect data and facts that actually happens in the field. After all the data and facts collected, Public Relations and related Regional Apparatus issue broadcasts press and if deemed necessary, a press conference will be held. After the press release was issued, Public Relations re-analyzed the angle news made by the media related to the press release. side by side with that, Public Relations produces social media content that will be shared via social media. If the news tone and reaction the public after the press release is issued is still negative, it will be there are further steps that are tailored to the conditions which exists. In dealing with an issue, The Municipal Administration of Jakarta focuses on solving problems, not just looking for the cause of the problem. The Municipal Administration of Jakarta clarifies based on data and facts in the field, do not blame other parties, and do not embarrass to apologize if a mistake really happened.” (Firdinata, 2022)

During the data collection process, The Municipal Administration of Jakarta also produces content in the media social activities related to the construction process of Jakarta International Stadium (JIS) through a different angle with the issues in the media. Then After obtaining data and facts from the results of the investigation, The Municipal Administration of Jakarta made clarifications to counter issues through social media so that there is no misleading between The Municipal Administration of Jakarta with the media and society.

3. Organization Stage

At this stage, the issue has grown to its peak and become crisis for the organization. According to the results of interviews that have been conducted with Key Informants and Research Informants explained that in at this stage, the issues that arise come from the early stages of the process the unfinished construction of the Jakarta International Stadium (JIS) thereby generating demands from society.

Informant 1 provides an explanation that the problems that arise come from the parties who carry out the demands to The Municipal Administration of Jakarta, as follows:

"It was in the early days, so residents whose lands were acquired but the profit payment is not final yet. Finally, our treatment also sends down researchers who report facts in the field, such as Previously it was done for profit, the construction of flats or other places to accommodate the population" (Sabilla, 2022).

Syali Gestanon as the Key Informant said that Municipal Administration of Jakarta conducts mediation with residents claiming, as follows:

"Concretely, there must be mediation between its citizens or units," he said related to representatives of The Municipal Administration of Jakarta, but sometimes those who meet directly with the governor, deputy governor or regional secretary. So what is expected in the mediation meeting is usually we collect aspirations, continue to sort out which ones can be evaluation. Until finally an agreement was reached between The Municipal Administration of Jakarta with "demand" parties. So indeed, mediation is always done for all aspirations given by the community and should not be missed." (Gestanon, 2022)

The Municipal Administration of Jakarta made a program to address Jakarta's development problems International Stadium (JIS). In the process of implementing the program The Municipal Administration of Jakarta communicate it through owned platforms such as infographics, outdoor media, and social media. After applying program, The Municipal Administration of Jakarta get a response in the form of aspirations and positive comments from the community seen in the monitoring on social media and mass media.

4. Resolution stage

At this stage, the issues have subsided after the strategy issue management carried out by The Municipal Administration of Jakarta. In this case, Syali Gestanon as the Key Informant said that The Municipal Administration of Jakarta receive feedback from the community after implementing the strategy issue management well, he said the following:

"If special feedback related to JIS is usually in the form of appreciation or criticism. From the media, the feedback is average neutral, so they only inform the progress." (Gestanon, 2022)

Informant 1 and explained that the strategy of issue management carried out is quite effective in dealing with the spread of JIS development issues:

"Effective enough because the stadium construction can be implemented to completion and the stadium is functioning." (Sabilla, 2022)

Conclusion

Based on the research results that have been obtained and described in this research, the researcher uses the theory and issue cycle model by Hainsworth and Meng on Issues Management for Municipal Administration of Jakarta in Dealing with Development Controversy Issues Jakarta International Stadium (JIS). This model consists of four stages, namely origin (potential), mediation & amplification (emerging) stage, stage organization (crisis and current issue), and the resolution stage (dormant) that explain whether the stages were successful or not in the management of the issues involved carried out by The Municipal Administration of Jakarta, the researchers can draw the following conclusions:

- a. Origin stage, in the stage of potential issues of The Municipal Administration of Jakarta, conduct an issue analysis to obtain information on the issue of the construction of the Jakarta International Stadium (JIS). In addition, The Municipal Administration of Jakarta also undertake crisis mitigation efforts to anticipate problems the issue of the construction of the Jakarta International Stadium (JIS).
- b. The mediation and amplification stage, at this stage The Municipal Administration of Jakarta carries out a strategy to minimize the influence of Jakarta International development issues Stadium (JIS) by creating a communication strategy and content on social media.
- c. Organizational stage, at The Municipal Administration of Jakarta for organizational stage, make a program to solve the issue the construction of the Jakarta International Stadium (JIS). On activities apply the program to the community The Municipal Administration of Jakarta uses various platforms such as infographics, outdoor media, and social media.
- d. Resolution stage, at this stage The Municipal Administration of Jakarta gets feedback and appreciation from the public after implementing an effective issue management strategy.

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About the Author:

Chief Researcher
Muhammad Afa Basyarahil Fajari <i>Universitas Negeri Jakarta, Indonesia</i>
Researcher Member

