

**CRISIS MANAGEMENT SOEKARNO HATTA INTERNATIONAL AIRPORT
TOWARD INTERNATIONAL FLIGHT DURING COVID-19 PANDEMIC**



THESIS

**Submitted as one of requirement to fulfill bachelor's degree in
Communication Department at the Faculty of Psychology and
Socio- Cultural Science, Universitas Islam Indonesia**

Written by:

Nadira Muthia Supadi - 18321170

COMMUNICATION DEPARTMENT

FACULTY OF PSYCHOLOGY AND SOCIO – CULTURAL SCIENCE

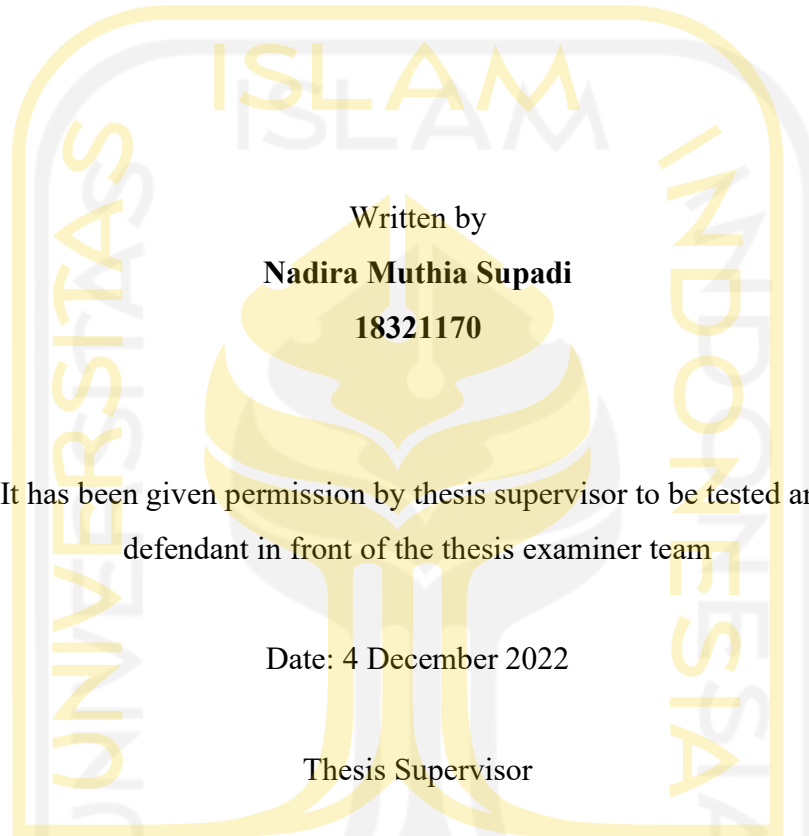
UNIVERSITAS ISLAM INDONESIA

2022

AGREEMENT SHEET

THESIS

**CRISIS MANAGEMENT SOEKARNO HATTA INTERNATIONAL AIRPORT
TOWARD INTERNATIONAL FLIGHT DURING COVID-19 PANDEMIC**



Written by

Nadira Muthia Supadi

18321170

It has been given permission by thesis supervisor to be tested and
defendant in front of the thesis examiner team

Date: 4 December 2022

Thesis Supervisor

المعهد الإسلامي للدراسات والبحوث

A handwritten signature in black ink, appearing to be 'Ida Nuraini Dewi K. N.', is written over the Arabic calligraphy.

Ida Nuraini Dewi K. N, S.I.Kom., M.A.

NIDN 0523098701

VALIDITY SHEET

THESIS

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Nadira Muthia Supadi

18321170

It has been defended and approved by the thesis examiner board of the Communication Science Program, Faculty of Psychology and Socio-Culture Science, Universitas Islam Indonesia

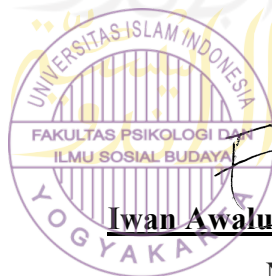
Date: 22 December 2022

Examiner Board:

1. Head of Board : Ida Nuraini Dewi K. N., S.I.Kom., M.A.
NIDN 0523098701 (.....)
2. Member : Narayana Mahendra P., S.Sos., M.A.
NIDN 0520058402 (.....)

Knowing,

Head of Communication Studies Program, Faculty Psychology and Socio-Culture, Universitas Islam Indonesia



Iwan Awaluddin Yusuf, S.IP., M.SI.,PH.D

NIDN: 0506038201

STATEMENT OF ACADEMIC ETHICS

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Name : Nadira Muthia Supadi

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Through this letter I hereby state the following:

1. The research did not engage in academic fraud of any type throughout the completion of this thesis research, such as plagiarism, involve others help with the thesis, or any other infraction that violate the academic ethic highly upheld by Universitas Islam Indonesia
2. Therefore, this thesis is entirely my scientific work, both as a student and research, not plagiarize or work of others.
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Thus, I truly agree with this remark.

Yogyakarta, 26 November 2022

Sincerely,



Nadira Muthia Supadi

18321170

MOTTO

“Everyone has their own timeline.
Don’t measure your progress to someone else’s ruler.”

“Every flower bloom in its own time”
-Random Instagram’s Reel that I stumbled upon-

“When one door closes, another opens; but we often look so long and so regretfully upon the closed door that we do not see the one which had opened for us.”

-Alexander Graham Bell

“When you concentrate, even a phone book can be interesting.
If you are bored, maybe you are not concentrating”

-Haemin Sunim

DEDICATION

I dedicate this thesis to my beloved parents, brothers and sister. I would have not been able to complete this without their everlasting love, encouragement and assistance. Also, I would like to extend this dedication to all family and friends for their continuous support.

PREFACE

Assalamu'alaikum Warahmatullahi Wabarakatuh

I would like to express my biggest gratitude to God Almighty, Allah Swt, for all the blessings, health, and the strength that He has provided me to finish this thesis in accordance with the planned time. Shalawat and sallah may Allah send them to our Prophet Muhammad SAW, (peace be upon him) his families, his companions, and his followers

This thesis titled “Crisis Management Soekarno Hatta International Airport toward International Flights during Covid-19 Pandemic” examined the crisis management strategy implemented by PT. (Persero) Angkasa Pura II toward international flights during the COVID-19 Pandemic, commencing with the pre-, during-, and post-crisis phases. This thesis is submitted to obtain my bachelor’s degree from Communication Studies Department, Faculty of Psychology and Socio – Cultural Science, Universitas Islam Indonesia

This thesis would not have been successful also without the love, help and support from my main support system. First of all, I would like to thank Ms. Ida Nuraini Dewi Kodrat Ningsih, S.I.Kom., M.A. for her guidance and assistance as this thesis’s supervisor. Without her never-ending support and suggestions, this thesis would not have been finished in time and as useful as it is supposed to be. I hope Allah Swt will return her good deeds.

Appreciation and gratitude will also be extended to these individuals:

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3. Aditya Rifki Supadi, Danu Ismail Supadi, Dilla Bestari as my Brothers and Sister
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13. PENSIEVE Marketing Team and PENSIEVE family whose name I cannot mention individually
14. Everyone that I have met throughout my studies in Universitas Islam Indonesia and University of Leeds

Lastly, I realized that this thesis is far from perfect and hence further suggestions and critics are more than welcome

Wassalamu'alaikum Warrahmatullahi Wabarakatuh

Sincerely



Nadira Muthia Supadi

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ABSTRACT

Supadi, N.M. (2022). *Crisis Management Soekarno – Hatta International Airport toward International Flight during Covid-19 Pandemic*. Department of Communication, Faculty of Psychology and Socio-Cultural Studies, Universitas Islam Indonesia.

As Covid-19 cases once again surged in Indonesia between June and October 2021, the Indonesian government create and implement regulations relating international flight which at the time there were at least 5 amendments. Additionally, Covid-19 had altered consumer behavior, causing passengers to pay closer attention to factors of cleanness and safety. Thus, crisis management of Soekarno – Hatta International Airport toward International Flight during June – October will be the main object to be studied as well as the factors which support and hinder. To answer research questions, the researcher used a qualitative approach utilizing tools such as interviews, observation, and documentation in gathering data.

Public relations at Soekarno – Hatta International Airport uses an Adaptive strategy by carrying out 4 stages of crisis such as identification and analysis, crisis isolation, program strategy and control program in 3 phases of crisis management. Firstly, during the pre-crisis stage, several activities such as media monitoring and coordination meetings are used in identification and analysis crises. Type of communication employed during this period is instruction information. The isolation program does not implement whilst various crisis management and crisis communication strategies utilized. Instructional information is the type of communication used at this time. In the post-crisis stage, implementing a control program where publications of accreditation are classified as recovery and media monitoring as a form of learning to prepare for potential crises in the future. The type of communication implemented in post-crisis includes internalizing information.

***Key words:* crisis management, public relations, airport.**

CHAPTER I

Introduction

A. Background Information

Crisis referred to an unpredictable and inevitable occurrence or series of event which led to hazard damage to an organization (Junic&Ashihara, 2020). Thus, due to the unpredictable nature of crises, every organization is vulnerable and non-immune. Unintentional crises, such as natural disaster, disease outbreak, deterioration economy, could potentially disrupt business. As one of sectors that promote interconnectedness within countries as well as between counties, Airports are exposed to various incidents which led to crisis. (Kanyi, Kamau, & Mireri, 2016, as cited in Mantzana et al, 2020).

In accordance with *Undang – Undang No. 1 Tahun 2009* [Law No. 1 of 2009] Concerning Aviation, an airport is defined as an area on land or/and waters with defined boundaries which facilitated human movements via air transport in the scale of national and international with equipment to accommodate flight safety and security supported by basic facilities and supporting facilities. As airports are part of aviation industry along with other stakeholders such as aircraft operators, aircraft manufacturers, aviation service providers, non-aviation service providers, it is necessary for them to collaborate in order to create safety and security at airports in order to fulfill their legal obligations (Halpern and Graham, 2022). Alike many industries, airports are exposed to many incidents. Airports classified their hazard incidents into two categories namely, aviation and non – aviation (Kanyi, Kamau, & Mireri, 2016, as cited in Mantzana et al, 2020). Halphen and Graham (2022) coined crisis situations includes activist demonstration, airborne disease/pandemic, aircraft incident/accident, armed conflict, natural disaster (earthquake, extreme weather, fire, flood, volcanic ash, etc) hazardous/chemicals event, terror attack, cyber-attack, energy shortage, equipment failure, and political protest. Similarly, Kanyi et al (2016, as cited in Mantzana et al, 2020) also mentioned the advancement of Information systems (IS) in airport operations increased the cyber-attack events includes electronic luggage tags for tracking and handling, remote check-in, smart boarding gates, quicker and more reliable security screening technologies.

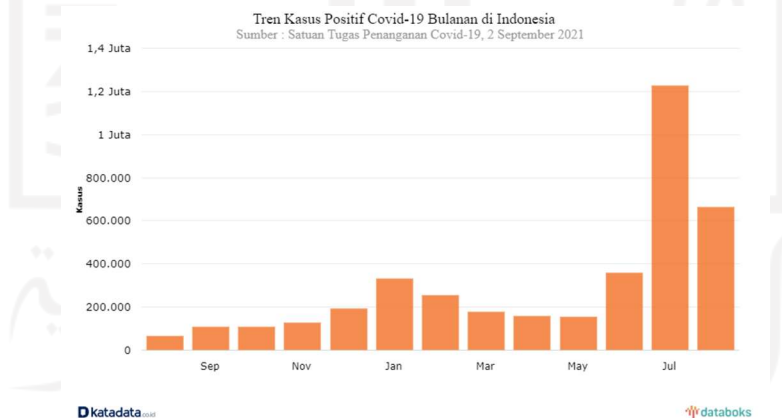
Furthermore, in Nurrajjid's research (2011) about the implementation of safety management system through hazard identification and safety risk management reviewed of the probability of occurrence and severity risk of an event at Supadio airport – Pontianak, he proposed 13 variables, with three factors are vital for risk reduction such as obstacles that could prevent the aircraft from taking off or landing, foreign objects that could harm it, and automobiles parked on apron. Whilst noise and safety concern required influence management decisions related to risk control and mitigation (security issues).

Covid-19, a virus which caused severe acute respiratory syndrome coronavirus 2, possessed miraculous challenge for societies around the world. On March 11, 2020, Covid-19 had been declared by World Health Organization (WHO) as a global pandemic as the virus had transmitted into 110 countries around the world (Ducharme, 2020). Hence according to crisis situation illustrated by Halphen and Graham (2022), Covid-19 is categorized as pandemic crisis which related to health event occurred global. This including Indonesia which stated the first confirmed cases in early March (Gorbiano, 2020). The-two-first people had been in contacted with foreigners and the number of covid-19 cases had kept rising since then. As of 9 March, the government of Indonesia reported 13 new positive cases of Covid – 19, increasing the overall number of Covid 19 cases to 19 with 6 cases were classified as imported cases in Indonesia (Kompas.com, 2020). According to Busroni (as cited in Kompas.com, 2020), head of Public Relations of the Ministry of Health, imported cases understood as Covid-19 positive patients who infected non-locally. Therefore, imported cases defined as a case of exposure or a condition that posed a danger of spreading the virus from abroad.

Given the significant of non-natural disaster occurrence, a disease that able to spread globally due to rapid human-to-human transmission, several nations were forced to implement travel restrictions, including border closures, internal lockdowns, and restrictions on non-essential activities like using public transportation (Arora et al, 2021). It included Indonesia, as the government also implemented policies such as Circular Letter Number 4 of 2020 concerning the Travel Health Protocol for People During the 2019 Corona Virus Disease Pandemic [*Surat Edaran Nomor 4 Tahun 2020 Tentang Protokol Kesehatan Perjalanan Bagi Masyarakat di Masa Pandemi Penyakit Virus Corona 2019*]. The policy regulated the temporary closure of

foreign nationals to Indonesia for the period 1 – 14 January 2021. Followed by Large-Scale Social Restrictions (PSBB) which including social distancing or physical distancing, and New Normal as characteristic of the virus transmission. As Arora et al (2021) illustrated in their studies, although such restrictions appear to be effective in slowing the spread of the pandemic, as was seen in China until mid-February 2020, yet, they have had a detrimental effect on international transportation, which has an effect on aviation industry, including passengers, airlines, airports, and third-party service providers. As a result, a sharp reduction in flight number, schedule flight capacities occurred and 2020 became the worst year in aviation history for passenger traffic. They further described that the decline in passenger movement started to emerge in March 2020 as it significantly impacted by the Covid-19 pandemic. Also, in order to recover, various factors including the pandemic stage, aviation preparedness passenger demand had great influences.

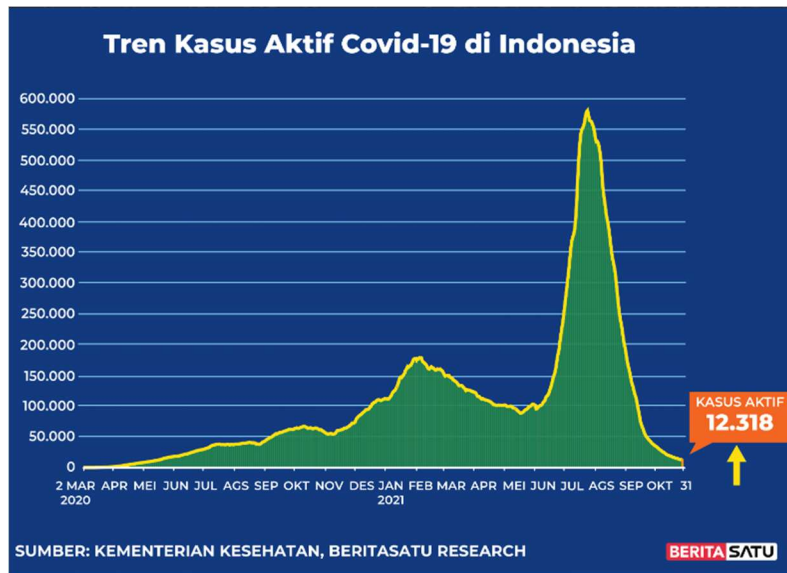
Indonesia have been imposed many policies as a preventive measure and its trend in covid-19 cases had fluctuated since the beginning of pandemic. In June 2021, the cases again surged and reached their peaked in July 2021. Thus, it marked the second wave of Covid-19 in Indonesia. First identified in India, Indonesia experienced a significant increase on cases numbers and become Asia’s new pandemic epicenter as delta variant spreads (BMJ, 2021).



Picture 1.1

Positive Case Trend Graph from August 2020 to August 2021 in Indonesia. From *Kasus positif covid-19 bulanan RI turun 45% pada Agustus 2021*, by Databoks, 2021.

(<https://databoks.katadata.co.id/datapublish/2021/09/03/kasus-positif-covid-19-bulanan-ri-turun-45-pada-agustus-2021>).



Picture 1.2

Informational graphic showing all confirmed cases of Covid-19 in Indonesia to October 31, 2021. *Data kasus aktif covid-19 sampai 31 oktober 2021*, by Reza, 2021 (<https://www.beritasatu.com/berita-grafik/847835/data-kasus-aktif-covid19-sampai-31-oktober-2021#gallery>).

By the end of August 2021, Indonesia had successfully reduced the percentage of active cases, which had dropped approximately 11%, accounted from July 2021. Although, the trend in August 2021 was still greater over the prior months of second wave (Annur, 2021). It requires at least 5 months to reduce Covid-19 cases as the result of this event (Picture 1.2). Therefore, the government implemented new policies to help suppress the increasingly high number of the spread of the COVID-19 virus throughout this period. One of the policies imposed was a policy related to the movement of people through air transportation such as international flights. As covid-19 has mutated and originated from abroad, handling travelers from abroad is one of the government's focuses to suppress the spread of the covid-19 virus. As letter in the delta variation period of the covid-19 pandemic, there are at least 5 regulations that regulate the arrival of travelers from abroad for both Indonesian and foreign citizens. Below are a series of regulations which applied toward Soekarno – Hatta International Airport in handling international flight during June – October 2021 period.

No	Regulations	Concerning	Prevail
1.	Surat Edaran Kementerian Perhubungan No 47 Tahun 2021 [Ministry of Transportation Circular No. 47 of 2021]	<i>Persyaratan WNI & WNA yang akan terbang ke Indonesia</i> [Requirements for Indonesian citizens & foreigners who will fly to Indonesia]	6 July 2021
2.	Surat Edaran Kementerian Perhubungan no 63 Tahun 2021 [Ministry of Transportation Circular No 63 of 2021]	<i>Petunjuk pelaksanaan perjalanan internasional dengan transportasi udara pada masa pandemi corona virus disease 2019 (Covid-19)</i> [Instructions for implementing international travel with air transportation during pandemic corona virus disease 2019 (Covid-19)]	11 August 2021
3.	Surat Edaran Menteri Perhubungan Nomor 74 dan 77 Tahun 2021 [Ministry of Transportation Circular No. 74 and 77 of 2021]	<i>Peraturan Kedatangan Internasional bagi WNI & WNA yang tiba di Indonesia</i>	17 September 2021

		[International Arrival Regulations for Indonesian citizens & foreigners arriving in Indonesia]	
4.	Surat Edaran Kementerian Perhubungan Nomor 85 Tahun 2021 [Ministry of Transportation Circular No. 85 of 2021]	<i>Alur pemeriksaan WNI & WNA yang tiba di Indonesia dari luar negeri</i> [Check flow for Indonesian citizens & foreigners arriving in Indonesia from abroad]	14 October 2021
5.	Surat Edaran Satgas Covid-19 Nomor 20 Tahun 2021 [Covid-19 Task Force Circular Number 20 of 2021], Addendum Surat Edaran Satgas Covid-19 Nomor 20 Tahun 2021 [Addendum to the Circular Letter of the Covid-19 Task Force Number 20 of 2021], dan Surat Edaran Kementerian Perhubungan Nomor 100 Tahun 2021 [Ministry of Transportation Circular No. 100 of 2021]	<i>Alur pemeriksaan WNI & WNA yang tiba di Indonesia dari luar negeri</i> [Check flow for Indonesian citizens & foreigners arriving in Indonesia from abroad]	14 October 2021

Table 1.1

International Flight Regulation throughout June – October 2021 period

Also, each regulation discussed various additional content to assist the control of covid-19 cases in Indonesia such as:

No	Regulation	Content	Additional Content
1.	Surat Edaran Kementerian Perhubungan No 47 Tahun 2021 [Ministry of Transportation Circular No. 47 of 2021]	<ul style="list-style-type: none"> - Shows negative PCR results 3x34 hours before departure - Perform re-PCR test upon arrival - Show the Full Dose Vaccine card/certificate - Carry out 8x24 hour centralized quarantine (except the head of the foreign representative and family are allowed to quarantine in their respective homes) - Doing the second PCR test on the 7th day of quarantine 	
2.	Surat Edaran Kementerian Perhubungan no 63 Tahun 2021 [Ministry of Transportation Circular No 63 of 2021]	<ul style="list-style-type: none"> - Shows negative PCR results 3x34 hours before departure - Perform re-PCR test upon arrival - Show the Full Dose Vaccine card/certificate - Carry out 8x24 hour centralized quarantine (except the head of the foreign representative 	<ul style="list-style-type: none"> - Further elaboration regarding vaccine requirement

		<p>and family are allowed to quarantine in their respective homes)</p> <ul style="list-style-type: none"> - Doing the second PCR test on the 7th day of quarantine 	
3.	<p>Surat Edaran Menteri Perhubungan Nomor 74 dan 77 Tahun 2021 [Ministry of Transportation Circular No. 74 and 77 of 2021]</p>	<ul style="list-style-type: none"> - Shows negative PCR results 3x34 hours before departure - Perform re-PCR test upon arrival - Show the Full Dose Vaccine card/certificate - Carry out 8x24 hour centralized quarantine (except the head of the foreign representative and family are allowed to quarantine in their respective homes) - Doing the second PCR test on the 7th day of quarantine 	<ul style="list-style-type: none"> - Download 'Peduli Lindungi' application - Fill out E-Hac through 'Peduli Lindungi' application
4.	<p>Surat Edaran Kementerian Perhubungan Nomor 85 Tahun 2021 [Ministry of Transportation Circular No. 85 of 2021]</p>	<ul style="list-style-type: none"> - Show PCR negative results 3x34 hours before departure - Perform re-PCR test upon arrival - Fill out E-Hac through 'Peduli Lindungi' application 	<ul style="list-style-type: none"> - Provide a full dose of vaccine certification at least 14 days before departure - Do quarantine for 5 x 24 hours

			- Retesting the PCR test on the 4th day of quarantine
5.	Surat Edaran Satgas Covid-19 Nomor 20 Tahun 2021 [Covid-19 Task Force Circular Number 20 of 2021], Addendum Surat Edaran Satgas Covid-19 Nomor 20 Tahun 2021 [Addendum to the Circular Letter of the Covid-19 Task Force Number 20 of 2021], dan Surat Edaran Kementerian Perhubungan Nomor 100 Tahun 2021 [Ministry of Transportation Circular No. 100 of 2021]	<ul style="list-style-type: none"> - Show a Negative result 3x24 hours before departure - Bring a full dose of vaccine certification at least 14 days before departure - Perform re-PCR test upon arrival 	<p>Regulating the duration of quarantine for foreign travelers and Indonesian citizens who have received a complete dose of vaccine (2 doses) and the first dose of vaccine as follows:</p> <ul style="list-style-type: none"> - Full Dose Vaccine is required for 3x24 quarantine with PCR retest on the 3rd day of quarantine - The first dose of vaccine is required to be quarantined for 5x24 hours with a PCR retest on the 4th day of quarantine

Table 1.2

Content International Flight Regulation throughout June – October 2021 period

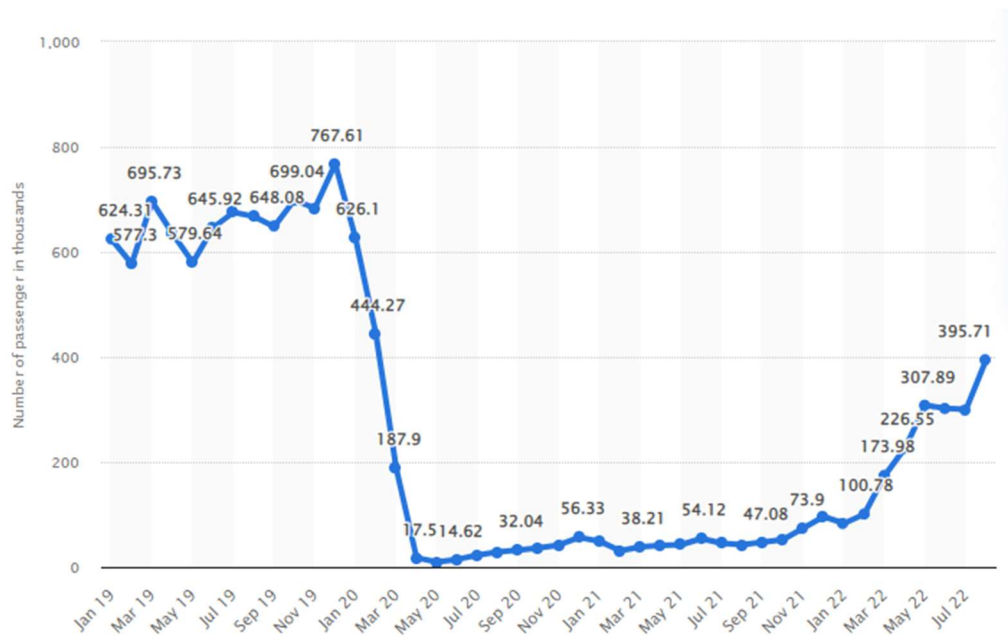


Figure 1.1

Number of monthly international air passengers at Soekarno – Hatta (In 2019 and 2022)

Source: Statista Research Department, 2022

Arora et al (2021) in their studies mentioned that there were many obstacles to recovery at each airport in every nation, including the pandemic stage, and regulatory restriction. Based on data illustrated on Figure 1.1, the number of passengers departing for international flights at Soekarno-Hatta International Airport during June - October 2021 fluctuated even though there had been a gradual increase since February 2021. In June 2021, the number of passengers on international flight departure at Soekarno – Hatta International Airport amounted to approximately 54,000 people. However, the number of travelers fell again to about 45,000 and 42,000, respectively, in July and August. Followed those 2 months, an increase is reported to have occurred, accounting for roughly 47,000 and 52,000 people, respectively.

Additionally, Covid-19 has had a significant negative impact on the world's aviation revenue, and a slow recovery from Covid-19 would be expected. The challenges facing the aviation sector, which rely on consumer demand and travel patterns, extend beyond regulatory reforms brought on by the COVID-19 Pandemic (Arora et al, 2021). However, customers behavior in travelling also reportedly had changed which people pay more attention toward safety and

cleanness. A study by Riestyaningrum et al (2021), entitled ‘customer behavior impact on international tourist’ travel intention due to Covid-19’ shown that there is a significant relationship between hygiene and safety on travel intention due to Covid-19. Also, they argued that this behavior concerning cleanness at public spaces, accommodation and transportation would be most likely to continue even after the pandemic over. Furthermore, their findings also supported by similar research by Andriani et al (2021) in their research which examined tourists’ attitude toward hygiene and safety issues, consumption behavior toward traveling, and the potential of tourists both during and post pandemic, it described that health precautions in public places such as airport among tourists had escalated as the risk of being exposed by the virus. Therefore, tourists are more likely to pay attention to sanitation hygiene standards and health protocols of public spaces. Thus, it’s important to pay attention toward this issue as travel demand and behavior had a significant impact on the economic trajectory of aviation sectors (Arora et al, 2021).

Thus, the research aims to analyze crisis management of Soekarno – Hatta International Airport, particularly the role of public relations, in assisting handled crisis Covid-19 Pandemic during June – October 2021. As aviation industry engaged in airport services, Soekarno Hatta International Airport had also significantly impacted by the covid-19 pandemic stage, regulations that prevailed, and also changes in customer behavior in order to recover as illustrated below. Therefore, analyzing the management of the Soekarno-Hatta International Airport crisis was conducted to prepare for the recurrence of a similar crisis in the future and ease the recovery phase. The results of the analysis of this study can be used as learning material or a basis if at any time the same crisis reoccurs.

B. Research Question

A crisis such as pandemic Covid-19 is one that is influenced by external factor of organization. During the June – October 2021 period, there was an increased in Covid-19 cases in Indonesia which prompted the government to impose regulations in handling flights, including international flights. During that period, the government continuously modified regulations where there were at least 5 modifications which resulted in fluctuation in the number of passengers departing for international flights. Even though there had been a gradual increase

since February 2020 which showed a positive sign in business recovering. Apart from regulations that affecting airport operations, the Covid-19 pandemic also altered traveler behavior, causing individuals to place a higher priority on cleanliness and safety.

Given the significance of the Covid-19 Pandemic crisis occur in all over the world and affected the operation of International Airport Soekarno – Hatta, the writer would like to analyze the following question in this thesis:

1. How is crisis management of Soekarno-Hatta airport in handling international flight during the period June – October 2021?
2. What are the factors which support and hinder the process of crisis management in Soekarno – Hatta during Covid – 19 Pandemic?

C. Research Objectivity

The following are some of the aims of this thesis:

1. To analyze Soekarno-Hatta International Airport's crisis management steps as well as the activities in handling international flight during the period June – October 2021.
2. To identify and analyze the role of public relations in assisting crisis management activities in handling international flight during the period June – October 2021.
3. To identify factors which support and hinder the process of crisis management in Soekarno – Hatta during Covid-19 pandemic

D. Benefits of Research

a. Academic Benefit

This research aims to enrich academic discourse and expand knowledge for learning purpose as well as a reference for another similar research. Moreover, it is intended to provide academic contribution to the Department of Communication Science on crisis management studies in airport.

b. Practical Benefit

As the possibility of future alike crisis is existed, thus this research is expected to be a complementary in future strategy planning of emergency plan of International Airport of Soekarno – Hatta.

E. Literature Review

1. Previous Research

The first research entitled *Airport Disaster Management Plan Toward Natural Disaster* (2018) by Muhamad Agil Saputra, Ready Satio A, and Veronica. This research aims to analyze airport management plan of I Gusti Ngurah Rai International Airport toward Mount Agung Eruption which obtain through primary data such as interviewing the airport expert and secondary data, airport reports related toward the crisis.

Method which used was Phases of Crisis Management which stated by Director Regulation of PT Angkasa Pura I (Persero) Number: 170/OB.30/2015. This includes 4 phases such as as: (1) Pre-Disaster (2) Interference/Warning Phase 1 (3) Crisis/Warning Phase, and (4) Recovery or Post Disaster. The writer results that during crisis PT Angkasa Pura I collaborate with other other parties such as Aviation Security, Airport Rescue, Apron Movement, Terminal Inspector, and BMKG to address activities that related to prevention, mitigation and preparedness. As interference in preparation, Airport disaster management plan performed Airport Disaster Form as a concet of passenger's journeys, policy of passenger which obligate to report themselves in the most crowded areas, Prepared flow chart, site plan of handling passengers, luggage, and facilities and other supporting preparation. During crisis phases, I Gusti Ngurah Rai International Airport post location to handle passenger to ease them accessing alternative transportation by the officers. Whilst recovery phases included creating a strategy to offer benefits to Ngurai Rai airport such as increasing effectiveness airport operation, reducing future risk vulnerability as well as informing media as an effort of transparency information

The second journal entitled *Strategi Manajemen Krisis Public Relations PT. Angkasa Pura I Bandara Internasional I Gusti Ngurah Rai Bali dalam Menghadapi Dampak Erupsi Gunung Agung 2017* (2017) by Made Widya Sekarbuana, I Gusti Agung Alit Setyawati, and Ni Nyoman Dewi Pasarani. This research used public relations and crisis management as the main conceptual framework. As for crisis management, the research used theory by Hariston and Kriyantono in 2006 which stated 5 stages of crisis management of strategy

such as Identification of Crisis, Analyzing Crisis, Isolation of Crisis, Recovery of Crisis, and Control Program.

The writers found that public relations started to examine the situation by coordinating and confirming the causes of the crisis by asking for certainty in the form of data and facts that occurred in the field in crisis identification stage. As such, combining crisis analysis activities with internal crisis identification a series on the Mount Agung crisis management was performed in Analyzing Crisis. It is found that Ngurah Rai Aiport did not execute crisis isolation and choose adaptative strategy in recovery of crisis to recover from crisis as it considered as the most proper strategy by being transparent to public in term of giving information. In addition, there is no post-policies of crisis to control the program.

The third research entitled *Impact and Management of Pandemic at Airports* (2006) by Jonathan Lian. The research analyzed the crisis which caused by SARS in 2003 and focused on five affected airports namely Hong Kong International Airport, Singapore Changi Airport, Toronto Pearson Airport, Beijing Capital International Airport, Taipei Chiang Kai-Shek Airport. From the five affected airports, the research described strategies which taken by Hong Kong International Airport and Singapore Changi Airport. The strategy in managing the crisis was divided into two phases such as Response Phase and Recovery Phase which involve many parties including International Civil Aviation Organization (ICAO), Airport Council International (ACI) – represents airports, and International Transport Association (IATA) – represents airlines were three aviation organization which had a crucial role in handling SARS Crisis. Moreover, there are many organizations which assisted in managing crisis such as WHO – oversees the health issue, Association of Asia Pacific Airlines (AAPA) – represents interest of the regions' airlines, Pacific Asia Travel Association (PATA), airlines and many organizations of travel-related from the Asia Pacific region

The writer found that in the course of response phase, there are a range of activities which performed by both Singapore and Hong Kong International airport such as Passenger Screening, Temperature Check, Health Declaration Cards, Cleaning (performed by Hong Kong only), and Procedures, Code of Practice, and other management measure. To endure

the crisis both Singapore Changi Airport and Hong Kong International Airport executed Cutting Expenditure (e.g switching off air-conditioning), Helping Partners survive the crisis: relief package (e.g discounts, and relief package for aircraft etc), and Communication (e.g briefing to media, meeting with airline partners, and information signs). After the crisis has been control and entered recovery phases, there are varies activities conducted by both airport such as resorting flight, incentives confidence building measures. In addition, Singapore Changi Airport performed promotion and systems to be maintained to prevent spread of disease

The fourth research entitled *Manajemen Krisis PT. Angkasa Pura I Cabang Bandara Udara Internasional Adisutjipto Yogyakarta Dalam Mengatasu Abu Kelud (2016)* by Annisa Ihtiarina Yustinsani. The research examined the crisis management of PT. Angkasa Pura I International Adisutjipto Airport Yogyakarta in Mount Kelud volcanic ash disaster in February 2014. The research used descriptive design of qualitative method and interviewing certain informant and literature review in obtaining data. Moreover, data triangulation technique, a technique of comparing the results of the interview with the contents of a related document, was practiced testing the validation. Thus, the collected data was elaborated in three phases such as crisis planning, crisis management, and evaluation.

The writer found that during crisis planning stage, International Adisutjipto Yogyakarta has prepared a plan in order to face emergency situation called Airport Emergency Plan (AEP). However, the lack of information in the plan is identified as the airport did not have specific treatment for volcanic ash disaster of Mount Merapi. In addition, many actions are also performed such as formation of crisis team and preparation of media monitoring, held press conference and disseminating information activities such as service post dan maximizing customer service. While in crisis management phase which performed to contain the crisis is divided into two major activities namely communication and cleaning action. Communication activities are mainly dissemination information such as holding three press conferences which all of them are attended by both local and national media and provide information services. Whilst cleaning action is an activity to clean the ashes

from the airport. Lastly, evaluation is the last stage of crisis management which aims to measure the performance that has been carried out in the previous two processes. It is found that the delayed actions resulted in negative responses which delivered by the governor of DIY, Sri Sultan Hamengkubuwono X, as cleaning actions was delayed.

The fifth research entitled *West Java Intenational Airport Strategy in Dealing with Covid-19: A Case Study* (2020) by Rizki Herdiawan, Fachri Chatami, Muhammad Rifni and Rehani Fitria. The research aims to identify the strategy which implemented by West Java International Airport in order to survive during Covid-19 Crisis. In addition, it is a qualitative research data which enforce SWOT analysis to analyze the strength, weakness, opportunity, and threats. Both primary and secondary data were used in data collection which obtained through interviewing the President Director of the airport and literature review from related journals.

The writer found that *West Java International Airport* has several strengths such as the quality of human resource, the comprehensive service in accordance with health protocol, an international airport, adequate airport service and huge airport facilities. However, the operation of Husein Sastranegara airport became one of the weaknesses. To add, the absence of inter-modes transportation, decreasing revenue, and time-consuming travelling to West Java International Airport are also the factors which contributed to weakness. Therefore, there are some areas which can be optimized as opportunity such as increasing the number of cargo shipment, attracting investors' interest, hajj embarkation, the implementation of 'new normal' in several regions, and West Java International Airport location in a 'greenfield' region. Yet, the spread of Covid-19, non-operating airlines, inconsistent government policies, lengthy licensing process and decreased interest on air travel become external threats to the airport.

As the SWOT indicators of West Java International Airport has been examined, it became the data in the formation of strategy which illustrates in two main focuses, namely, to utilize the opportunity in both strength and weakness and to face threat in both strength and weakness. The strategy to apply strength to utilize opportunity are preparing cargo

terminals for increased demand of goods delivery and implementing services by following health protocol to face the 'new normal'. Whilst persuading investors to invest and preparing inter-modes transportation as soon as possible are strategy to combat the weakness by utilizing opportunity. To face threat by applying strength, dealing with COVID-19 by improving airport facilities and preparing area for non-operating airlines are the strategy suggested. While managing costs efficiently to survive the pandemic and improving accessibility through inter-modes transportation to attract air travel passengers are the strategy to face threat by dealing with weakness

Moreover, the researchers suggested several strategies to be considered such as Efficiency – a requirement for passenger following health protocol and reduction of electricity cost, Aerocity Development – a requirement for West Java International Airport to build aero city business as a preparation for prediction in 2023 to be the center of logistic activities which connect all transportation types in West Java, and Airport Development – a requirement for the airport to develop several facilities in order to match the health procedure suggested by ICAO, WHO, and Indonesian Government to contain Covid-19 transmission which includes, Requirement of Airport personnel, Passengers, etc to wear mask ,Frequent Airport sterilization, Regular Airport cleaning, Perform physical distancing which signed by mark, create lines, etc., Modify elevator buttons, Travel document checking, Provide well-managed security system, Develop virtual apps or assistant, Provide physical distancing signs, Provide thermal scanner to detect body temperature, and Develop an electronic health reminder card application in a smartphone.

The Sixth research entitled *Covid-19 pandemic and innovation activities in the global airline industry: a review* (2021) by Joseph Amankwah - Amoah. The research aimed to examine the innovations which the global airline industry conducted inspired by covid-19 using literature review as the methodology. Hence, he developed 'CoviNovation' which crisis coupled with internal and external resources of a firm as an input for innovation activities.

From his findings, many global airlines embraced covid-19 as opportunity to develop innovations. In this course, obsolete capabilities and resources, routines and processes,

current industry standards, and governmental requirement were among internal and external forces. Thus, he further explained ‘CoviNovation’ activities which taken by several airlines, characterized by incorporating technology to their operational. ‘CoviNovation’ consists of

1. Disinfecting aircraft with ultraviolet light – Qatar Airways and JetBlue are some of airlines conducted these activities to address consumers’ concern and demand for highest levels of cleanliness
2. Touchless technologies at airports – touchless check-in at Heathrow Airport in London
3. Inflight social distancing or Block middle-seats approach/open-middle-seat policy – addressing consumers’ concern over possible transmission during travel performed by American, Delta, Southwest, etc.
4. Deep cleaning – United Airlines apply an antimicrobial coating to flight equipment such as seats, tray tables, armrests, lavatories, and crew stations and Delta Airlines installing hand sanitizer stations onboard each of its aircraft)
5. Biometric check-in – The first airline to use biometric check-in, Spirit Airlines tries to integrate it with automated self-bag-drop features in an effort to reduce face-to-face interaction and save passengers' time. Additionally, The US's roughly 20 busiest airports are currently capturing biometric data and boarding passengers.
6. Covid-19 insurance – Designed to safeguard against unforeseen Covid-related medical expenses and quarantine lodging charges, airlines, Emirates, Etihad, etc, provided free Covid-19 travel insurance for a subset of their clients. These measures are taken to return passenger assurance normally.

2. Theoretical Framework

a) Crisis Management in Airport

There were various definitions about crisis, for instance, Devlin stated that crisis is (2007, as cited in Kriyantono, 2015) “an unstable time for an organization, with a distinct possibility for undesirable outcome”. Hence, it is an unstable situation experienced by an organization which potentially create an undesirable result. In addition, crisis is a situational and unpredictable occurrence which cause a difficult

time to decide a decision as lack of information regarding the situation (Borodzics, 2005, as cited in Kriyantono, 2015). Thus, crisis is an inevitable occurrence which the source of crisis can be anything and can happen anytime. Though, crisis is a subjective occurrence in term of perception as not everyone would always regard crisis situation as posing hazard. The ability of the organization to implement its objective, mission, and business strategy is a key factor in how Heath and O’Hair (2009, as cited in as cited in Chmielewska-Muciek, 2021) shaped the understanding crisis form interpretation of course of events. Additionally, there are numerous situations that have the potential to turn into crises, including those brought on by improper human behavior, its omission, or sources of disruption in the organization's operation (performance crises), disasters (disaster crises), reputational damage brought on by the media or rivals (attack crises), and the failure of the company to consider social norms and values in its operations (moral crises) (Reason, 1990; Morris and Goldsworthy, 2012, as cited in Chmielewska-Muciek, 2021)

Due to negative impacts brought by crisis, crisis management is utilized to solve problem or negative effects caused by crisis. Coombs (2010, as cited in Kriyantono, 2015) described crisis management as “a set of factors designed to combat crises and to lessen the actual damages inflicted... seeks to prevent or lessen the negative outcomes of a crisis and thereby protect the organization, stakeholders, and/or industry from damage”. To add, Coombs (2010, as cited in Kriyantono, 2015) divided crisis management into 3 phases and each of phase’s aim varies management actions

- 1.) Pre-Crisis phase aim for signal detection, prevention, and preparation
- 2.) Crisis phase performs actions which to understand and response the provoke event to contain the damage.
- 3.) Post-Crisis phases aim to recovery that include learning from the contained crisis and inform public including cooperate to investigation and strive to normal conditions.

Thus, as Coombs illustrated, crisis management is not a singular activity, it is a set of activities that begins with preparedness and prevention, goes through response and ends with recovery and learning.

Therefore, coordinate to the aim of crisis management, Kriyantono (2015) coined the 5 stages of crisis management of strategy such as

(1) Identification of Crisis

It aims to determine the causing factor of crisis and appropriate steps for handling. Certain activities such as media monitoring, conducting focus group discussion to obtain opinion leaders are able to assist during this process.

(2) Analyzing Crisis

Development of previous stage which formulated in 5W+1H in order to elaborate the crisis comprehensively. It is performed by both partial and integral which required a comprehensive crisis analysis ability.

(3) Isolation Crisis

During crisis, it has a potential of spreading and impacting another sector. Therefore, to stop crisis from spreading, organization isolate the crisis by varies activity which including stop operating for predetermined time.

(4) Program Strategy

To managing the crisis, organization requires to choose managing crisis steps. Therefore, Kriyantono distinguishes actions into 3 strategies such as:

- Defensive Strategy: strategy which aim to manage the crisis by stalling time and do not perform any activity.
- Adaptive Strategy: performing certain activities such as remodel policy, and operational modification
- Dynamic Strategy: organization perform a major change such as company's profile and character

(5) Control Program

It implemented steps toward generic strategies that have been formulated and aim to implement post-crisis policies with related agencies.

Furthermore, Bundy et al (2016, as cited in Chmielewska-Muciek, 2021) recognized internal and external strategies as part of crisis management. Internal strategies focus on the dynamics of risk, complexity, and technology management within the company. It included the coordination of sophisticated technological and relational structure as well as the design of organizational structures to avert crises, lessen their effects, and learn from them. While the external strategies concentrate on how the company interacts with external stakeholders, including influencing perception and working with them to prevent, resolve, and recover from a crisis. The further argument made by William et al. (2017, as cited in Chmielewska-Muciek, 2021) was that by incorporating the internal and external strategies described by Bundy et al., emergency management policies and procedures that identify coordination, communication, and other activities that enable a more effective disaster response are developed.

During crisis, the way stakeholders, employees and other entities in the environments perceived an organization depends on how it responds to crisis situations. A negative perception would impact the company which lead to a deterioration in the company's reputation, a breakdown in internal communications, and ultimately financial losses (Coombs,2007; McDonald et al.,2010; Chicuidean and David, 2011; Kim et al.,2009, as cited in Chmielewska-Muciek, 2021). Many studies, however, characterize a crisis as an opportunity for transformation in an organization's dysfunctional areas and for fostering organizational resilience (William et al, 2017, as cited in Chmielewska-Muciek, 2021).

Crisis Communication Strategies

In the course of crisis, according to Fearn – Banks (n.d, as cited in Satlita, 2005) communication was crucial as crisis characterized by uncertainty, conflict of interest, and emotional complexity and involvement. Fearn-Banks (2017, as cited in Chmielewska-Muciek, 2021) further argued that crisis communication is a “dialogue between the organization and its publics”. To add, Graham and Halpern (2022) argued that the demand of information increased among stakeholders and

wider public during crisis and lack of information became an issue. They further argued that crisis communication is an integral part of communication strategy to create an effective crisis management. Crisis communication was phases that including gathering, analyzing and also disseminating information which required to manage crisis (Coombs, 2010, as cited in Kriyantono, 2015).

Depending on the extent to which the organization is responsible for the consequences of the crisis, Benoit (1997, as cited in Anderson – Meli and Koshy, 2020) distinguished five crisis communication strategies such as

1. Denial Strategies: the organization denied its involvement in the issue or placing blame on others
2. Evasion of Responsibility Strategies: Organization downplays their culpability by blaming the provocation, acting improperly due to ignorance, and saying that the corporation had the best of intentions.
3. Reducing Offensiveness of Event Strategies: Organizations enhance their reputation by minimizing the severity of the problem and offering compensation in a favorable perspective.
4. Corrective Action Strategies: organization focused on procedures and measures in preventing the event from reoccurring crisis
5. Mortification Strategies: take full responsibility for the impact of the crisis.

Whilst Kriyantono (2015) also coined several strategies in managing crisis communication such as

1. Establish a communication team
It entailed assembling a cohesive communication team that is guided by an effective crisis communication strategy including the assignment of responsibilities and providing a communication plan in the form of basic principles that could be modified to the crisis situation
2. Reach out to the media
Coordinate with the media to assist reducing rumors particularly queries about crisis by providing information

3. Fact Finding

Collecting facts and producing material for general audience. It's implemented to lessen the possibility of undesirable outcome for company, such as panic and public concern.

4. Regular Press Conference

Conducted regularly to update information related to events to provide the public to avoid shortage of information and to counter negative news or publicity in the media.

5. Transparency of Information

Convey information on a regular basis although the information is negative.

6. Cautious in conveying information

With such a high demand of pertinent information during a crisis, it is crucial to proceed with caution when disseminating information to avoid creating more issue or exacerbating the current situation. A holding statement is an example of how the corporate could give partial information

7. Reputation Communication

Advocacy initiatives that are fact-based and prioritize public safety

8. One Voice

Apply one gate communication during a crisis through a media center with a single spokesperson.

9. Empathy Communication

Empathy is crucial in times of distress, such as in a crisis which caused victims, by withholding the victim's name until family members have been identified.

10. Vast Communication Channel

These communication channels can be in the form of: (a) face-to-face channels, (b) mass media channels, (c) online media

Furthermore, Marsen (2020, as cited in Chmielewska-Muciek, 2021) also suggested several factors in improving crisis management utilizing crisis communication strategy such as

1. Speed of response to crisis; by utilizing the advance of technology

2. Selecting appropriate spokesperson
3. Pay attention to local cultures
4. Spokesperson who tailors their messaging to a variety of audiences tend to have better results than those who produce general message

In amid of Covid-19 Pandemic, Halpern and Graham (2022) also noted that campaigns also sought to show customers what the airport is doing to ensure their health and safety. As an example, Las Vegas McCarran International Airport launched a public awareness campaign in May 2020 to restore trust in using the airport by highlighting the health and safety measures introduced to reduce the risk of coronavirus transmission at the airport, but also to educate airport users on how to play their part in reducing risk.

b) **Public Relation in Crisis Management**

Public relations have numerous definitions. Cutlip et al (2006) defined public relations as a management function to establish and preserve a mutually beneficial relationship between a company and its audience that has an impact on the organization's success or failure. Whereas the institute of Public Relations (n.d, as cited in Nova, 2011) described public relation as a comprehensive endeavor which implemented in a planned and sustained method to build and maintain goodwill and mutual understanding between an organization and its audiences. Among the many definitions of public relations, there are some similarities, therefore public relations can be said as a management function which managed mutual positive relationship between an organization and its public through planned communication strategies for the continuity of an organization.

One of the objectives of public relations is facing crisis (Nova, 2011). This include managing complaints and facing crisis by forming a crisis management and public relation recovery of image in order to repair the loss of image and damage. Coombs (n.d,as cited in Broom&Sha, 2013) describes crisis management as an essential role of public relations practice. As crisis management deals with unexpected event

which potentially affect organization reputation and increased the demand of information, it is one of essential of public relation as they have certain activities and goals in implementing the duty. Additionally, Anderson – Meli and Koshy (2020) illustrated public relations crisis as a critical breakdown of the relationship between a company and one (or more) of its publics which endangers the company's existence and justifies an organizational response. It is brought on by an event, problem, or occurrence.

To add, Soemirat and Ardianto (2010) in their book “*Dasar-dasar Public relations*” illustrated what must be done by public relation to handle a crisis as such:

1. Fact Finding – seeking and collecting data, including data on causes
2. Establish an information center
3. Choose a spokesperson – capable and experienced, and an ordinary spokesperson is required to get all data and information as well as correct data
4. Provide clear and correct information to the press so that information sources are concentrated and not from other parties/sources that are not appropriate
5. Provide documentation of events in the form of photos or videos as data
6. Inform all internal public that spokesperson is the only gate communication to external public
7. Swiftly fulfill press requests for information purposes

Anderson-Meli and Koshy (2020) argued that multiple transformative grouping of the public exists, and they have different relationship with organizations. Hidayat (2014) distinguished public relations’ public into two distinct public such as internal and external such as:

1. Internal Public included a company’s employees. The importance of communication to internal stakeholder was to adapt, responsive and develop. Thus, efforts were being made to provide media for employees to obtain information about the company for their activities. For example, providing exclusive media for internal stakeholders.

2. External Public included customers, business partners to encourage higher productivity within the organization.

Providing and controlling information accurately and efficiently were indicator of handling crisis, hence public relations were responsible to equip accurate information regularly which could be access by public. (Kriyantono 2015). Media relation is one of the strategies in handling crisis. Thus Iriantara (2011) coined several media relations strategies such as

1. Managing Relation

To support public relations efforts, maintaining positive relationships with media partners is crucial. This is due to the fact that's news that is reported in the media possessed impact on the corporate. As a result, building positive relationships with the media is crucial.

2. Developing Strategy

An organization's strategy employed the following strategies to achieve its goals:

- a. Continue to develop public relations materials for mass media
- b. Utilizing a vast media to communicate with the public
- c. Maintain relationship with the media, such as journalist or other media professionals
- d. Obtain latest information through frequent coordination between other department within the company.

3. Developing Network

Through existing connections, it might be possible to widen the network if journalist and media professionals. Therefore, a wider network is beneficial to assist company to serve as a source of news through activities in the media relations program.

According to Komarudin (2014) in his book entitled '*Reformasi Humas Pemerintah*' there are 11 media relations activities such as media gathering, media briefing, media conference, media release, media visit, media interview, media training and education, media pitching, media information, media events and media

tours. Also, when communicating in times of crisis, corporations and organizations should take speed into consideration (Halpren and Graham,2022). They (2022) further argued that the utilization of social media thus, should take into consideration as one of the advantages social media included the speed which it allowed the message reached and covered a wider audience.

Each stakeholder of a company had various interest. Therefore, public relations must be able to serve a variety of interest while conveying messages to stakeholders. To assist this process, the design of a communication strategy was fundamental. Information in crisis communication, according to Stutges et al. (as cited in Satlita, 2005), could take the following forms

1. Instructing information – information that contained instructions or guidelines that obligate the public to follow when a crisis occurred.
2. Adjusting information – information that enabled the public to deal with emotional problems.
3. Internalizing information – information would be absorbed by the audience which ultimately form a public assessment of an organization in the long term. The content of the communication concerned the core of the crisis being faced and what steps the organization would take in dealing with the crisis

c) SWOT Analysis

To methodize crisis management strategy, public relations require to understand factors which support and hinder both internally and externally. According to Sammut – Bonnici and Galea (2015) SWOT analysis assist identifying the strengths and weaknesses of the organization and the opportunities and threats in the environment of the organization. Additionally, strengths and weakness are obtained through internal factors which used to identify competitive advantages and disadvantages (Sammut – Bonnici and Galea, 2015). Whilst the opportunities and threats are obtained through external factor which used to market opportunities and threats by general environment. Therefore, this thesis will adopt SWOT analysis to

answer the purposed research question as the aim of SWOT analysis is to provide a set of knowledge to assist establishing strategies

F. Method

1. Research Paradigm

Sugiyono (2019) describes paradigm as pattern that shows the relationship of the variables to be studied. Thus, as there is a reciprocal or interactive relationship, this thesis will use post positivistic which identic toward qualitative research.

2. Type of Research

This thesis adopts qualitative research methods which will be used to answer the proposed research question. Thus, this thesis will fall into the categorization of descriptive research which focus on understanding the meaning of an event. As Sugiyono (2019) stated that qualitative method is based on post positivism philosophy or interpretive and constructive paradigm. Therefore, researcher is the key instrument, data collection techniques are implemented by triangulation, data analysis is inductive and research results focus on meaning.

3. Respondent Selection Technique

In selecting informant, qualitative research uses purposive sampling which researcher select the respondent that able to assist in understanding research questions. Miles and Hubermas (1994, as cited in Creswell, 2013) categorized respondent into 4 aspect such as (1) setting – research location, (2) actor – person who will be observed and interviewed, (3) event – the event which actor faced and (4) process - the nature of the events perceived by the actor in the research setting.

Therefore, the object of this research is Soekarno – Hatta International Airport which is one of airports which managed by PT. Angkasa Pura 2, state-owned enterprises engaged in the field of airport services and airport-related services. Located in Tangerang, Banten as the main airport which served the greater Jakarta area on Java Island, Indonesia. It is one of the airports which served international flight and have a high international mobility flight. Thus, Soekarno – Hatta has crucial role in filtering international mobility to contain and prevent the spread of Covid-19 particularly

imported cases. The respondent who will be selected is Public Relations of Soekarno-Hatta International Airport. As Coombs stated (2007, as cited in Kriyantono, 2015) one of public relations role is participated in formulation and implementing strategies to cope the crisis. Hence, Public relations of Soekarno – Hatta international Airport will be the respondent.

4. Data Collection Technique

This thesis used both primary and secondary data sources to collect the data. Primary data included data obtained through interview and observation to public relations department of Soekarno – Hatta International Airport. Purposive sampling, which was purposefully chosen based on the categorization of respondents indicated by Miles and Huberman, was utilized to choose the informants. Thus, to answer the research question in the most suitable method, this thesis will mainly focus on interview, observation, and documentation as illustrated below.

b. Interview

a meeting of two persons to exchange information and idea and construct value through question and answer called interview (Esterberg, 2002, as cited in Sugiyono, 2019). This research will conduct interview as it will allow writer collect comprehensive information from respondent. Additionally, to identify problems more openly where respondent allow to share opinion and ideas is the aim of semi structured interview (Sugiyono, 2019). Hence, semi structured interview will be adopted in this research. For the purpose of gathering information, the question instruments, which used in semi-structured interview, are addressed to selected informant as illustrated in the attachment (Appendix 2). The question instrument included questions which were generally unstructured and open-ended to gather thoughts and opinions of the informants.

In conducting the interview, the researcher interviewed 3 informant who were deliberately selected to assist in understanding the problem under study. Taking into account the four factors mentioned by Miles and Hubermas (1994, as cited in), face-to-face interviews were conducted with three informants such as the current

manager of public relations, the assistant manager of public relations, and the manager of public relations who served during the studied period. Previous manager of public relations and assistant manager of public relations were several members of top management in the communication and legal departments and participated in crisis management activities during the studied period. Also including details about crisis management manuals in general was another justification in selecting current manager of public relations.

c. Observation

Through observation, the researcher able to find fact which does not present by respondent during interview and/or beyond the respondent perception (Nasution, 1988, as cited in Sugiyono, 2019). Hence, a holistic data can be obtained and assisted the collected data from interview. This thesis will use passive participation observation which the writer will not involve during the event and only present at the scene (Stainback, 1988, as cited in Sugiyono, 2019)

d. Documentation

By conducting interview and observation, documentation such as photo, audio or interview recording will be inputted as supporting data. This will be collected during and post data collection.

5. Data Analysis Unit

Sugiyono (2019) stated that analysis data is required to assist researcher to understand the interrelationship and concept in data, hence hypotheses can be drawn and evaluated. Therefore, this thesis will use field data analysis as coined by Miles and Hubermas. As Miles and Hubermas (1984, as cited in Sugiyono, 2019) distinguished analysis activities into 3 main aspect such as data reduction, display data, and conclusion drawing/verification.

a. Data Reduction

It aims to provide a more precise data hence researchers will be able to conduct further data collection if needed. This can be obtained through a process of

selecting, simplifying and grouping data which has been collected to answer the research questions.

b. Display Data

To ease understanding the data, selected data from previous stage will be illustrated in table, graphic, pie chart, pictogram, etc. Additionally, data will present in short description, chart, flowchart, etc to support the interpretation of selected data.

c. Conclusion Drawing/Verification

Conclusion drawing is final stage which data has been analyzed. Thus, it aims to provide an overview that has been researched to be clear and understandable by the readers



CHAPTER 2

General Description

A. Covid-19 Pandemic in Indonesia

Being first identified in Wuhan, China in December 2019 and further declared by World Health Organization as a pandemic on March 11th, 2020, the Covid-19 pandemic has disrupted normality globally (World Health Organization, 2020). Announced by President Joko “Jokowi” Widodo, Indonesia confirmed the first-two cases on March 2, 2020, as Coronavirus disease identified in two people’s test results (Gorbiano, 2020). The two-people were found positive after meeting a Japanese citizen who tested positive in Malaysia on February 27 after visiting Indonesia (Gorbiano, 2020).

Following the declaration, Covid-19 cases in Indonesia increased and several regions had implemented local lockdowns, such as Tegal, Tasikmalaya, and Papua (Dzulfaroh, 2020). Whilst on April 9th 2020, through the legal protection of Governor Regulation No 33 of 2020, a Large-Scale Social Restriction [*Pembatasan Sosial Berskala Besar*] (PSBB) implemented in Jakarta to reduce mobility (Hanggara, 2020). Furthermore, it became policy implemented throughout nation. A Covid-19 Task Force, led by the National Board for Disaster Management’s head – Doni Monardo, was created to coordinate and assist government’s effort to contain pandemic’s effects. It also become the sole dependable information source for citizens.

In July 2021, the number of covid-19 cases in Indonesia once more surged and the second wave of the pandemic in Indonesia was subsequently reported (Harsari et al, 2022). The delta variant of covid-19, which was initially noted in India, caused the phenomenon. Indonesia saw a sharp increase in the number of cases and became Asia’s new pandemic epicenter. As the cases are also reported to increase in several countries whose populations are fully vaccinated, Indonesia reported approximately 1000 deaths a day with the percentage of people fully vaccinated at 5.5%. This death rate is the same as the peak death rate that India reported in mid-May – 3.33 deaths per million people per day – in term of population. (Dyer, 2021).

As a result of Covid-19 pandemic, Indonesian government had imposed many regulations to protect and fulfill the right to health such as transportation restriction including domestic and international air transport. Aviation industry such as airport and airlines are required to follow the flight restrictions. Thus, Soekarno – Hatta International Airport, one of the busiest airports in Indonesia according to Airport Council International (ACI) in 2018 and 2019 consecutively (KumparanTravel, 2019), experience a reduction in passenger traffic which largely caused by the government's restriction program (The Jakarta Post, 2020). Additionally, it had reportedly happened at other airports through Indonesia. Airport across the nation also reported numerous flight cancellation in addition to a fall in the number of passengers (The Jakarta Post, 2020).

As described by Ratnawati (2021) in her studies, all Indonesian airports apparently undertook a number of strategies to modify operating. With passenger traffic down by almost 25% in March 2020 compared to 2019, this operational modification is a management effort to increase airport operational efficiency. Efficiency initiatives also included reducing utility use and operational time at most airports. Whilst travel restriction had resulted cancelation and in request for refund as it's airline's mandatory to return funds to passengers required by law. Government regulations regulating Covid-19 caused airlines to lose money since they have forced them to carry fewer passengers, reimbursement, as well as cancel certain scheduled flights. To avoid bankruptcy, airlines made numerous attempts such as ceasing operations and dismissing staff members like pilots, cabin crew, technicians, and other support staff.

B. PT. Angkasa Pura II (Persero)

a. Overview

According to *Peraturan President Republik Indonesia No 23 Tahun 2022 tentang Kementerian Perhubungan* [Presidential Regulation of the Republic of Indonesia No 23 of 2022 concerning the Ministry of Transportation], Implementing government policy in the realms of land, sea, air, and rail transportation falls within the purview of the Ministry of Transportation. It then consisted of several directories general of transportation and Angkasa Pura II was governed by the Directorate General of Civil Aviation [*Direktorak Jenderal Perhubungan Udara*]. It is the responsibility of

Directorate General of Civil Aviation [*Direktorak Jenderal Perhubungan Udara*] to develop and perform policies related to service delivery, safety and aviation security.

Angkasa Pura II is a state-owned enterprise engaged in airport services and airport-related services in the Ministry of Transportation. Originated from a public company under the name of Perum Pelabuhan Udara Jakarta Cengkareng which established under Government Regulation No. 20 year 1984. On May 19, 1986, through Government Regulation no 26 year 1986 was amended to Perum Angkasa Pura II. Subsequently, through Government Regulation no 14 year 1992 it became a limited liability state-owned enterprise on March 17, 1992

Angkasa Pura II was established with the goal of executing management and exploitation in the airport services and airport-related service by maximizing the empowerment of potential resources and adopting excellent corporate governance principles. It is envisaged that this will be able to generate high-quality, competitive products and services, thus increasing PT. Angkasa Pura II's worth and public trust.

Angkasa Pura II manages 20 airports in Indonesia including Soekarno – Hatta International Airport (Jakarta), Halim Perdanakusuma (Jakarta), Kualanamu (Medan), Supadio (Pontianak), Minangkabau (Padang), Sultan Mahmud Badaruddin II (Palembang), Sultan Syarif Kasim II (Pekanbaru), Husein Sastranegara (Bandung), Sultan Iskandarmuda (Banda Aceh), Raja Haji Fisabilillah (Tanjungpinang), Sultan Thaha (Jambi), Depati Amir (Pangkal Pinang), Silangit (Tapanuli Utara), Kertajati (Majalengka), Banyuwangi (Banyuwangi), Tjilik Riwut (Palangkaraya), Radin Inten II (Lampung), H.A.S Hanandjoeddin (Tanjung Pandan), dan Fatmawati Soekarno (Bengkulu), Jenderal Besar Soedirman (Purbalingga). It has managed the Jakarta Soekarno – Hatta International Airport and Halim Perdanakusuma since 13 August 1984.

b. Vision and Missions

As a guide in performing the objectives aligned in management, PT. Angkasa Pura II has a vision as **“The Best Smart Connected in the Region”** with the meanings that airports managed by PT. Angkasa Pura II has high connectivity to a variety of cities

and countries, as well as modern technology integrated into airport operation and passenger enhancement. As a form of realization, PT. Angkasa Pura II elaborates it into several missions. These missions include:

1. Ensuring safety and security as the top priority
2. Providing world-class infrastructure and services to support Indonesia's economic development through connectivity between regions and countries
3. Providing a reliable, consistent and enjoyable travel experience to all customers with modern technology
4. Develop partnership to complement capabilities and expand company offerings
5. Becoming the preferred state-owned enterprise and maximizing the potential of every company employee
6. Upholding corporate social responsibility

As a state-owned company, Angkasa Pura II also has corporate values or culture which are values initiated by the Ministry of *BUMN*. Value or culture uphold by Angkasa Pura II is called 'AKHLAK' which an abbreviation of:

- Amanah: We uphold the trust which given
[kami memegang teguh kepercayaan yang diberikan]
- Kompeten: We continue to learn and develop our capabilities
[kami terus belajar dan mengebangkan kapabilitas]
- Harmonis: We care about each other and respect differences
[kami saling peduli dan menghargai perbedaan]
- Loyal: We are dedicated and prioritize the interest of the Nation
[kami berdedikasi dan mengutamakan kepentingan Bangsa dan Negara]
- Adaptif: We continue to innovate in moving or facing change
[kami terus berinovasi dalam menggerakkan ataupun menghadapi perubahan]
- Kolaboratif: We create synergistic work
[kami membangun kerja yang sinergi]

c. Logo Philosophy



Picture 2.1 PT. Angkasa Pura II Logo

(Source: <https://www.angkasapura2.co.id/en/>)

Angkasa Pura II has a logo that is referred to as “**Sky City**” or “**a world without borders**” which is represented by the symbol of the globe. The globe represents PT. Angkasa Pura II's preparation to provide good service with a first-class system with international standard. It consists of 4 different colors which represent various meanings such as:

1. Blue: Logistic

A symbol which symbolizes PT. Angkasa Pura II is an organization that uphold procurement, maintenance, supply, and staff continue to develop and prosper in a stable logistic flow

2. Green: Leadership and Growth

Referred as symbol which present Pt. Angkasa Pura II as a strong, stable organization and well-intentioned leadership that promotes healthy growth and development.

3. Yellow: Prosperity

It represents Angkasa Pura II prosperity achieved through exertions and dedication to Angkasa Pura II's performance excellence to provide best results for shareholders, management, employees and Indonesia

4. Red: Effort and Action

The red color in the logo has the meaning as PT. Angkasa Pura II achievement through dedication to create behavioral and performance for the safety and comfort of PT. Angkasa Pura II's customers

d. Business Lines

Based on the provisions in the latest articles of Association Angkasa pura 2 was established to operate airport service and airport-related services. Airport Service includes:

1. Provide, operate and/or develop facilities for aircraft landing, takeoff, maneuvering, parking and storing
2. Terminal facilities for passenger, cargo and postal transportation services are provided, operated and/or developed
3. Electronic, power, water and waste disposal facility provision, operation, and/or development; and
4. Provision, operations and/or development of land for construction, fields and industrial estates as well as buildings associated with the smooth operation of air transportation.

Whilst main business activities PT. Angkasa Pura II in term of Airport-Related Service consist of:

1. Related service to support aircraft operating service at airports (provision of aircraft hangars, aircraft overhaul, passenger and luggage services, etc)
2. Related service to support passenger and good services (health services, land transportation, banking and/or money exchange, etc)
3. Related service to provide added value for airport operations (Advertising, telecommunication services, travel agents, etc),

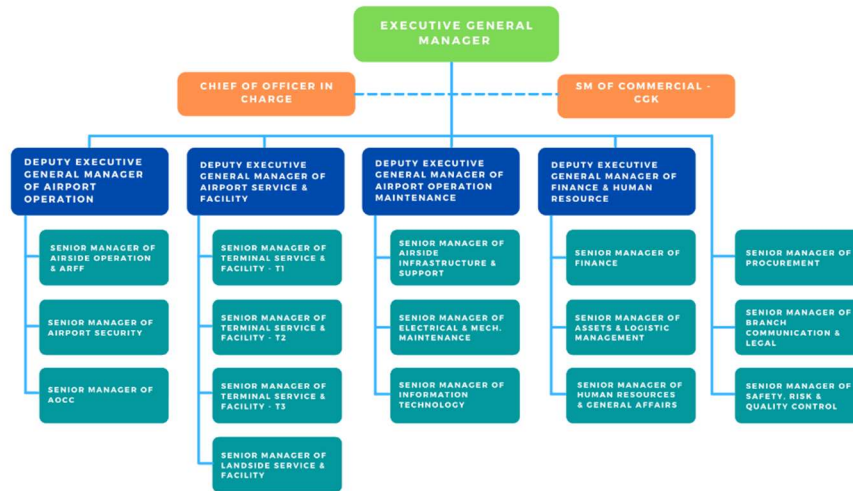
In addition to that, PT. Angkasa Pura II also strives to maximize the use of resources owned by the company which are no affiliated with the airport. This includes property business, warehousing, offices, hotels, housing, apartments, car exchanges, workshops, restaurants, gas stations, shopping centers and tourism businesses, resorts, sports and

recreation, hospitals, education and research, telecommunications infrastructure, and energy resources, services leasing, and operating facilities and infrastructure owned by the company.

Through business activities, there are forms of products and services provided by PT. Angkasa Pura II which include:

1. Airport Services [*Jasa Kebandarudaraan*]
2. Airport-Related Services
3. Airport Services [*Pelayanan Bandara*]
4. Pilgrim Flight Services
5. Cargo Services
6. Airport Security and Safety
7. Rescue and Fire Fighting Services
8. Emergency Response Services

e. Organizational Structure

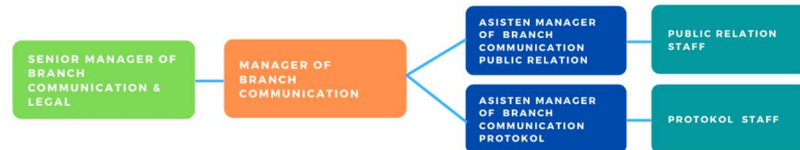


Picture 2.2

Organizational structure

Below is the organizational structure of PT. Angkasa Pura II main branch Soekarno – Hatta International Airport. Executive General Manager held the top position, assisted by the Chief of Officer in Charge and Senior Manager of Commercial – CGK whom

oversaw a number of Deputy Executives. Thus, the deputies are administered various departments.



Picture 2.3

Communication and Legal Department structure

Each department managed in various tasks which Branch Communication and Legal division administered in organizing events, scheduling meetings, holding press conference and ensuring airport staff are legally protected. Thus, it further divided into 2 division such as communication and legal division. Also, the unit is also divided into 2 focal unit namely, public relations and protocol and chaired by manager of branch communication.

C. Soekarno – Hatta International Airport

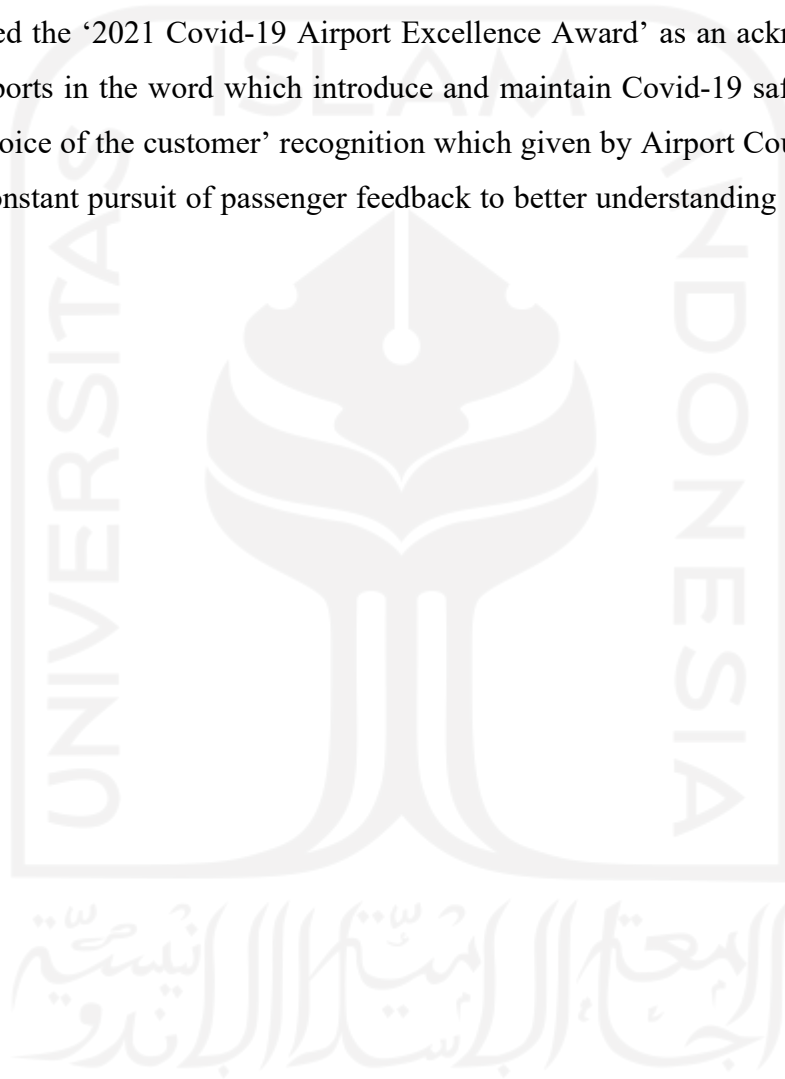
Started to operate in 1985, Soekarno – Hatta international airport replaces Kemayoran airport in Central Jakarta. It was named after Soekarno and Mohammad Hatta, the proclaimers of Indonesian independence who also served as Indonesian first president and vice president. There are 3 primary terminal buildings that serve different purposes. Terminal 1, the oldest terminal, is utilized for all domestic flight by local airlines expect for flights operated by Garuda Indonesia. It has capacity of 9 million passenger per year, however, under the new plan, the capacity will be increased to 18 million people per year. Terminal 2 was operated in 1992 and is located on northern side of the airport.

Terminal 3 opened to serve international flights from various airlines such as Citilink, Garuda Indonesia, Singapore airline, emirates, Qatar airlines, etc, and domestic especially for Garuda Indonesia and Citilink airlines.

From 2015 to 2018, Soekarno – Hatta International Airport experienced static aircraft and passenger movement which climbed every year. As a result of the restrictions implemented to prevent Covid-19 from spreading through the country, aircraft frequency and passenger numbers at Soekarno – Hatta International Airport have decreased. Additionally, following the declaration of the first two confirmed covid-19 case in Indonesia, Soekarno – Hatta International Airport reported that flight frequency and passengers number dropped by 6 percent and 4 to 5 percent, respectively (Gorbino & Aqil, 2020).

As one of the airports managed by Angkasa Pura II, Soekarno – Hatta International Airport adjusted its operational procedures This is demonstrated as only opening Sub Terminal 1A in Terminal 1, as well as Sub Terminals 2D and 2E in Terminal 2. Additionally, airlines that frequently utilized Sub Terminal 2F are temporarily transferred to Terminal 3. The goals of this are to control the flow of passengers through airport and improve the efficiency of security inspections and medical monitoring (Angkasa Pura II, 2020). Due to Covid-19, many health and safety measures are introduced to reduce the transmission of it. Hence, Halpern and Graham (2022) argued the necessary of standardization required to provide clarify for travelers and airport to assist preparation of potential future outbreaks of the Covid-19, emergent mutation of it, or other viruses. They further illustrated an example such as Airport Council International launched its program in July to evaluate airport health and safety procedures called ‘Airport Health Accreditation’. Soekarno – Hatta International Airport in 2020 was awarded Airport Health Accreditation by Airport Council International and Airport Safety Ranking in Southeast Asia in 2020 by Safe Travel Barometer – an award granted to the airport with the safest travel environment for travelers. Thus, Soekarno – Hatta International Airport achieved score 4.1 out of 5.

Although in Mid-2021, Soekarno – Hatta International Airport faced with second wave of covid-19, it able to achieve 2 awards awarded in the previous year: ‘Airport Health Accreditation’ and ‘Airport Safety Ranking in Southeast in 2021’ with a score 4.3 out of 5.0. Additionally, Skytrax launched its rating scheme of hygiene processes and other preventive measures in airport to reduce transmission of coronavirus called Skytrax Covid-19 Airport Ratings (Halpern and Graham, 2022). Soekarno – Hatta, thus, received the ‘2021 Covid-19 Airport Excellence Award’ as an acknowledgement for 38 airports in the world which introduce and maintain Covid-19 safety standards and ‘The voice of the customer’ recognition which given by Airport Council International as a constant pursuit of passenger feedback to better understanding their customers in 2021.



CHAPTER 3

FINDINGS & DISCUSSION

A. Findings

Soekarno – Hatta International Airport, one of airports managed by PT Angkasa Pura that experienced an impact brought by Covid-19 which occurred in 2020, defined crisis as an event which escalated and became a national issue. An event which broadcasted in the mass media, both print and digital, yet it could still be contained, thus the airport concerned will handle the event. The pandemic of Covid-19 issue itself is an issue that is localized to each of airports as they have an obligation to comply with the provisions stated in the regulations governing the period. For instance, Soekarno-Hatta, an international gate with a fairly high rate of flights to and from the country, received flight conditions regulated by the task force. It further distinguished crisis into 2 such as crisis communication and crisis operation and classified crisis into 3 risk scale namely, light, medium and heavy.

As Covid-19 Pandemic in Indonesia declared in March 2020 and applied travel bans and several other restrictions, the number of passengers of international flights in March started to decline. There were about 179,000 passengers in March, and as the number continued to decline, April 2020 was the fewest international flight passengers ever in 2020. There were approximately 7,265,900 travelers who arrived in Indonesia overall in 2019, but only 1,542,500 did so in 2020, a 78% decline from the previous year. Overall, the number of passengers and flights (Figure 3.1 and Figure 3.2), particularly international flights, experienced a major decline as the restrictive regulations issued by the government in the first year of the pandemic period.



Figure 3.1
 Number of passengers arriving for international flights at Soekarno-Hatta International Airport in 2019 and 2020
 Source: Data internal Soekarno – Hatta

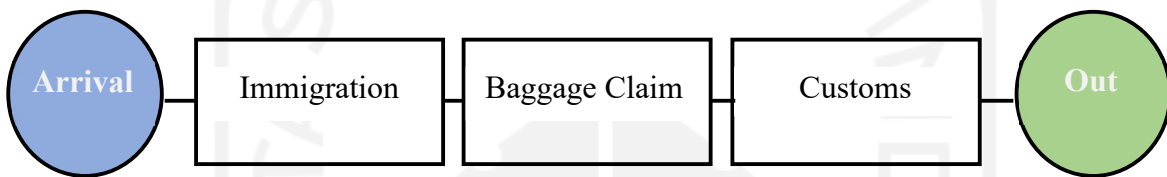


Figure 3.2
 Number of arriving international flights at Soekarno-Hatta International Airport in 2019 and 2020
 Source: Data internal Soekarno – Hatta

Also in responding Covid-19 Pandemic, protection of the personnel is priority in order to be able to always operate. Prevention and control Covid-19 in the workplace also implemented to

help contain the pandemic and restore the country's economy. To preserve cleanliness and safety for passengers and airport employees, many actions had been taken such as spraying disinfectant liquid at each terminal and facilities like disinfection tunnels, etc are added. This also included 138 Airport Contact Center which launched on March 7, 2020, by PT. Angkasa Pura II as the latest information center for the public regarding the influence of COVID-19. Hence, Soekarno – Hatta International Airport's passengers able to utilize this services.

Prior the pandemic occurred the flow of passenger international flight arrival was as described:



- Check Point 1: All passengers arrived and getting off the plane
- Check Point 2: All passengers undergo to the immigration handled by immigration office
- Check Point 3: All passengers proceed to baggage claim
- Check Point 4: All passengers undergo customs Custom managed by custom office.

Picture 3.1

The flow of passenger's international flight arrival

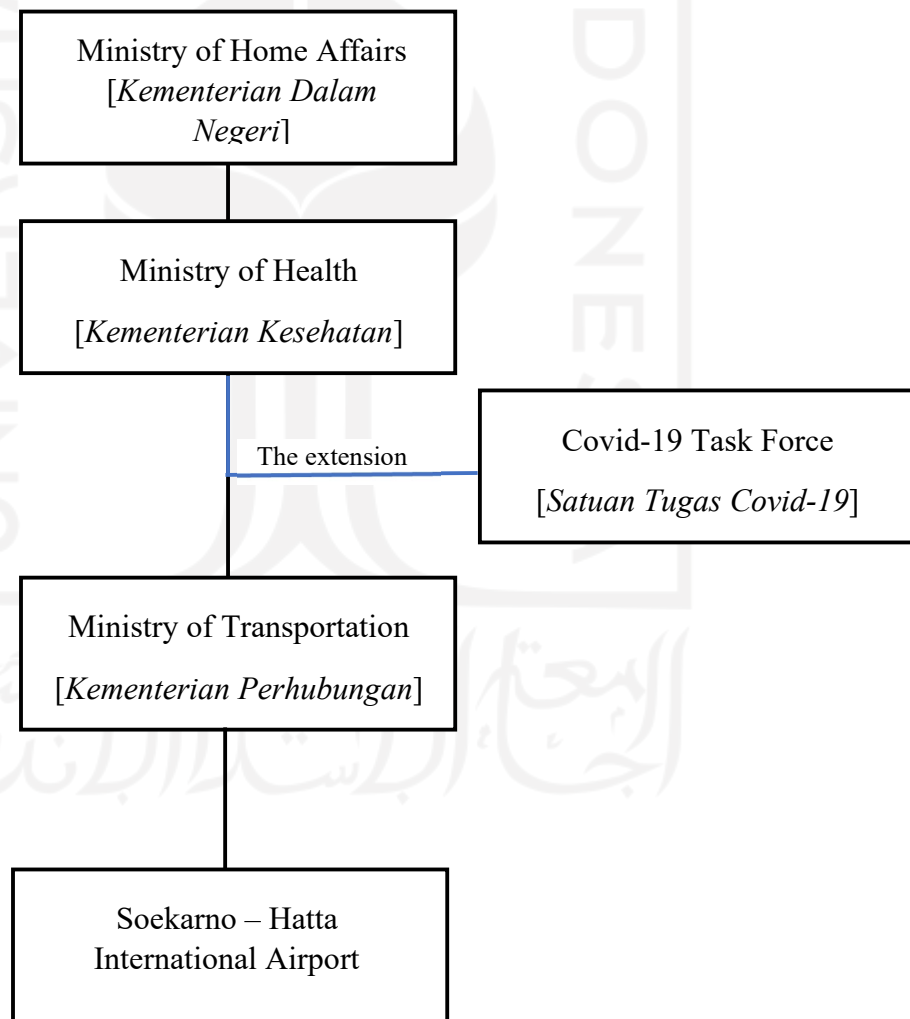
However, for instance, every passenger arriving at Soekarno – Hatta International Airport required to pass through three checkpoints in May 2020 to comply with requirement of DKI Jakarta Governor Regulations No 47/2020. These checkpoints include examining measuring temperatures and examining Health Alert Cards. Created by the Indonesian Ministry of Health, Health Alert Card used to monitor potential visitors to Indonesia based on their prior travel patterns. Thus, passengers would further classify based on their final destination such as Jabodetabek and Non-Jabodetabek. Lastly, health records and *Surat Izin Keluar Masuk* (SKIM) [Exit Permit] required to be checked.

As the government introduced 'The new normal', Angkasa Pura II, as the operator of Soekarno – Hatta International Airport, had applied many services such as application Travelation and VICA service. The application is utilized to make passengers go through travel documentation verification easier. Whilst VICA is a virtual customer assistant that allows potential travelers to inquire about different details and services at the airport. The VICA service, which may be

accessible through the internet www.angkasapura2.co.id, takes the role of physical customer help at the terminal. There are several conveniences as well, such UV sterilizers, touchless elevator buttons, and smart helmets, to ensure the health of the passengers.

During pandemic Covid-19, there are 3 agencies that regulate PT. Angkasa Pura II as the airport operator in regulating domestic and foreign flight regulations in the form of circular letters during the Covid-19 pandemic. The three agencies are the Ministry of Home Affairs, the Ministry of Health, and the Ministry of Transportation which regulates air travel.

The following is the flow of circular letter prior received to Soekarno – Hatta International Airport.



Picture 3.2
The flow of circular letter

In preventing or minimizing crises, managing occurred crises and restoration of normal conditions, cooperation with other parties is fundamental to achieve these activities. Soekarno - Hatta International Airport collaborated several parties such as Internal Soekarno - Hatta International Airport, and KOMBATA which interrelated in handling imported cases and Covid-19 in the Airport. KOMBATA, an abbreviation of *Komunitas Bandara Soekarno – Hatta* [Soekarno - Hatta Airport Community], is an informal association of stakeholders in Soekarno - Hatta.

KOMBATA is part of the 12 stakeholders involved in operation of Soekarno – Hatta International Airport including the Airport Authority of Ministry of Transportation [*Otoritas Bandara Kementerian Perhubungan*], Angkasa Pura II as the airport operator, AirNav which is responsible for managing flight navigation, airlines, Ground handling which assist airport operations in handling passengers within the airport area, Immigration, Customs, Port Health Office [*Kantor Kesehatan Pelabuhan or KKP*] as the extension of the Ministry of Health, Animal and Plant Quarantine, Fish Quarantine, Police and Indonesian National Armed Forces [*Tentara Nasional Indonesia or TNI*]. Since the Covid-19 Pandemic, *Gugus Tugas Percepatan Penanganan Covid-19 Bandara* [Airport Covid-19 Task Force] had been a stakeholder at operational Soekarno – Hatta International Airport. It has been assisting the acceleration of handling Covid-19 by monitoring the processes such as departure of domestic flights and arrival of international passengers aligned with government policies related to handling Covid-19 in the Airport. Apart from Angkasa Pura II, organizations including the National Police, customs are part of the COVID-19 task force at the airport.

“Actually, at Soekarno - Hatta Airport, there is a term for KOMBATA, the Soekarno - Hatta Airport Community which is an informal combination of stakeholders at Soekarno - Hatta Airport, and indeed not all of them are directly involved or important" (Iffa Interview, 1 September 2021)

[“*Kan sebetulnya di bandara soekarno – hatta ini ada istilahnya KOMBATA, komunitas Bandara Soekarno – Hatta yang gabungan – gabungan informal dari stakeholder – stakeholder di Bandara Soekarno –*

Hatta, dan memang tidak semua terlibat secara langsung atau penting”
(Wawancara Iffa, 1 September 2021)]

Although, during the Covid-19 Pandemic, parties such as Aviation Security, PT Angkasa Pura II's medical service assistant, Port Health Office [KKP] and TNI or Polri [Kepolisian National Republik Indonesia] played a significant role in handling passengers during Pandemic Covid-19. Following are the stages of crisis management at Soekarno – Hatta International Airport in handling international flights the period June – October 2021 in Indonesia:

a. **Pre – Crisis:** Prior the Escalation of Covid-19 Cases Mid-2021

After the pandemic had been ongoing from 2020 to 2021, there has been changes in handling flights and passengers. Thus, Soekarno - Hatta, as a facilitator, provides infrastructure that support airport operations according to the regulations governing that period. Although the use of touchless accelerated during the pandemic, Soekarno – Hatta has applied several electronic facilities.

During mid-2021 particularly early June, cases of Covid-19 began to spike which was caused by a new corona virus called delta variant. As one of the anticipations for controlling Covid-19, the government issued various regulations, one of which is the one that will be active on July 6, 2021 and issued by the Ministry of Transportation based on circular letter No.47 of 2021. Ministry of Transportation issued a circular regarding international flight, Circular Letter No.21 of 2021, last on 9 February 2021. Yet, in light of rising trend of Covid-19 and the publication of regulation controlling international flights. Therefore, in reducing crisis risk, public relations department engaged in the following actions:

1. Media Monitoring

In performing media monitoring activities, the public relations unit utilized an application to assist them in tracking and analyzing news about Soekarno – Hatta. According to Haerul in the interview, this method is the most effective way to assist in deciding what the next step is. His statement is supported by the features which application enabled the unit to identify the main news topics and recognize the tone of the conversations circulating around social media and mass media. The news story is distinguished into 3 categorized such as positive, neutral, and negative. In an interview, Haerul stated that the public relations department ought to create a

mitigation strategy if there is unfavorable news that has reached 10% reported by the application. To add, it is able to provide information on the source of the news on which social media or mass media. Overview of comment received also consisted in the report reported by the application. The overall analysis report, obtained through this application, received monthly by public relations.

Also, to perform media monitoring, a communication media used, namely, WhatsApp group which consisted of public relations and colleagues from the media. The WhatsApp group aims to make it easier for both parties where the public relations unit can monitor and clarify news that will be published by media partners. On the other hand, media partners obtained a channel which to communication with public relations in order to gain information they required. Media monitoring conducted as the analyses provides public relations with information that is critical in its decision-making also it allowed in assessing the effect of type of media utilized.

2. Media Gathering

As the management representing the company, public relations had a key role in assisting managing the crisis. Public relations efforts at the pre-crisis management stage of the COVID-19 pandemic by establishing positive relations with the media. This relationship was built and maintain through a routine activity involving mass media colleagues which called as media gathering. It is a non-formal activity which regularly conducted yearly and take place outside of formal setting or outdoor. The goal of this activity is to create a positive working relationship between public relations and the media so that, in the event of bad news, the media will support public relations. The outcome is the Soekarno-Hatta International Airport news can be managed as public relations can offer clarity from the perspective of the organization when an issue calls for it.

[We have scheduled activity to invite media partners for media gathering. Once in a year, we need to socialize with them have more harmonious relations. We have traveled together to Lampung, Tanjung Pinang, Batam,

etc. So, when there is negative news material, they always confirm it to us. They don't suddenly write it that will be a hassle for us later. There are many cases when they asked for confirmation as the result of the establishment relationship]

["Kita berjadwal mengajak teman-teman media untuk media gathering. Selama setahun itu ya perlu ada kalanya kita hangout dengan teman-teman media, menjalin hubungan yang lebih harmonis, ya! Kami pernah pergi ke Lampung, Tanjung Pinang, Batam dan lain-lain. ketika ada berita yang negatif itu, mereka selalu konfirmasi ke kita, ya kan! enggak tiba-tiba mereka tulis. Itu jadi kerepotan buat kita nantinya, nah beberapa case yang saya dapati ketika kita sudah membangun hubungan dengan mereka itu, mereka sudah konfirmasi" (Haerul, 21 September 2022)]

Also, in the state of crisis, through this activity, it eased the process of massive publication by giving them information to be released.

3. Coordination Meetings

During the Covid-19 pandemic, the company is in an alert situation, which is a condition that has the potential to become a crisis. If a condition had escalated, communication would be implemented by holding a coordination meeting with the head office, and stakeholders to determine the class of the crisis. The coordination meeting activity is one of the risk reduction efforts which also includes coordination and cooperation with regulators. In this period when there were many modification regulations, it required time for informed stakeholders, publics, airlines and operational adjustment. Thus, Soekarno – Hatta International Airport held coordination meeting to coordinated with regulators in time compensation implementing regulations at the airport by providing an explanation regarding the condition of the airport being prepared and providing an estimated time when the airport would be ready to serve according to the provisions. Time compensation for implementing regulations at the airport is one of the results from this activity conducted with the average time compensation given by regulators is one week and

solely applied to Soekarno – Hatta International Airport operation; it is not made public.

Moreover, the coordination meeting also includes socialization activities regarding the latest regulations utilizing the zoom meeting and/or WhatsApp group. This was done to equip institutions in operations that directly serve passengers, such as airlines and other agencies that ought to adjust according to regulation which was addressed to Soekarno – Hatta International Airport, prior to the regulation prevailing.

Internally, the public relations unit had a distinguished two segmentation called daily routine and crisis. The daily routine created a pattern for public relation the unit to deal problems. This activity consists of activities such as small coordination meetings. This activity aimed to create a strategy to communicate by timeline.

4. Standard Operating Procedure

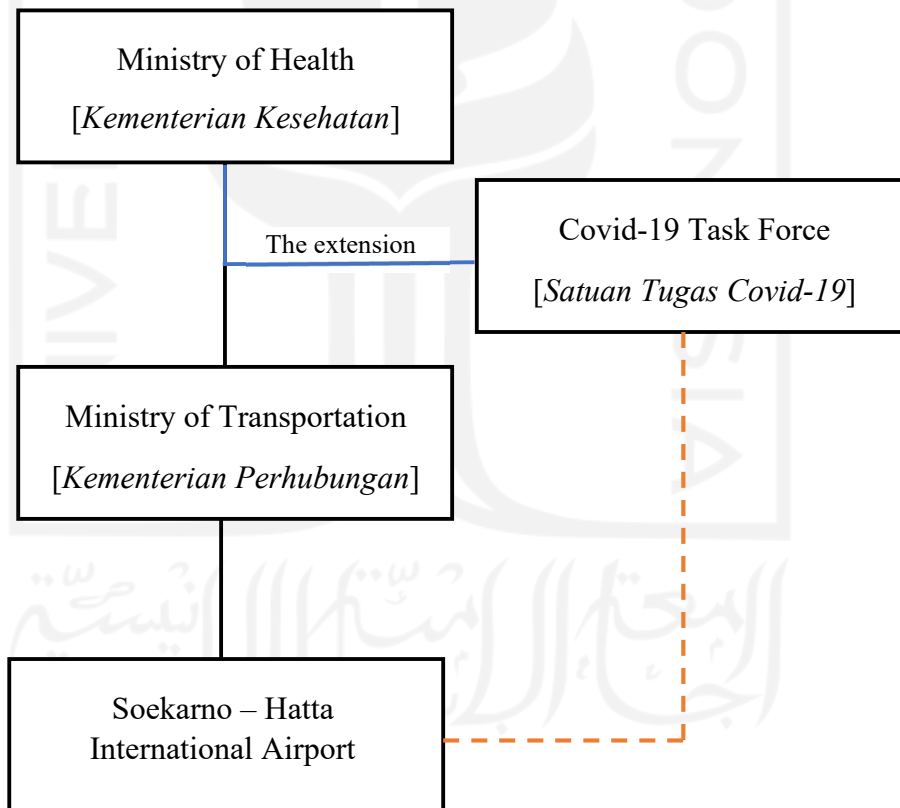
If an escalation occurs, the public relations unit has standard operating procedures called “Crisis Management”. The purpose of the Stand Operating Procedure is to provide guidance on management to ensure that the implementation of crisis management is performed properly and minimized the impact of errors in crisis management. This had been compiled prior Pandemic Covid-19 and included the appointment of spokesperson, namely, Senior Manager of Branch Communication and Legal as one of the authorized spokespersons to notify the public via public forums such as the media, depending on the severity level of the crisis. Knowledge of Standard Operating Procedures has been socialized to each member of Soekarno - Hatta International Airport such as to implement one gate communication, where only designated spokespersons were permitted to inform the external public, such as media crew, in accordance with the standard operating procedures

b. During Crisis: Amid the Escalation of Covid-19 Cases Mid-2021

Since the cases of covid-19 surged in June 2021, government applied strict regulations regarding handling flight. Thus, the actions taken are distinguished into 2, namely communication and operational responses.

Communication

As one of the measures to deal with the crisis, maintaining communication both internally and externally regarding the existing conditions at that time was a fundamental activity. Hence, one of public relations role during that period is to publish government regulations. Circulars have 1 to 2 x 24 hours before the policy prevailed. Often, Soekarno - Hatta International Airport received information from the Covid1-9 task force prior issuing a new circular.



Picture 3.3

Informal Flow of information regarding Circular

Thus, public relations, which is essential for spreading information, played a crucial role. As internal parties at terminal were the frontliner in handling passengers, they were notified in advance through a zoom meeting to conveying the intended circular and what needs to be done so that operations could adjust to conditions on the ground. In addition to delivering information to internal, communication with all airlines to convey to all passengers about the provisions was also essential.

Throughout the period of covid-19 pandemic, flight requirements are one of the massive news which are frequently asked.

“The flight requirement was the most frequently asked because passengers often wanted to know. They are curious because they need it to know”
(Haerul’s Interview, 21 September 2022)

[“*Persyarat penerbangan dulu ngehits banget dulu karena penumpang ingin tau, mereka curius gitu, karena mereka membutuhkan*” (Wawancara Haerul, 21 September 2022)]

Soekarno - Hatta coordinated their various medium social forum to disseminate information which Soekarno – Hatta manages. Public relations are required to make a strategy on how to make information accessible to the wider community. Soekarno – Hatta managed varied medium such as website – www.soekarnohatta-airport.co.id, and social media – Instagram (@soekarnohattaairport), TikTok (@soekarnohattaairport), and Twitter (@CGK_AP2). Infographics are the main format for information dissemination on social media. For instance, on June 15,2021, information was published on Twitter regarding the requirement for foreigners and Indonesian traveling to Indonesia. Also, there are 9 informational contents posted on Instagram, utilizing the Instagram Story featured. The contents consisted of information regarding the flow of inspection of passengers from international flights, requirements to enter Indonesia, and several entry points for international traveler to Indonesia. Apart from social media, management of the Soekarno-Hatta International Airport website was also conducted. It was recorded that there was one news that was disseminated on the website regarding international flights on September 6, 2021 in the form of press release.

Prior publishing, the public relations team took several steps such as planning which included the contents of a regulations, such as what are the restrictions or things that are required so that passengers can travel, the medium that will be used both internally and externally. After confirming the content of a regulation, public relations processed the information into infographics. To be consider is the characteristic of audiences of each social media. As Haerul mentioned in his interview

“The use of media channels affects the concept of content. For example, Twitter uses more formal language than Instagram and TikTok. While Instagram users are less judgmental. YouTube is more passive and the TikTok segment is different where the content is more ridiculous, not serious or formal. It's for the youth” (Haerul’s Interview, 21 September 2022)

[*“Penggunaan channel media mempengaruhi konsep konten. Contoh twitter penggunaan bahasa lebih formal dibanding Instagram dan tiktok. Kalau instagram itu lebih soft. Youtube itu lebih passive dan tiktok segmennya berbeda dimana kontennya lebih banyak ke konyol, engga serius atau formal. Ke kinian lah untuk anak – anak sekarang”* (Wawancara Haerul, 21 September 2022)]

The infographic constantly updated when the regulations governing flight condition changed. Below is infographic created by the public relations department amid the peak Covid-19 cases number in Indonesia during mid-2021.





Picture 3.4

Infographics related to the requirements for flying to Indonesia based on the Ministry of Transportation Circular No. 47 of 2021



Picture 3.5

Infographics related to the requirements for flying to Indonesia based on the Ministry of Transportation Circular No. 74 of 2021

Additionally, WhatsApp groups are utilized to spread news about the publishing among internal Soekarno – Hatta International Airport. Haerul demonstrated this in his interview by sending to the group and requesting assistance from colleagues to promote the message more widely through each member's WhatsApp status. Information could be spread even more widely as a result. Also, as one of the airports operated by PT Angkasa Pura II, On March 7, 2020, PT. Angkasa Pura II launched the 138 Airport Contact Center Airport as the latest information center for the public regarding the influence of COVID-19 on traveler travel, flights, and services at 19 company-managed airports, including Soekarno – Hatta International Airport. 138 Airport Contact Center can be accessed by telephone service 138 and it could further be reached from its social media such as Instagram @contactcenter_ap2. Information regarding 138 Airport Contact Center also written at bio on Soekarno – Hatta International Airport's social media to ease passenger in contacting. 138 contact center also played a role as a data retrieval base in addition to media monitoring as a platform to determine condition which should be closely monitored as stated by Chandra in his interview

“We also regularly communicate with the contact center team. To learn about the situation that call for warnings or caution. So we used the contact center as a database for data search. Hence, the strategy that we are going to performed was not instantly made but we looked at the existing condition” (30 September 2022)

[*“Kami juga selalu berkomunikasi dengan tim contact center. Mencari tahu lah kondisi apa yang perlu di warning atau diwaspadai terhadap kondisi. Jadi kita tetap menggunakan tempat keluhan masyarakat ini contact center sebagai basis pencarian data, gitu ya! Jadi tetap strategi yang kita lakukan ini enggak serta merta kita buat, tapi kita juga melihat kondisi yang ada, gitu”*] (30 September 2022)

Public relations of Soekarno – Hatta International Airport benefits from the role played by the media in a crisis by being able to disseminate information to achieve maximum publication. In addition, to communicate the latest regulations to the public, information is also provided to the media to be further delivered in the form of doorstep interview. Press

release published on website also utilized as source for media to obtain information. Examples of the results of this activity included information about the requirement for international flights being published in media such as Kompas.com and CNBC Indonesia between June and September 2021.

Operational Responses

As a state-owned company regulated by government regulations, Angkasa Pura II only has the responsibility to implement regulations in accordance with the directives. Therefore, implementing new procedures which comply with applicable regulations. For instance, there are 8 processes that Indonesian residents must go through when they arrive in Indonesia based on Ministry of Transportation Circular No. 74 of 2021 as such:

Checkpoint 1: Passengers on international routes (both Indonesian and foreign) who arrived at Soekarno Hatta Airport will proceed to the holding area, for data collection according to the criteria for the Decree of the Head of the COVID-19 Handling Task Force Number 11/2021 (migrant workers, students, government employees), and data collection for Indonesian citizens and other travelers in accordance with the provisions outside the criteria for the decision of the Task Force Chair. Passengers fill in their flight data through the hotel reservation application at the international arrivals area

Checkpoint 2: All passengers then headed to the health document verification area carried out by Port Health Office [*Kantor Kesehatan Pelabuhan/KKP*] personnel from the Ministry of Health. The verified documents include vaccination cards, international eHAC through Peduli Lindungi application, a letter from the COVID-19 RT-PCR result from the country of origin, and other documents required in Ministry of transportation Circular No 74 of 2021. At this point, KKP personnel will also classify quarantine locations.

Checkpoint 3: All passengers undergo a PCR test in a booth located in the international arrival area of terminal 3 Soekarno – Hatta airport. The covid-19 test service would be implemented by health service providers

Checkpoint 4: All passengers undergo the Immigration

Checkpoint 5: All passengers proceed to Baggage claim area

Check point 6: All passengers undergo customs to declare their goods

Checkpoint 7: Passengers head to the holding area to prepare for quarantine, with the supervision of the Air Task Force personnel handling COVID-19.

Checkpoint 8: Passengers go to the designed quarantine location and the implementation at this point is assisted by the Soekarno-Hatta Airport Police.

Also, airports started concentrating on health and safety measures to reduce the danger of transmission in the airport environment as the coronavirus transmitted from person to person. Soekarno – Hatta introduced health and safety measures focused on

1. Social distancing, face masks and hand hygiene (3M; *Menjaga Jarak, Memakai masker dan Mencuci tangan*); Soekarno – Hatta International Airport as a transportation infrastructure operators for air required to supervise and maintain physical distancing among passengers, which included regulating passenger flow in order to prevent accumulation of passengers, ensure all officers and passengers wear protective health gear such as mask and gloves for medical personnel, and provide facilities to sanitize hands such as hand washing facilities or hand sanitizers.
2. Body temperature checks; implementing temperature checks on passengers and all officers showing a minimum temperature of 38C (thirty-eight degrees Celsius)
3. UV disinfection and extra cleaning rounds; ensure the application of health protocols such as regular sterilization by spraying of disinfectants.

The Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 18 of 2020 about Transportation Control in the Context of Preventing the Spread of Corona Virus Disease 2019 forms the basis for the assessment of the health and safety measurement (COVID-19) to a secure area where COVID-19 can be eliminated.

c. **Post Crisis:** Subsequent of the Escalation of Covid-19 Cases Mid-2021

Although the number of active cases of covid 19 has decreased and regulations have started to lenient, however, as the COVID-19 pandemic in Indonesia has not been completed and only the situation is considered quite improving. Hence, Soekarno – Hatta International Airport are still in a state of alert. At this stage, there are several activities carried out such as media monitoring. As media monitoring provided public relations with analysis of all media utilized in information dissemination, thus it was conducted to obtained data. Through this analysis would be carried out into evaluation process which conducted to evaluate the feedback of information circulating in the community including the type of content used, comments, etc. It is found that unfavorable news published during the studied period is less than maximum standard which is 10%. As the activity implemented using an application that also offered solutions for every negative event and the company conducted evaluations to measure the effectiveness of activities. Therefore, monitoring and evaluation are performed to become input for the future if a similar crisis occurs.

Also in November 2021, Soekarno – Hatta International Airport employed information which used to justify the health measures. Although the early measured focus on complying with governmental requirements, the deployment of successful measures also aids in reassuring airport users and restoring confidence in using airports and flying more generally. The activity was implemented by providing information regarding accreditation received by Soekarno – Hatta International Airport. The awards were released by ACI (Airports Council International) and Safe Travel Barometer.

“First, it is importance to do this to ensure the public’s certainty through accreditation from ACI and others, Soekarno - Hatta is safe in term of security and condition in the pandemic. Hence, it can guarantee that passengers can fly safely, comfortably, and healthy” (Iffah’s Interview, 30 September 2022)

[“*Pentingnya pertama untuk menjamin kepastian masyarakat kalau secara akreditasi baik dari ACI ataupun yang lain ternyata Soekarno – Hatta itu*

safe. Safe secara keamanan dan kondisi dalam pandeminya. Jadi bisa menjamin penumpang bisa terbang dengan aman, nyaman, dan sehat” (Wawancara Iffa, 30 September 2022)]



Picture 3.6

Tweet Accreditation honored by Airport Council International



Picture 3.7

Tweet accreditation granted by Safe Travel Barometer

B. Discussion

a. Crisis Management Analysis

According to Kriyantono (2015), crisis is an occurrence that inevitable, yet it could be foreseen or forecast in advanced. Thus, organizations optimized crisis management as a particular measure to address issues caused by the crisis in order to overcome it (Devlin, 2007, as cited in Kriyantono, 2015). To establish an effective crisis management, crisis communication is essential as a key component of communication strategy which included gathering, analyzing and also disseminating information (Coombs, 2010, as cited in Kriyantono, 2015).

The following is crisis management analysis of the Main Branch Office of Soekarno – Hatta International Airport as the handling of international flights during the Covid-19 pandemic period June – October 2022.

1. Identification and Analysis Crisis at Pre – Crisis Stage

Drennan and McConnell (2007, as cited Chmielewska-Muciek, 2021) described crisis management as a holistic approach involving a cycle that begins with preparedness and prevention and extend through response to recovery and learning. Coombs (2010, as cited in Kriyantono, 2015) further argued that prevention and preparation actions conducted during pre-crisis stage. Thus, Soekarno – Hatta International Airport had implemented prevention and preparation measures, as seen, for instance, by public relations initiatives during the pre-crisis stage.

Prior crisis of pandemic Covid-19, public relations conducted media gathering program which is a regular non formal activity conducted outside of formal setting. The program's goal is to foster a good relationship between company and media partners. Through this advantageous relationship, public relations also hoped to control news about Soekarno – Hatta International Airport. As news had an impact on the corporate, maintaining favorable relationship with media partners is essential to promote public relations effect (Iriantara,2011). As a result, it is believed that the execution of media gathering program implemented by Soekarno – Hatta International Airport's public relations could regulate news coverage as confirmation about the airport conducted by

media partners. It is consistent with the goals of the media gathering program run by Soekarno – Hatta International Airport.

Also, public relations of Soekarno – Hatta International Airport conducted media monitoring. This activity is carried out using an application, providing data collection and analysis, and also through the Whatsapp group between media partners and public relations. Media monitoring through application conducted to monitored people's perspective and topics which highly talked about organization within social media. The practice of media monitoring can be advantageous to corporation by enhancing situational awareness, strengthening public communication and providing an early warning system to notice potential concern during disaster or crises (Lindsay,2010; Gallagher & Ransbotham, 2010, as cited in Ruggiero and Vos, 2014). Meanwhile, media monitoring through the Whatsapp group between media partners and public relations was conducted to ease public relations in monitor media and address any-media related disagreement or inaccuracies before they were published. Ruggiero and Vos (2014) also stated that monitoring is conducted to handle conflict, correct mistakes, and respond to rumors.

Furthermore, Coombs (2010, as cited in Kriyantono, 2015) outlined numerous pre – crisis activities with one of them called as crisis preparedness to equip companies in dealing with crisis with communication strategies. Based on the findings, Soekarno – Hatta International Airport had shown crisis preparedness in the form of standard operational procedure which included the designation of a particular spokesperson as part of handling crisis. The standard operating procedures aimed to offer management advice; thus, the crisis management is implemented correctly and the effects of crisis. Also, Knowledge of Standard Operating Procedures has been socialized to each member of Soekarno - Hatta International Airport such as to implement one gate communication, where only designated spokespersons were permitted to inform the external public, such as media crew, in accordance with the standard operating procedures.

In operating airports, KOMBATA is created as an informal operational stakeholder. Each KOMBATA member has a particular duty and responsibility to contribute to the management of the airport. Thus, an effective role was performed by Management, Direction and Coordination played providing guidance and direction. Management, Direction and Coordination is one of the 8 variables identified by Almansoori (2018) as having an impact on management prior to a crisis. This factor facilitated the designation of lines of accountability, authorities and resource management that will be used in an emergency. Thus, KOMBATA is a form of management, direction and coordination in which operational stakeholders maintain the coordination for airport operations based on the authorities and duties of each organization.

Soekarno – Hatta International Airport is a facilitator or organization that helps to achieve an intended result. In general, there were three regulatory authorities during the COVID-19 pandemic crisis such as the Ministry of Home Affairs, the Ministry of Health with the extension Covid-19 Task Force, and the Ministry of Transportation which regulates air travel. Prior the rise in Covid-19 cases, which caused many changes in regulations regarding international flights. It is known that the Covid-19 pandemic's effects took time to subside and were impacted by the pandemic's stage and laws. Crisis management strategy used by Soekarno – Hatta International Airport were identification and analysis. Kriyantono (2015) noted that identification was performed to determine the appropriate management in crisis situation. Meanwhile analysis crisis implemented by describing the causes of the crisis from the identification process with the 5W+1H formula. The identification model is implemented with coordination and confirmation with regulators, and to accelerate the identification process it conducted informally with Covid-19 Task Force. Therefore, 5W+1H formula as analysis crisis also practiced by considering factors that could reduce crises and conducted along with identification crisis through coordination meeting.

Additionally, government relations also conducted through coordination meeting. A mechanism for businesses to respond to regulations and secure their own voice when there is government participation in the form of regulations that govern the operation

of the company is known as government relations according to Argenti (2019). Furthermore, she further argued that conducting government relations is therefore a more effective strategy than resisting regulations. This strategy included lobbying and negotiation techniques.

Government relations activity illustrated as there was a limited amount of time prior regulations prevailed. Thus, as it required time for informed stakeholders and operational adjustment as a facilitator. Therefore Soekarno - Hatta International Airport, as a business whose activities are influenced by mentioned regulators through regulations, conducted coordination meeting with regulators regarding implementation of the regulations at the airport, for instance, regarding the handling of international flights. Coordination meeting with regulators conducted to an explanation regarding the condition of the airport being prepared and providing an estimated time when the airport would be ready to serve according to the provisions. Therefore, time compensation for implementing regulations at the airport is one of the outcomes from this activity.

Also, Coombs (2010, as cited in Kriyantono, 2015) proposed about forming knowledge about crises internally to equalize perceptions among organizational members. Soekarno – Hatta International Airport conducted socialization regarding the latest regulations utilizing the zoom meeting and/or WhatsApp group both toward internal public; employees as well as external public; airlines. This was done to equip institutions in operations that directly served passenger, such as airlines and other agencies that ought to adjust according to regulation which was addressed to Soekarno – Hatta International Airport, prior to the regulation prevailing, This applied to crisis communication strategy which outlined by Coombs (2010, as cited in Kriyantono, 2015) in terms of equipping knowledge related to the crisis to KOMBATA as the organization in charge of managing airport operations. Prior to the crisis, the public who had the potential to have an impact on the organization needed to be properly informed through socialization. As exchange and share information in order to reduce

as much as possible the negative impact (Irimies, 2010, as cited Chmielewska-Muciek, 2021)

Public relations also conducted small coordination meeting within the public relations department. Thought this activity, there are several communication strategies by timeline. Argenti (2009) stated that media research should be performed to make effective media relation, which was preventing giving media partners with uninteresting material to their audience, was not identified.

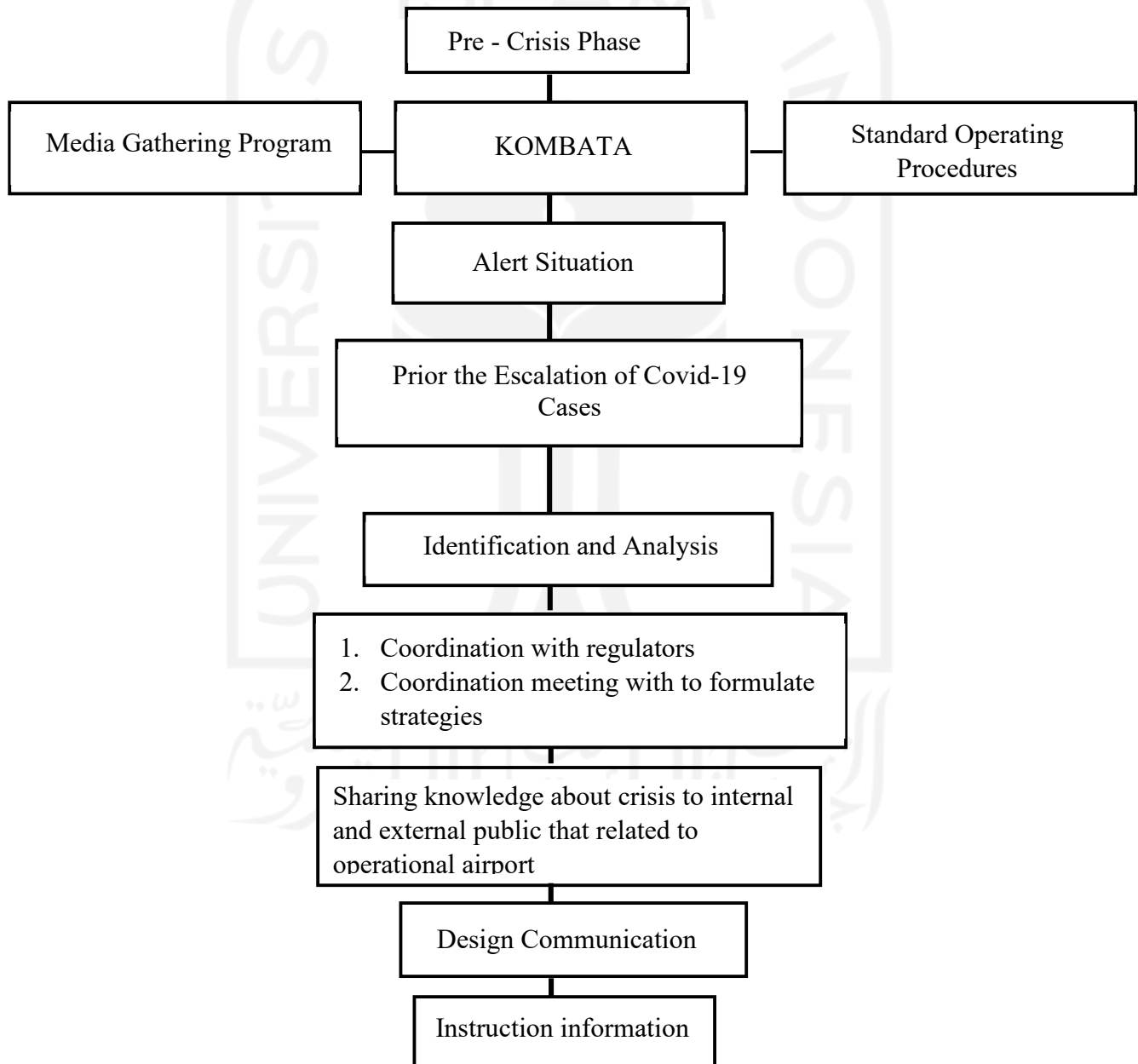
Pre-crisis communication is used by Soekarno – Hatta International Airport as it conducted prior crisis. Instruction information is a form of crisis communication information, the information included directions or recommendations that the public is required to abide by in the event of a crisis, applied during pre-crisis stage. As activities conducted during this stage consisted of information regarding regulation which required by stakeholders to adhered.

It is identified that factors which support and hinder during crisis management due to constant modified regulations as the result of escalation cases of Covid-19 such as prior crisis, preparation of procedure manual and socialization to Soekarno – Hatta International Airport employees in handling the crisis had been carried out to minimize and equip the company in crisis. Also, the public relations of Soekarno – Hatta International Airport had developed advantageous relationship between company and media partners so that news related to the company can be controlled. However, to optimize the relationships that benefits corporation, Iriantara (2011) proposed a number of media relations techniques, such as the possibility of expanding the network of media and journalistic professionals through pre-existing ties. In order to help a corporation, serve as a news source through actions in the media relations program, a larger network is advantageous.

Furthermore, the Airport Covid-19 Task Force has been formed that included all airport operational stakeholders that facilitated communication and managed flight processes during the pandemic. Additionally, the facilities which supported the security and confort of the passengers in travelling during pandemic had been provided by Soekarno

– Hatta International Airport. This also included communication facility for passengers in obtaining information such as 138 Contact Center. Whilst inconsistent government policies which rapidly modified was something that should be paid attention. Those are a series of supporting and hindering factors in pre-crisis stage.

Thus, Soekarno – Hatta International Airport crisis management during pre – phase is demonstrated in the following:



Picture 3.8

Crisis Management of Soekarno – Hatta International Airport during pre – crisis

2. Isolation and Program Strategy at Crisis Stage

A major, sudden and negative shift referred as a crisis (Chmielewska-Muciek, 2021). In addition, Graham and Halpern (2022) asserted that during times of crisis, a lack of information became a problem because the demand for information rose among stakeholders and the general public. Therefore, the role of communication supported in minimizing crisis. In order to achieve communication and operational management during the Covid-19 Pandemic, stakeholders prioritizing employed to assist organization in tailoring communication strategies. Stakeholders include internal Soekarno – Hatta International Airport, KOMBATA, regulators, and publics, prospective passengers. Also, each member of *Gugus Tugas Percepatan Penanganan Covid-19 Bandara* [Airport Covid-19 Task Force], part of KOMBATA, was associated when crisis occurred and took part in handling crisis.

According to Kriyantono (2015) described that organization no longer made measure to avert crises yet lessens their effects during the crisis stage. The crisis phase occurred when the circular letter regarding international flight which also constantly altered during June – October 2021. Thus, a series of crisis management allowed companies to implement isolation aimed at preventing a crisis to spread to various sectors. Therefore, to prevent the crisis from spreading, organization isolate the crisis by changing their operations which may involved stop operating for predetermined time while determining the right policy in certain situations to manage the crisis as well as possible (Kriyantono, 2015).

Based on the findings, Soekarno – Hatta International Airport did not isolate the crisis that occurred due to constant modification in regulations regarding international flight as the result of the second wave in Indonesia between June and October 2021. Soekarno – Hatta International Airport utilized adaptive strategy to recover from crisis situations that occurred. As stated by Kriyantono (2015) there are three types of strategies and one of them is an adaptive approach, which is a technique to improve the situation by

altering operations, policies and compromising and improving the image. Public relations and other department at Soekarno – Hatta International Airport decided on an adaptive strategy such as making compromises, creating operational forms in accordance with the provision of circulars and updating information to public.

As there are two sorts of crises; crisis communication and operational, public relations department which had function in dissemination information to wider audience regarding the modification of international flight policy, concentrated on managing the crisis communication. The Soekarno - Hatta International Airport's public relations department employed the following tactics during the crisis to adhere crisis communication:

Soekarno – Hatta International Airport adhered to one of Benoit's (1997) strategies of response which is corrective action. Focusing on procedures and measures in preventing the event reoccurring crisis is the definition of corrective action. As Soekarno – Hatta International Airport had seen an improvement prior, thus, actions in preventing crisis reoccurred during the beginning of Pandemic had been taken.

Public relations as management that manage communication crisis, the usage of conventional media to reach a wider audience by publishing content through press releases on the website and conducting public relations interview. This activity conducted with one gate communication in compliance with standard operating procedures shown by Soekarno – Hatta International Airport. Kriyantono (2015) identified 10 different types of techniques, thus, the principle of vast communication channels included the usage of conventional media such as mass media. Furthermore, there are 11 types of media relations according to Komarudin (2011). The Soekarno – Hatta International Airport's public relation department engaged in the following sorts of media relations such as disseminating information in the form of press release or news on website on September 6,2021. Thus, it included as media release which the press release posted on website for source of journalist. Also, media interview is media crew interviewed spokesperson and media information is information that sent to the

media to spread information further as illustrated by media coverage by Kompas.com and CNBC Indonesia between June and September 2021. 138 Contact Center, apart from being a communication facility that passengers can utilize in obtaining information, public relations of Soekarno – Hatta International Airport also performs frequent coordination in accordance with media relations coined by Iriantara (2011) in developing strategy in obtaining the latest information through other departments within the company in equip themselves with issue monitoring.

As Kriyantono (2015) illustrated that the manual procedures could be utilized a general framework. Yet as crisis is dynamic, thus, to account the present circumstanced it could be modified including creative breakthroughs. Also, speed of response to crisis is one of factors which improve crisis management (Marsen, 2020, as cited in Chmielewska-Muciek, 2021). One of the breakthroughs utilized by public relations of Soekarno – Hatta International Airport to employ information dissemination on social media as a strategy because it was the most efficient and cost-effective medium. By utilizing social media, public relations of Soekarno – Hatta International Airport able to meet the factor in improving crisis management that Marsen suggested. Also, through posting information in the form of infographics on various online media, such as Instagram, Tiktok, and WhatsApp group and story feature, is one of the principles of vast communication channel communication strategy through online media. In order for the target audience to effectively consume information, Soekarno – Hatta International Airport's public relations department utilized all online media and customizes various communication techniques for each platform.

During this stage, the type of information was instructing information, offered instruction or guidelines that public required to abide by in the event of the crisis, which focused on the passengers as the external public. This information conducted as a recognition of the passengers' need during crisis. As it is identified that requirement of traveling is highly requested by passengers, the message therefore tailored to the need of passengers.

All communication activities which involved media partners, the company utilized the principle of one voice applied in one gate communication approach, in which a designated spokesperson delivers information to the media. While conducting all communication during this phase, it also utilized by the company to minimize error in disseminating information and aligned with procedure manual – Standard Operating Procedures.

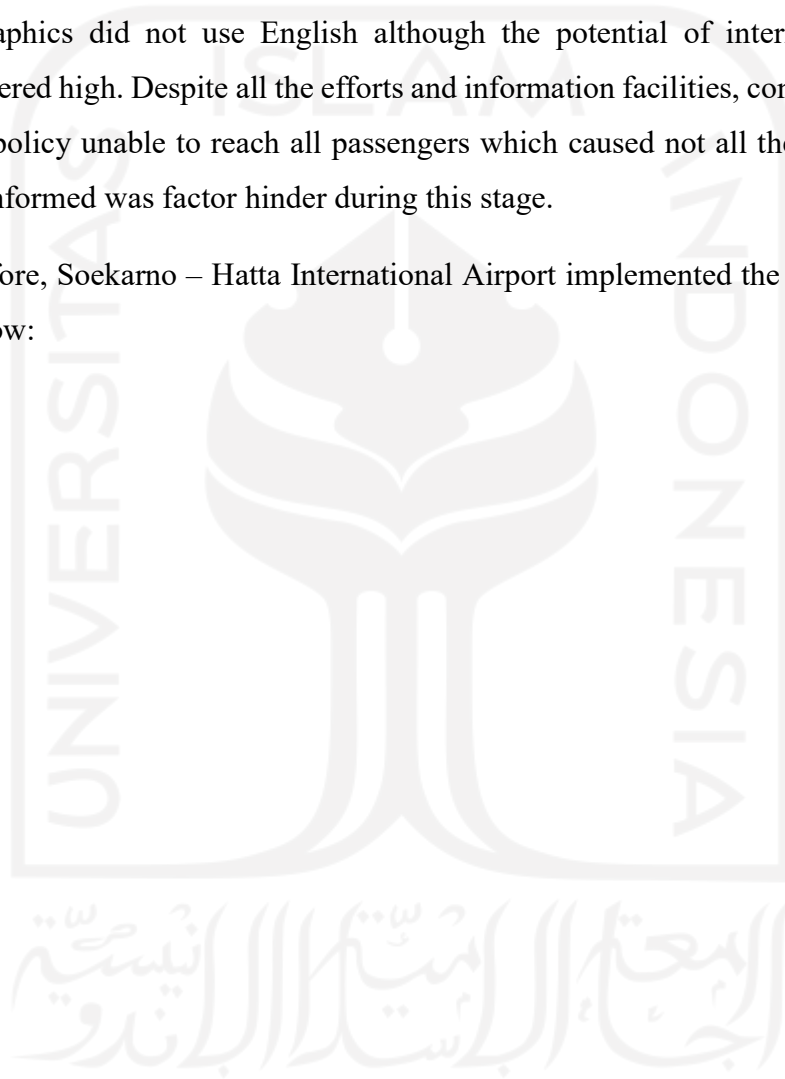
138 Contact Centers offer information services to Soekarno-Hatta International Airport travelers. Social media and telephone services are available to contact it. To make it easier for customers to contact 138 Airport Contact Center, the information is also listed in the bio on Soekarno-Hatta International Airport's social media pages. Halpern and Graham (2022) demonstrated that people frequently seek information during a crisis, and that airports ought to be seen as reliable sources of information. They (2022) thus suggested that as social media is ideal for sharing pertinent links, individuals might be informed via it (Halpern and Graham, 2022).

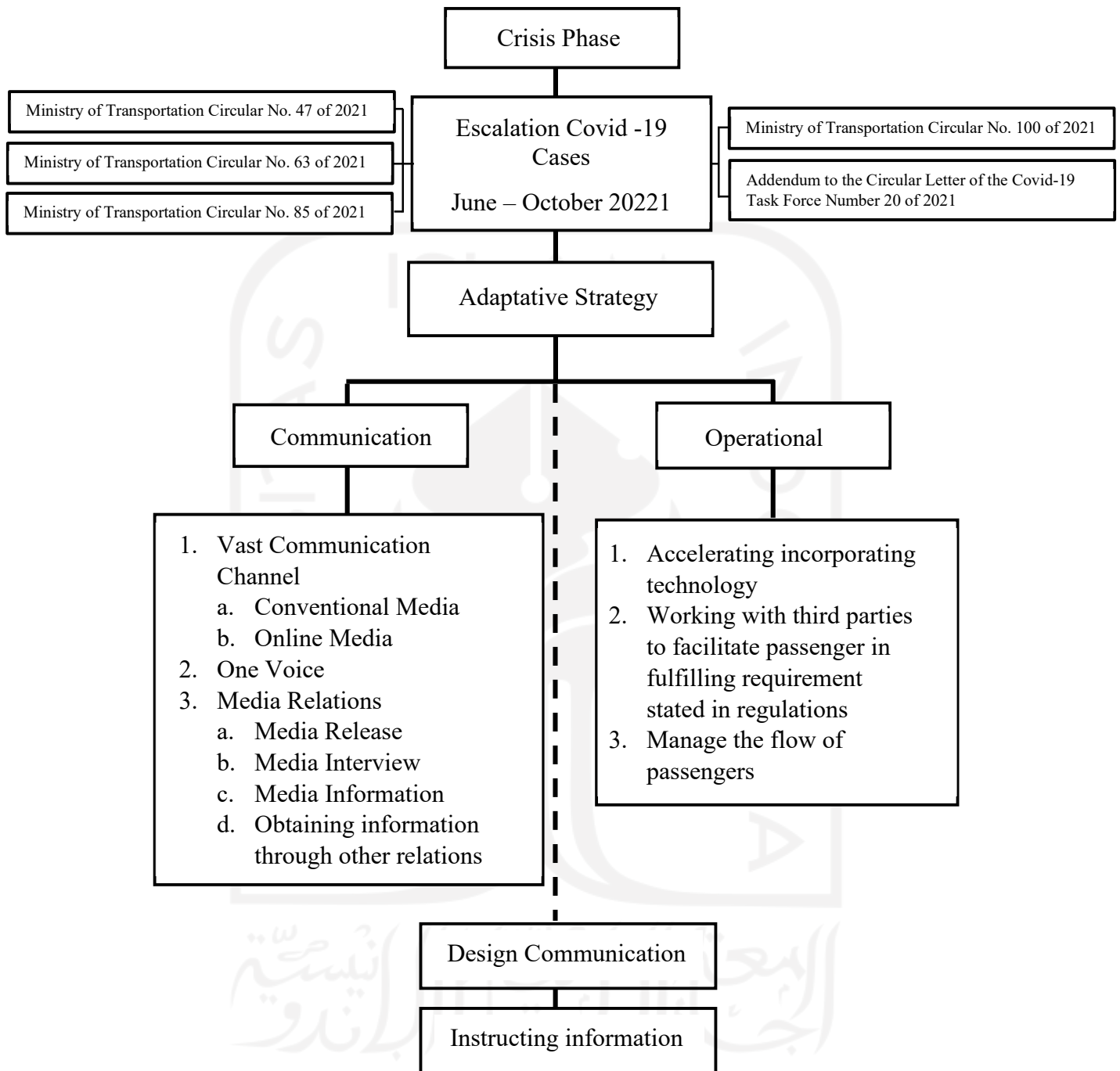
Additionally, creative breakthroughs related to effective crisis management used by Soekarno – Hatta International Airport in terms of operational characteristic with accelerating incorporation technology to their operational. This was implemented to enhance the delivery of passenger-friendly service and to adapt to the prevailed regulation. Also, Soekarno – Hatta International Airport managed the flow of travelers to prevent accumulation in order to provide a pleasant experience for travelers. Working with third parties to facilitate passengers' convenience such as providing PCR test service upon arrival also conducted by Soekarno – Hatta International Airport.

During crisis, having vast online media which could be utilized in dissemination information and also a solid team from internal team of public relations unit and the main branch office of Soekarno – Hatta International Airport were several things that support. 138 Contact Center, created prior the crisis, also became one of sources which passengers could utilized in obtaining information which supported public relations' tasks. Positive relationship between media partners and company which build prior

crisis was also support the task of public relations in sharing information conducted through several ways for instance; media interview, etc. Yet, website played a crucial role in communicating to journalist and to other stakeholders (Larkin & Register, 2008). Hence, Soekarno – Hatta able to optimize their usage of website as news releases only accounted for one. Also, Marsen (2020, as cited in Chmielewska-Muciek, 2021) suggested in paying attention to local cultures, however, it is identified that several infographics did not use English although the potential of international audience considered high. Despite all the efforts and information facilities, content regarding the latest policy unable to reach all passengers which caused not all the passengers were well-informed was factor hinder during this stage.

Therefore, Soekarno – Hatta International Airport implemented the management plan as below:





Picture 3.9

Crisis Management of Soekarno – Hatta International Airport during Crisis Phases

3. Control Crisis at Post – Crisis Stage

Coombs (2010, as cited in Kriyantono, 2015) illustrated post-crisis as a gain and revision to strive normal conditions. Also, Telg (2010, as cited in Chmielewska-Muciek, 2021) post-crisis also conducted to assess the course of the crisis and to improve crisis communication plan. Crisis management practiced by Soekarno – Hatta International Airport entered alert situation, as the Covid-19 Pandemic is still present, and recovering. This was identified following the decline in Covid-19 cases and lessening regulations. The pandemic stage and regulations also impacted travel demand as can be seen from the increase in the number of international passengers to Indonesia (Figure 1.1).

Crisis management practiced by Soekarno – Hatta International Airport is Control program. Control program, the post crisis implementation phase, as Coombs (2010, as cited in Kriyantono, 2015) argued that it is a step in implementing post – crisis policies with pertinent authorities. However, Soekarno – Hatta International Airport did not create a post policy as it did not hold a jurisdiction to create regulations pertaining to aviation; instead, Ministry of Home Affairs, the Ministry of Health, and the Ministry of Transportation which regulates air travel were the three regulators' duty to create regulation suitable to Covid-19 conditions in a certain period. Therefore, as Covid-19 in Indonesia still occurring thus Soekarno – Hatta International Airport return to alert state, a situation that has the potential to become a crisis

Also, in post – crisis stage, Coombs (2010, as cited in Kriyantono, 2015) noted that there are several models of crisis management, including recovery – entails an effort to return situation into normal and learning – examines all the crisis management effort and incorporates them into a learning process. The recovery model is addressed to the public and regulators by publicizing the accreditation, related to operational in the Covid-19 pandemic period, acquired from Airport Council International (ACI) and Safe Travel Barometer. As the operational environment had not been able to restore to normal as prior Covid-19 because the Covid – 19 remained active. Therefore, publicizing the accreditation, related to operational in pandemic Covid-19 period,

intended to help reassure airport users and restore confidence in using airport and flying activities as coined by Halpern and Graham (2022). They (2022) stated that an airport can use accreditation to encourage recognition for its efforts and successes in promoting health and safety, which will reassure future airport users about using the airport and about traveling in general. Furthermore, accreditation also demonstrated to employees, as well as other stakeholders, including the government or regulators, that the airport prioritizes health and safety in accordance with international best practices, guidelines, and standards. Thus, internalizing information is a component of post – crisis communication in the recovery model that had been implemented by public relations of Soekarno – Hatta International Airport. Internalizing information is one of the information in crisis communication. It is intended to be absorbed by the audience to shape public assessment of an organization. Therefore, in recovery activity, internalizing information had been utilized as the content aimed to shape favorable public opinion.

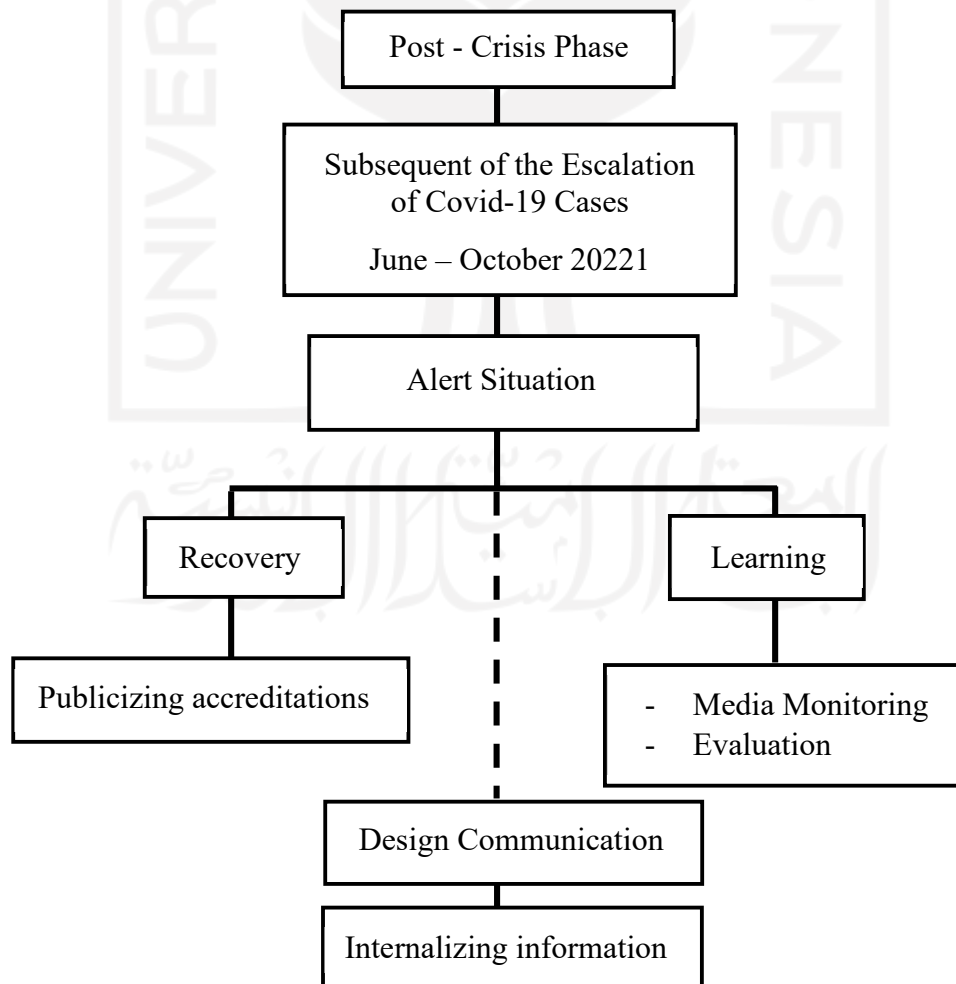
Whereas the learning approach involved evaluation and learning to develop a strategy in case the crisis recurred with an unanticipated frequency over time. Media monitoring also conducted during this stage. Media Monitoring, during this stage, is utilized to identify which communication activities create the most value in the of specific outcome. Thus, all media, mass and online media, utilized in information dissemination, monitored and analyzed. Data obtained through this analysis would be carried out into evaluation process. Evaluation activities related to crisis communication carried out by the public relations departments to evaluate the feedback of information circulating in the community including the type of content used, comments, etc. As part of Soekarno – Hatta International Airport in communication management, monitoring and evaluation tasks are implemented by public relations department. For the purpose of strengthening strategic communication skills and tactical decision-making in the face of similar emergencies. Thus, monitoring and evaluation are conducted.

There are various reasons of monitoring including the outcomes of monitoring can be used for specific actions purpose such as supporting policymaking, assisting in

decision-making, and various planning objectives (Sobkowiec et al.,2012; Bengston et al., 2009; Hipperson,2010, as cited in Ruggiero and Vos, 2014). In addition to the function of monitoring as to serve purpose of evaluation such as tracking the success of a message or a campaign (Zailskeiter-Jakste&Kuvykaite, 2012, as cited in Ruggiero and Vos, 2014)

During post – crisis, it is identified that Soekarno – Hatta International Airport able to achieve accreditation in handling covid-19 at the airport eased the recovery process in gaining passengers trust in flying. It also supported by health and safety measures which continuously performed. Therefore, it became supporting factor during this stage. As the pandemic is still ongoing in Indonesia, it’s possible for regulation would be in responses to development is Covid-19 cases.

The following is an illustration of the Soekarno – Hatta International Airport crisis management during post – crisis phase:



Picture 3.10

Crisis Management Soekarno – Hatta International Airport during Post – Crisis

b. SWOT Crisis Management the Main Branch Office of Soekarno – Hatta International Airport Analysis

The following is a SWOT crisis management analysis conducted by the Main Branch Office of Soekarno – Hatta International Airport as the handling of international flights during the Covid-19 pandemic period June – October 2022.

1. Strengths

- A solid team from internal team of public relations unit and the main branch office of Soekarno – Hatta International Airport
- Have a crisis management standard operating procedure to handle crisis communication which will occur
- Have Airport Covid-19 Task Force [*Satgas Covid-19 Bandara*] that included all airport operational stakeholders
- Have vast online media which could be utilized in dissemination information
- Maintain positive relationship with media colleagues and ease the performance media relation with media colleagues to provide information regarding the current event.
- Adequate airport facilities

2. Weakness

- Some infographic content about international flights did not use English
- No activities were discovered during the crisis management process to strengthen media partner relationship with international audiences.
- The performing of preceding research to make effective media relation, which was preventing giving media partners with uninteresting material to their audience, was not identified.
- Soekarno – Hatta International Airport already has a website, but it is not routinely managed.

3. Opportunities

- Provide content available in English to appeal to target audience which include international audience.
- Extend media partner relationship with international audience to reach wider audience
- Avoid providing media partner with information that is uninteresting to their audience by conducting research prior
- Soekarno – Hatta International Airport has the opportunity to take advantages by optimizing the website during crisis.

4. Threats

- Inconsistent government policies which rapidly modified
- Content regarding the latest policy unable to reach all passenger

c. Comparison with International Research

The following illustrated the comparison of findings between previous researches and this research

Author	Andreea-Iulia Iordach 2021	Yesim Kurt 2021
Research	Dealing with an Unexpected Crisis. Airport Management in the Covid-19 Pandemic in Portugal and Romania'	Diffusion of the Airport Health Accreditation in the Covid-19 period: An Assessment with Institutional Logic and Legitimacy Approach
Findings	One of essential factor is communication as the unpredictability of decisions that were taken was high and people needed to communicate.	Firstly, by declaring that they have taking the appropriate precautions against Covid-19 thread, airport seeks to establish legitimacy with professional actors in their institutional setting.

	<p>In Portugal, airport management didn't mention any significant communication shortcomings and said that communication was handled successfully in the department and the airport organization studied.</p> <p>Whilst, In Romania, airport management elaborated on their experiences dealing with three communication problems involving passengers, authorities and internal organization.</p> <p>Airport management in Romania mentioned the problems encountered when handling passengers was repatriation flight did not have adequate information, and the airport was unable to provide precise information because rules and regulations were constantly changing. Yet, with a better coordination among the airport community member, the condition could be normalized.</p> <p>Also, a proactive approach was taken by airport management, which collaborate with authorities to</p>	<p>Furthermore, accreditation used by airport for various goals evolved around expectation and legitimacy of public such as regain passengers' and customers' trust, establish an airport reputation for taking the appropriate precautions during the pandemic, become once again preferred and revive their airports.</p>
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	develop a set of guidelines that could be followed.	
Similarity	<p>Similar findings from Iordach's research were observed at airports in Romania. While frequently changing regulations can be confusing for travelers, the situation could be corrected with effective communication. Also, the employment of effective government relations to establish regulations that could be put into effect</p> <p>Thus, the results of Iordach's research on confusion among traveler regarding rules could be treated by effective communication and government relations to establish regulations that could be put into effect</p> <p>The two findings were consistent with those of this study, which showed that Soekarno – Hatta International Airport also utilized effective communication and government relations strategies.</p>	<p>Kurt's research indicated that accreditations was frequently communicated to raise credibility and fulfill expectations of both authorities and public for several reasons.</p> <p>From Kurt's findings, it is revealed that accreditation also utilized by Soekarno – Hatta International Airport, particularly by public relations department, to be communicated and gained various goals which had developed around public's expectation and legitimacy</p>

Table 3.1

Comparison with another research

CHAPTER 4

CONCLUSION

A. Conclusion

This chapter will summarize all the findings presented in this thesis regarding crisis management Soekarno – Hatta International Airport during June – October 2021 as well as the elements that support and hinders as illustrated:

1. Crisis management of Soekarno – Hatta International Airport illustrated through identification and analysis crisis models. The two models performed during pre- crisis and there are several activities conducted such as confirmation and coordination with regulators and coordination meeting with internal to formulized strategies. Once, the regulations had been confirmed, Soekarno – Hatta International Airport formed knowledge about the regulations to the internal and external public in particularly airport operational stakeholders. Also, several activities aimed to ease and prepare them in managing unexpected crisis such as media engagement program, Standard Operating Procedures, and KOMBATA. Communication principles employed during pre - crisis was instructing information. There are many supporting factors identified during pre-crisis, for instance, having a crisis management standard procedure to minimize errors and airport operational stakeholders. However inconsistent government policies are one of the inhibiting factors.
2. Adaptative strategy model is employed during crisis by altering operation rather than adopting an isolation model in handling crisis. In communication management, public relations produced content regarding regulation and published it through mass media and online media for public to learn about it. Fulfilling media request for interview conducted with one voice principle as complied in the Standard Operating Procedures also conducted. The forms of media relations carried out by the public relations of Soekarno – Hatta International Airport include media releases, media interviews, and media information. In addition, 138 Contact Center, among other departments, was used to acquire information. Whilst in handling operational, Soekarno – Hatta International Airport performed in several ways such as accelerating incorporating technology, working with third parties, and manage the flow of passengers. It has also been identified that having vast media, and positive relationship with media partner are

examples of supporting factors. Whilst unreached content to audience hindered the process.

3. During post – crisis phase, crisis management of Soekarno – Hatta International Airport is carried out through control program. During this period, Soekarno – Hatta International Airport had returned to alert situation where a potential crisis from pandemic Covid-19 could arise as the virus is still existed. As a result, recovery activity is performed by publishing accreditation, related to operational in pandemic Covid -19, obtained from airports associations to reassured airport user and regained confidence in utilizing airport and participating in aviation-related activities the crisis. Learning activities conducted through data obtained from media monitoring in identifying effective communication activities and evaluation. To prepare for potential crisis in the future, learning activities was performed by public relations department. At the post – crisis stage of all crisis management models, Soekarno – Hatta International Airport implement internalizing and instruction information. Receiving accreditation and possibility similar crisis occurred are both the factors which support and hinder during this stage.

B. Research Limitations

There are several regulations regarding airport operations during the pandemic, such as the researcher only specifically addressed the role of public relations in crisis management efforts in this study. Although there are several other Covid-19 periods in Indonesia, this research solely examined on one period, which is from June to October 2021. Also, there are many measures conducted by public relations of Soekarno – Hatta International Airport such as campaign regarding health and safety in Airport as well as restore passengers trust in traveling on another period.

C. Criticism and Suggestion

1. Suggestion for Student

Based on research limitations, students can continue research on crisis management conducted by Soekarno – Hatta International Airport regarding the role of public relations in promoting health and safety in Airport as well as restore passengers trust in traveling on another period. Also, students can further analyze the crisis management

in other covid-19 periods and make comparisons with crisis management implemented in the June – October 2021 period.

2. Suggestion for the Main Branch Office of Soekarno – Hatta International Airport

Soekarno – Hatta International Airport had prepared various activities in the aim of preparation of preventing and/or managing crisis during pre – crisis. For instance, media gathering program which conducted by public relations prior pandemic Covid – 19 in establishing and maintaining positive relationships between media professionals’ partners and Soekarno – Hatta International Airport, it assisted public relations in making large-scale information dissemination planning easier. Yet to maximize efforts in providing information to targeted passengers, the researcher suggested public relations to continuously extend the network of media partners to assist them in planning the dissemination of information regarding international flights to reached to the right target public and spread evenly to all readers. Another recommendation could be done by conducting research prior for targeting media to make effective media relations; avoid giving media partners with information that is uninteresting to their audience.

During the crisis phase, the public relations of Soekarno – Hatta International Airport, as the management that handle company communication, had performed the best possible efforts to disseminate information to the public about international flight, particularly those pertaining to international flights. Despite all the efforts and information facilities, content regarding the latest policy unable to reach all passengers which caused not all the passengers were well-informed was factor hinder during this stage. Therefore, the research suggested to optimize the use of website to be able reach wider audience as journalist utilized website as source of information.

In the post-crisis period, the public relations of Soekarno-Hatta International Airport made various efforts to recover to a normal situation and be prepared for crises that might occur. These efforts include publications of accreditations regarding airport services during a pandemic and evaluation with the public relations department of the

strategies that have been implemented as learning tools. Suggestions from researchers, thus, is to optimize all the Soekarno – Hatta International Airport’s social media channels. Therefore, research suggested to make more content available in English to ease the international audience.



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APPENDIX

APPENDIX 1

1. Cover Letter for Data Retrieval at the Main Branch Office of Soekarno – Hatta International Airport

	<p>FAKULTAS PSIKOLOGI & ILMU SOSIAL BUDAYA</p> <p>Sebangun, Soekarno Wijayamandaji Komplek Sepuluh Universitas Islam Indonesia J. Kalarangin 14.5 Yogyakarta 55084 T. (0274) 898444 ext. 2106, 2114 F. (0274) 898444 ext. 2106 E. psiko@uii.ac.id W. psiko.uii.ac.id</p>
<p>Tanggal : 17 Maret 2022 Nomor : 511/Dek/70/DURT/III/2022 Hal : Permohonan Izin Pengambilan Data Skripsi</p>	
<p>Kepada : Yth. Executive General Manager of KCU Bandar Udara Internasional Soekarno-Hatta Di tempat.</p>	
<p><i>Assalamualaikum Wr. Wb</i></p> <p>Dalam rangka mengantarkan mahasiswa untuk menjadi sarjana, maka setiap mahasiswa diwajibkan membuat skripsi/tugas akhir.</p> <p>Sehubungan dengan hal tersebut di atas diperlukan data, baik dari Instansi Pemerintah, Badan Usaha Milik Negara, Perusahaan Swasta dan Lembaga maupun individu. Selanjutnya kami mohon izin penelitian/pengambilan data mahasiswa Fakultas Psikologi dan Ilmu Sosial Budaya Universitas Islam Indonesia tersebut di bawah ini :</p>	
<p>Nama Mahasiswa : Nadira Muthia Supadi Nomor Induk Mahasiswa : 18321170 Program Studi : Ilmu Komunikasi Pembimbing Skripsi : Ida Nuraini Dewi Kodrat Ningsih, S.I.Kom, M.A.</p>	
<p>Demikian permohonan kami, atas perhatian dan bantuan Bapak/Ibu/Saudara/i kami ucapkan terimakasih.</p> <p><i>Wassalamualaikum Wr. Wb</i></p>	
<p>Dekan Fakultas Psikologi dan Ilmu Sosial Budaya Universitas Islam Indonesia</p> <p> Dr. Fuad N. Shori, S.Psi., M.Si., M.Ag., Psikolog</p> <p></p>	

2. Certificate of Completed Research at the Main Branch Office of Soekarno – Hatta International Airport



SURAT KETERANGAN
Nomor : KET.03.02.02/01/11/2022/A.0213

Yang bertanda tangan di bawah ini menerangkan dengan sebenarnya :

Nama	: Nadira Muthia Supadi
Universitas	: Universitas Islam Indonesia
NIM	: 18321170
Program Studi	: Ilmu Komunikasi
Judul Penelitian	: Crisis Management Soekarno-Hatta International Airport Toward International Flight During COVID-19 Pandemic

Bahwa benar yang bersangkutan telah melaksanakan penelitian di Unit Branch Communication Kantor Cabang Utama Bandar Udara Internasional Soekarno-Hatta.

Surat keterangan ini diberikan sebagai bukti bahwa yang bersangkutan telah melaksanakan Penelitian di PT Angkasa Pura II Kantor Cabang Utama Bandar Udara Internasional Soekarno-Hatta.

Demikian surat keterangan ini dapat digunakan sebagaimana mestinya.

Dikeluarkan di : TANGERANG
Pada tanggal : 22 November 2022

EXECUTIVE GENERAL MANAGER
DEPUTY EGM OF FINANCE & HUMAN RESOURCES



WENDY VYASGINTI
Senior Manager of Human Resources & GA

MAIN BRANCH OFFICE:
Soekarno-Hatta International Airport | Building 601 | PO Box 1245 - Jakarta 19110 | Tangerang | Indonesia
P : +6221 550 7015, 550 7076 | F : +6221 550 6823 | www.angkaspura2.co.id

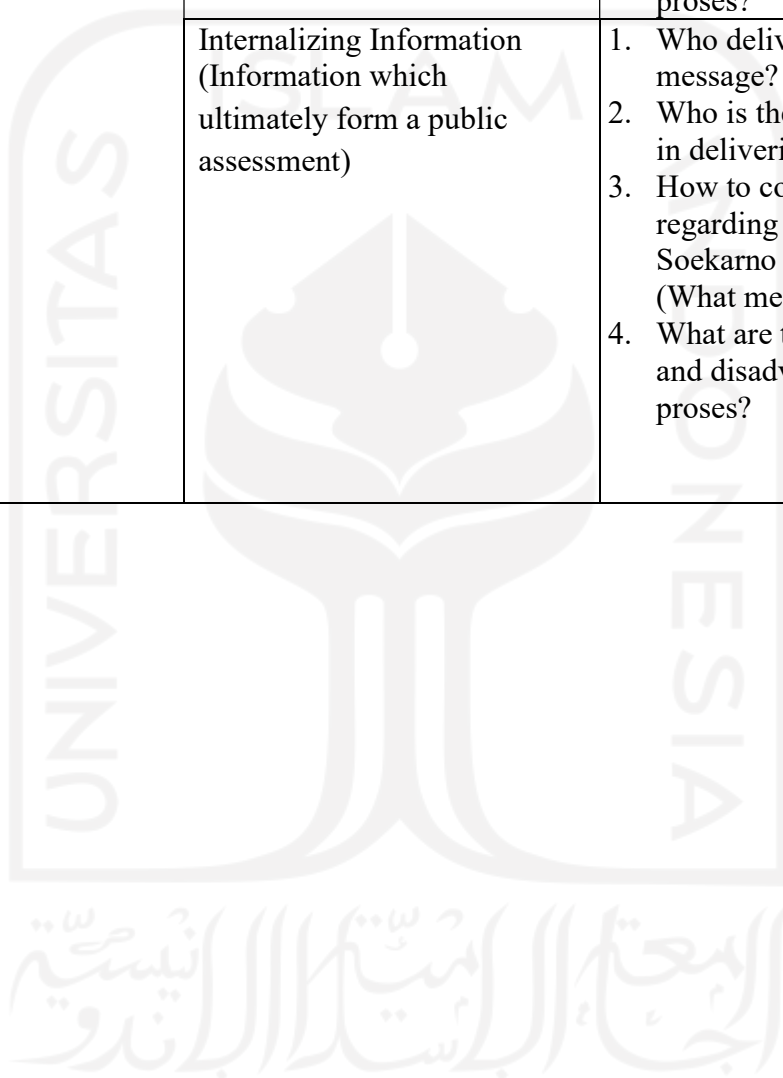
APPENDIX 2

Interview Questions

THEORY	CONCEPT	QUESTION
PRE - CRISIS	Identification Crisis	<ol style="list-style-type: none"> 1. What are the efforts of the International Airport of Soekarno – Hatta to identify the signs of the Covid-19 crisis in international flight? 2. Who are involved in identification crisis 3. What are the supporting and obstacle factors during this process?
	Analysis Crisis	<ol style="list-style-type: none"> 1. What are the efforts of the International Airport of Soekarno – Hatta to in analyzing the crisis from international flight? 2. Who are involved in analyzing crisis? 3. What are the criteria that make the condition declared as a crisis? 4. What are the supporting and obstacle factors during this process?
CRISIS	Isolation Crisis	<ol style="list-style-type: none"> 1. Does Soekarno - Hatta Airport apply a stop in operation for the specified time? 2. What are the advantages and obstacle in isolation crisis program?
	Crisis Strategy (Defensive, Adaptative, and Dynamic)	<ol style="list-style-type: none"> 1. What are the efforts of Soekarno – Hatta International Airport in implementing the strategy program? 2. What is the result of activity from chosen strategy program

		<ol style="list-style-type: none"> 3. How is Soekarno – Hatta implementing the planning strategy? 4. What are the supporting and hinder factors in implementing the strategy program? 5. Who is responsible in implementing the strategy program?
POST - CRISIS	Control Program	<ol style="list-style-type: none"> 1. What are the efforts of Soekarno Hatta in Controlling Program? 2. What are the reasons of implementing the activity? 3. Does the implementation have been coordinating to the plan? 4. If it has been coordinated to the plan, what are the obstacle factors? 5. If it has not been coordinated to the plan, what are the supporting factors? 6. Will International Airport of Soekarno Hatta release a post-crisis policy 7. If it yes, what is the policy 8. If it no, what is the reason?
COMMUNICATION	Instructing information (Information that contained instructions or guidelines that obligate the public to follow when a crisis occurred)	<ol style="list-style-type: none"> 1. Who delivered the message? 2. Who is the target audience in delivering the message? 3. How to convey a message regarding the operation of Soekarno – Hatta airport? (What medium were used) 4. What are the advantages and disadvantages on that proses?
	Adjusting Information (To deal with emotional problem)	<ol style="list-style-type: none"> 1. Who delivered the message?

		<ol style="list-style-type: none"> 2. Who is the target audience in delivering the message? 3. How to convey a message regarding the operation of Soekarno – Hatta airport? (what medium were used) 4. What are the advantages and disadvantages on that proses?
	<p>Internalizing Information (Information which ultimately form a public assessment)</p>	<ol style="list-style-type: none"> 1. Who delivered the message? 2. Who is the target audience in delivering the message? 3. How to convey a message regarding the operation of Soekarno – Hatta airport? (What medium were used) 4. What are the advantages and disadvantages on that proses?



APPENDIX 3

Interview Transcript

INFORMANT 1

Name: Haerul

Position: Manager of Branch Communication (n.d - December 2021)

Manager Service of Terminal 2 (January 2022 – Present)

Introduction

Interviewer

Saya Nadira dari Universitas Islam Indonesia, hari ini saya ingin mewawancara bapak selaku *manager of branch communication 2021*, kebetulan sama juga dengan penelitian saya yang ingin saya teliti. Penelitian yang saya teliti ini diambil dari latar belakang perubahan peraturan (penerbangan) internasional saat periode delta yaitu Juni sampai Oktober, dan saya juga mau menanyakan tentang *customer behavior* yang menurut studi yang saya itu berubah, karena sekarang mulai *cation* dengan kebersihan lalu.. bagaimana *branch communication* itu dari sisi komunikasinya mengkomunikasikan itu.

Pewawancara:

Kalau saya boleh minta tolong diceritain awal pandemi terjadi di Angkasa Pura itu seperti apa ya pak?

Narasumber 1:

Oke, nah jadi memang seperti yang kita ketahui bersama kalau dari awal 2020 ya, untuk yang krisis covid itu kan memang berdampak terhadap semua lini bisnis ya! termasuk kita sebagai *Airport Operator* juga berdampak, apalagi maskapai gitu loh mbak! bahkan di bulan Mei itu kita *flight* paling buruk, paling rendah gitu loh! itu enggak sampai di angka 100 penerbangan satu hari, gitu. Nah kalau *normally* itu satu hari di *before* covid itu kita bisa sampai 1200 penerbangan, 1100 sampai 1200 penerbangan, *even more* di saat-saat tertentu seperti Nataru (Natal dan tahun baru) ya! Idul Fitri, atau mungkin libur-libur bersama nasional gitu! itu lebih bisa *increase* lagi disitu. Nah di masa tersebut tentunya jumlah penerbangan dan penumpang drastis menyusut ya! berkurang lah, jauh sekali dari ini, emm apa namanya.. ada pembatasan yang dilakukan oleh

pemerintah berdasarkan aturan-aturan yang dikeluarkan mereka. Ada beberapa instansi yang melakukan aturan pertama dari Kemenhub, ya! Kemenhub sebagai regulator kita, dia mengeluarkan edaran mengenai perjalanan dalam negeri maupun luar negeri. Kemudian ada juga dari departemen dalam negeri, dia mengeluarkan juga aturan mengenai covid kemarin. Ada juga dari Kemenkes, ya! Jadi 3 nih yang mengeluarkan aturan mengenai perjalanan dalam kota maupun luar negeri untuk di bandara, ya!. Kemudian dari itu bagaimana cara kita *survive*, ya! terhadap kondisi pandemi supaya ya.. bisnis kita tetap *sustain* lah ya! bagaimana.. khususnya di Humas itu bagaimana menjaga komunikasi ya! baik internal maupun eksternal, terkait dengan kondisi *existing* pada pada masa itu.

Narasumber 1:

Nah kami di Humas tentunya ada tim ya! yang tergabung di sana, gitu loh!. Nah sebelum kita melakukan publikasi atau komunikasi kita menterjemahkan dulu, menterjemahkan dari aturan pemerintah, ya! itu nanti outputnya apa gitu loh! karena memang cepat sekali perubahan peraturan, ya! di lapangan ini menyesuaikan. Jadi kondisi seperti ini nanti ada edaran baru lagi, nanti kondisi seperti itu ada edaran baru lagi, menyesuaikan berdasarkan kondisi waktu itu. Nah setelah kita terima aturan, ya! entah dari Kementerian Perhubungan, dari Kemenkes atau dari Mendagri itu, nah kita coba terjemahkan dulu apa kontennya, gitu loh! Ini kita buat *planning* nya, rencananya dulu, gitu loh! kita buat semacam konten-konten ya! yang akan nantinya kita akan publikasikan di beberapa channel media yang kita miliki atau mungkin eksternal, kita akan gandeng nanti namanya media, ada media *engagement* juga di sana, giut loh!. Nah sebelum di *publish* kita konsepkan dulu, nah ini ada tim biasanya terlibat di dalam Humas, gitu lah! ada tim *Public Relation* namanya, termasuk mbak Enda juga tim dari PR gitu deh, dan sekarang di apa namanya.. ada Asman di situ sama kak Ifa ya! Nah setelah kita tahu kontennya apa gitu, pembatasannya apa, terus hal-hal apa saja sih di masa pandemi ini orang itu bisa bepergian, ya kan!

Narasumber 1:

Jadi sangat dinamis sekali lah kita menyesuaikan bagaimana cara Humas untuk bisa dinamis menyesuaikan untuk melakukan publikasi. Nah setelah dapat konten, dibuat sama tim internal. Nah dapat kontennya apa itu kita rumuskan. Nah, kemudian di dalam prosesnya itu sendiri kita “ini mau dipakai buat apa?” gitu loh! “channelnya publikasi mau pakai apa?” Karena kita punya cukup banyak channel media ya! Pertama dari korporasi kita punya website khusus CGK, kita

kalau di pusat ada lagi *angkasapura2.co.id*, kalau di CGK itu *soekarno-hatta-airport.co.id* ya nggak salah ya! kemudian kita juga mengikuti *trend* kekinian untuk media sosial, “yang paling *hits* itu apa sih?” gitu kan! ada kita punya TikTok, kita baru buat kemarin kalau nggak salah tuh. Kita punya Instagram, kita punya Twitter, kita punya Youtube Channel gitu loh, ya! Nah ini bisa kita gunakan, fungsinya dengan internal, itu yang di Humas. Kemudian kita juga punya di terminal, media-media buat publikasi, ada *digital banner* di area 1 2, 3 dan juga di area tengah, gitu loh! entah itu dari *videotron*, entah itu dari spanduk, entah itu dari umbul-umbul, entah itu dari digital banner dan sebagainya. Nah kemudian kita juga punya ibaratnya dengan media, entah itu online, entah itu radio, entah itu televisi, entah itu cetak dan lain sebagainya, ini kita gandeng semua. Jadi setelah dapat konten, konsepnya sudah kita buat, disetujui oleh pimpinan, baru kita *blasting* di sana, gitu loh!

Narasumber 1:

Nah kita juga paham bahwa kondisi saat ini *media marketing* yang paling efektif dan ekonomis adalah media sosial, iya kan?

Pewawancara:

Iya.

Narasumber 1:

Menggrab media sosial, tergantung pilihan, gitu loh! dan menurut saya itu cara yang paling efektif untuk seorang kehumasan ya! dia menentukan *next step* nya apa, gitu loh!. Jadi kalau.. saya kalau setiap hari dulu masih punya software itu, saya bisa melihat hari ini pemberitaan yang paling masif itu apa, iya kan!

Pewawancara:

Emm iya.

Narasumber 1:

Kelihatan, misalkan syarat terbang, persyaratan terbang di masa pandemi, itu, itu paling *hits* dulu waktu itu, karena seringkali penumpang dia pengen cari tahu, *curious* “apa sih yang menjadi syarat buat terbang?” karena dia punya kebutuhan, entah jadi dia bisnis, entah itu dia ada keluarga dan sebagainya ya!

Pewawancara:

Iya.

Narasumber 1:

Nah setelah itu terus *tone* nya apa, berita ini? negatif kah, positif kah, netral kah, ya! kalau misalkan syukur-syukur selalu positif ya kan! karena selama ini kita paling besar 3% untuk yang negatif, gitu loh! Kalau negatif itu paling.. kalau besar ya! misalkan taruhlah misalnya 10%, nah kita udah bisa cari mitigasinya apa, kita juga punya-punya *planning* ke depannya mau bikin apa, gitu loh! kita mau bikin pengalihan isunya apa.

Pewawancara:

Oh oke oke, baik baik!

Narasumber 1:

Gitu, ya! terus ada juga di situ ya yang paling besar itu persentasenya apa? online kah, televisi kah, iya kan! dan lain sebagainya. Biasanya yang paling besar itu online, gitu.

Pewawancara:

Emm oke.

Pewawancara:

Oh iya pak, oh iya pak saya mau menanyakan apa saja pak kegiatan *media relation* yang dilakukan Angkasa Pura dalam menghadapi pas Delta itu, pas perubahan-perubahannya itu, seperti itu?

Narasumber 1:

sebelum covid itu kita berjadwal kita mengajak teman-teman media untuk *media engagement* keluar, gitu loh. kita *hangout* dengan teman-teman media, menjalin hubungan yang lebih harmonis, ya! harmonis itu artinya apa, gitu ya! jadi enak nya gini, kalau sudah terbentuk *chemistry* antara kita dengan media, ketika ada berita yang yang negatif itu, mereka selalu konfirmasi ke kita, ya kan! enggak tiba-tiba mereka tulis “wah” langsung tulis gitu kan! Itu jadi kerepotan buat kita nantinya, nah beberapa *case* yang saya dapati ketika kita sudah membangun hubungan dengan mereka itu, mereka sudah konfirmasi

Pewawancara:

Oh iya pak, saya mau tanya pak, apakah ada SOP khusus untuk menangani manajemen krisis?

Narasumber 1:

Ada, itu diatur itu, *copy* kan saja yang *spokeperson* ini ada 2 aturan. Pertama *spokeperson* yang boleh ngomong itu siapa aja, yang kedua yang manajemen krisis yang dibuat oleh pusat

Pewawancara:

Pak saya mau tanya pak, kalau misalnya.. tadi bapak juga *mention* kan pak! kayak kalau misalnya Twitter itu orang-orangnya maksudnya berbeda semua, gitu!

Narasumber 1:

Heem.

Pewawancara:

Berarti apakah misalnya ada sebuah konten yang bapak ingin keluarkan terkait peraturan ini, apakah bapak mendesain untuk “oh ini kayaknya cocok untuk dimasukkan ke Twitter deh, kayaknya atau ini cocoknya kayak ke Instagram deh” atau gimana pak?

Narasumber 1:

Iya.

Pewawancara:

Oh begitu?

Narasumber 1:

Pastinya begitu.

Pewawancara:

Pastinya begitu, apakah itu juga bahasanya atau kontennya?

Narasumber 1:

Iya, semuanya.

Pewawancara:

Semuanya disesuaikan dulu?

Narasumber 1:

Iya.

Pewawancara:

Berarti biarpun *key-message* nya itu sama tapi for kontennya apa, gitu-gitu berbeda semua ya pak?

Narasumber 1:

Beda, jadi penggunaan untuk kanal medianya apa, itu mempengaruhi konsep dan kontennya apa, gitu! Contohnya begini, taruhlah kita main di Instagram, ya kita main di Reels misalkan, nah itu kan *layout* nya beda, kita enggak main *landscape* kita mainnya *potrait*, secara *layout* itu beda, ya kan!

Pewawancara:

Oke.

Narasumber 1:

Kemudian apa? dari bahasa, ya! di Twitter kita lebih formal dibandingkan dengan di Instagram atau di TikTok.

Pewawancara:

Emm oke pak.

Narasumber 1:

Beda banget itu, ya kan! apalagi di website, beda juga nantinya, gitu! jadi menentukan, komen di mana. Makanya dia seorang komentor itu sudah bisa memprediksi, ya kan! Kita udah bisa mulai bisa berfikir tuh! “kita mau ngapain nih” sudah ketahuan gitu! itu selalu begitu, gitu mbak.

INFORMANT 2

Name: Chandra

Position: Manager Service of Terminal 2 (n.d - December 2021)

Manager of Branch Communication (January 2022 – Present)

Introduction

Pewawancara:

Saya Nadira, bapak! dari Universitas Islam Indonesia. Saya di sini mau mewawancarai bapak Candra selaku manajer *Branch Communication*, skripsi saya itu berlatar belakang tentang krisis manajemen yang sudah terjadi 2 sampai 3 tahun, terus juga dari situ ada beberapa.. oh ada di situ kan ada perubahan-perubahan yang terjadi dan juga *customer behaviorage* juga pak. Oke, dari situ aku mau nanyain selain teorinya apa, ya aku ya krisis dari *pre during* sama *post*

Pewawancara:

Boleh dikasih tahu pak peran *PR* dalam krisis manajemen itu seperti apa?

Narasumber:

Secara makro, memang kami sedang yang namanya pada posisi alert dari sisi manajemen keuangan. Nah, ditambah dengan kondisi covid pada saat itu kita lebih intens lagi terhadap strategi penggunaan anggaran. Nah, sehingga ini berdampak terhadap kondisi operasional perusahaan. Nah, kita menarik garis ya! khususnya untuk komunikasi, pada saat itu peran *PR* memang dituntut besar oleh manajemen, bagaimana caranya menyampaikan kondisi perusahaan terhadap internal kepada internal manajemen dan juga pada eksternal. Nah, memang perannya *PR* ini menjadi peran utama dalam hal penyampaian informasi. Kebetulan di Angkasa Pura 2 ini ada yang namanya *Corporate Communication*, berada di kantor pusat, dan ada yang namanya *Branch Communication* yang khusus memang menangani cabang Soekarno Hatta. Nah konsepnya secara makro atau holistik ya! kondisi *Corporate Communication* yang membuat strategi implementasinya di lapangan itu bersama dengan tim branch communication yaitu dalam konteks penyampaian metode sosialisasi, metode.. mungkin pada saat itu kita memang harus dalam kondisi.. misalnya harus membuat semacam FGD terhadap karyawan, terus mungkin ada kanal-kanal untuk tanya jawab, pertanyaan terkait dengan kondisi perusahaan. Nah, bagaimana ini disambungkan dengan kondisi covid? nah sebenarnya sama, apapun itu permasalahannya, kita sebut *crisis*

communication, tapi mungkin secara *title* nya ini kita bahas adalah lebih kepada covid, prosedurnya tetap sama. Kami selaku *officer* ya.. yang ada di Soekarno Hatta memang menjadi... tetap menjadi jembatan, jembatan dari manajemen kepada karyawan, kalau untuk internal. Dan eksternal itu kita melalui mungkin bersama dengan media ya! media baik cetak, online, tv, bersama-sama kita menyampaikan dengan informasi yang kita miliki, baik itu udah berupa *release* ataupun mungkin kita *doorstop* dan lain lain lah, wawancara dan lain lain itu

Pewawancara:

Ohh.. baru tahu! Iya, berarti kalau secara strategi itu, yang dilakukan sama corcom ya pak?, terus implementasinya ke sini?

Narasumber:

Iya! Jadi secara makro dari tim komunikasi kantor pusat itu sudah membuat strategi, strategi komunikasi, Stracom (strategi komunikasi) sudah ada. Nah, jadi biasanya kami juga membuat stracom (strategi komunikasi) yang berbasis kepada strategi besarnya, karena kalau bicara secara holistik ya! secara keseluruhan AP2 mungkin teman-teman sudah dibuat nih strategi komunikasinya, nah kami harus buat juga turunannya, ya! Jadi kita buat *breakdown* dari turunan yang secara makronya, nah buat yang memang spesifik terkait dengan kondisi Soekarno Hatta, misalnya kalau saat covid misalnya kan kebijakan-kebijakan yang keluar dari Satgas Satuan Tugas, ya kan! BNPB keluar. Nah dari BNPB, Satgas itu keluar satu aturan SE, setelah itu itu diadopsi oleh Kementerian Perhubungan, keluar juga SE. Nah setelah Kementerian Perhubungan mengeluarkan SE maka secara otomatis implementasi di lapangan itu keluarnya dari tim kita, tim branch communication ya! kita menyampaikan kepada teman-teman yang ada operasional berupa.. materinya berupa *flyer*, berupa edukasi ke karyawan juga kan perlu diedukasi misalnya sosialisasi terhadap SE itu sendiri. Terus mungkin baru video singkat gitu ya! video pendek yang mempermudah penumpang. Nah ini kan sebelum penumpang ngerti, tahu, kita harus mengedukasi dulu nih internal karena mereka yang ada di *frontliner* menjadi jembatan, jangan sampai nanti karyawannya gak ngerti apalagi penumpang. gitu kan! Nah jadi kita menjadi jembatan, kan begitu! Internal kita sudah full semua, mereka-mereka yang bertugas di lapangan sudah bisa langsung terasosiasi dengan baik, itu salah satu contohnya dan kami juga selalu berkomunikasi dengan tim *contact center* ee.. mencari tahu lah kondisi apa yang perlu di *warning* atau diwaspadai terhadap kondisi. Kadang-kadang ada pertanyaan-pertanyaan yang memang akhirnya menjadi strategi kita

“Wah, ternyata kita kurang dalam hal apa nih! Komunikasi lemahnya dimana” itu yang kita perbaiki, gitu! Jadi kita tetap menggunakan tempat keluh masyarakat ini *contact center* sebagai basis pencarian data, gitu ya! Jadi tetap strategi yang kita lakukan ini enggak serta merta kita buat, tapi kita juga melihat kondisi yang ada, gitu.

Pewawancara:

Emm oke oke! Saya mau nanya, kan kalau misalkan SE udah turun ke sini pak! terus habis itu dibikin nih jadi *flyer* gitu gitu! terus berarti pertama ngasih tau ke internal dulu, itu internalnya siapa aja pak?

Narasumber:

Internalnya *operasional frontliner*.

Narasumber:

Otomatis, dan kami juga menyebarkan informasi *flyer* itu memang komunikasinya itu memang bisa langsung diasup oleh internal maupun eksternal. Jadi langsung bisa keduanya mengasup data itu, informasi itu secara langsung. Jadi enggak ada beda sebenarnya, cuma pemahamannya memang kita percepat lebih dulu itu ke teman-teman yang ada di operasional Terminal.

Pewawancara:

Cara untuk mengasih tahu ke internal itu gimana pak? lewat media apa?

Narasumber:

Yang pertama biasanya kita.. karena kondisi sekarang masih pandemi ya! kemarin-kemarin itu kita *Zoom Meeting* biasanya menyampaikan dari SE yang dimaksud, menyampaikan apa saja yang perlu dilakukan, itu yang kita lakukan. Dan akhirnya ya presentasinya dengan hasil *flyer-flyer* tadi, gitu.

Pewawancara:

Kalau ke penumpang, habis itu langsung ke penumpang lewat sosial media?

Narasumber:

Iya.

Pewawancara:

Kalau persiapan apa saja yang dilakukan PT Angkasa Pura sebelum komunikasi krisis itu terjadi gimana pak?

Narasumber:

Yang pasti kita pertama cek *to do list* dulu ya! pasti pernah, misalnya apa yang perlu kita butuhkan misalnya, ya misalnya SDM nya yang kita butuhkan, dalam arti ini SDM adalah siapa pemangku kepentingan terhadap kondisi, jadi enggak langsung semua. Jadi ketika *crisis communication* ini kita pasti dari tim kecil kita ini yang ada di branch communication ini kadang-kadang kita juga akan berkomunikasi secara langsung kepada unit terkait, terkait dengan permasalahannya apa. Misalnya ini karena kita bahas terkait dengan kondisi covid, otomatis kita berkomunikasinya langsung ke tim *operation*, ya di tim *operation* itu pasti secara berjenjang itu kita akan sampaikan komunikasi, baik itu mulai dari pak EGM pak Deputy, pak SM sampai dengan tahap *Manager* dan *Asman [assistant manager]*, itu kita komunikasikan mereka semua bahwa kita akan melaksanakan kegiatan, misalnya ya secara kecepatan dibutuhkan, karena biasanya SE keluar itu hanya butuh waktu 1 sampai 2x24 jam. Jadi satu sampai 2 hari persiapannya untuk langsung menyesuaikan kondisi yang ada di lapangan dan kecepatan itu yang memang diperlukan. Biasanya kami sudah terinfo dari Satgas bahwa mungkin hari ini atau besok akan keluar SE. Nah secara gambaran kami sudah mencari tahu kira-kira apa perbedaan antara SE sebelumnya dengan SE yang akan keluar. Nah itu yang akan kami antisipasi ,misalnya di SE yang berikutnya adalah ada ketentuan yang mengakibatkan bahwa perlunya penumpang ini misalnya ada tambahan ketentuan agar sebelum terbang misalnya harus PCR misalnya. Nah, itu biasanya kami langsung berkomunikasi dengan *airline*, seluruh *airline*, untuk menyampaikan kepada seluruh penumpangnya terhadap ketentuan, dan biasanya kami minta semacam dispensasi, waktu, untuk sosialisasi, biasanya dikasih 1 atau 2 hari prosesnya. Jadi selama kondisi satu sampai 2 hari kita melakukan sosialisasi terhadap penumpang, maka dispensasi terhadap ketentuan itu berlaku. Jadi kalau ada penumpang yang misalnya pada hari itu sudah PCR misalnya, ya.. sudah itu boleh terbang, tapi yang belum misalnya sesuai ketentuan sebelumnya hanya memerlukan antigen ataupun apa.. ya antigen itu tadi ya! maka cukup antigen bisa, tapi begitu sudah ketok palu, teng! dispensasi selesai, waktu dispensasi waktu selesai, maka secara otomatis itu harus berlaku. Karena kenapa? Karena biasanya *airline* itu setelah jual tiket, itu memang mereka perlu waktu untuk mengkomunikasikan kepada penumpang. Nah beda halnya kalau aturan itu mungkin seminggu, 2 Minggu, atau 1 bulan sebelum berlaku sudah terinfo. Mungkin penumpang sudah *well prepared* gitu ya! karena kondisinya aturan untuk keluar dan kami perlu menyesuaikan, karena kan yang disesuaikan ini bukan 1-2 orang! ratusan ribu orang, jutaan orang, iya kan! enggak mungkin semuanya bisa langsung secara otomatis tanpa

pemberitahuan. Maka biasanya ketika SE itu keluar, kami berkomunikasi juga sama teman-teman media bahwa ada aturan baru, aturan barunya apa? ya kebijakannya harus PCR 1x24 jam misalnya, ketentuannya, kayak gitu. Nah yang SE terakhir kemarin mengatakan bahwa hanya perlu melakukan vaksinasi yang ketiga, *booster*! setelah itu tidak perlu lagi yang namanya PCR dan antigen, nah itu salah satu contohnya. Kalau yang misalnya bagaimana kalau yang belum vaksin 3 kali misalnya, ya ada ketentuan-ketentuan berikutnya, gitu ya! misalnya dia kenapa enggak bisa? Ada ketentuan, nah itu siapa yang jaga? itu yang jaga Satgas. Dan komunikasi itu kita sampaikan menggunakan media yang ada di terminal, ya ada media *banner*, ada apa.. ada ya *digital banner*, gitu!

Pewawancara:

Oke, kalau sosialisasi itu kegiatannya kayak pak maksudnya?

Narasumber:

Ya kegiatannya.. karena sekarang sudah era digital ya! jadi kita menggunakan media sosial sebagai *tools* sebagai alat, sebagai *channel* kita, ya pakai Instagram, pakai Twitter, pakai apa.. kami juga ada *contact center* yang mungkin bisa dihubungi masyarakat melalui website kami. Terus pasti karena sekarang lagi menjamur media *chatting* ya! WhatsApp ya!

Pewawancara:

Heem heem.

Narasumber:

Nah kami menggunakan WhatsApp itu, menggunakan karyawan sebagai apa ya.. sebagai basis.

Pewawancara:

Customer Service saja!

Narasumber:

Iya karyawan sebagai *customer service* kami lah! menginformasikan kepada seluruh keluarga, handai taulan, mungkin nanti itu akan berjenjang di grup-grup sehingga semuanya menjadi mungkin terinformasi. Dan kami juga berkoordinasi dengan *airlines* pastinya, untuk melakukan hal yang sama.

Pewawancara:

Ohh *airline* juga harus masukin ke.. misalnya WhatsApp status gitu?

Narasumber:

Iya, bersama-sama kita, kita ada grupnya sama *airline*. Semua *airline*. tergantung aturannya, kalau aturan domestik kita info ke domestik. Kalau tentang internasional kita info ke *airline* internasional.

Narasumber:

Jadi secara umum aturan itu sudah kami sampaikan ke penumpang, walaupun misalnya kita kasih dispensasi, kita enggak kasih tahu bahwa itu ada dispensasi. Jadi masyarakat tahunya aturan itu sudah berlaku. Jadi hanya butuh tambahan waktu untuk menginformasikan kepada penumpang ditambah kalau kita mau terbang, pesawat! khususnya pada saat itu ya! untuk PCR-nya itu enggak secepat sekarang, misalnya dia harus *booking* dulu, harus proses dulu, dan hasil PCR sendiri enggak secepat sekarang! butuh waktu 1x24 jam. Nah biasanya penumpang yang baru terinformasi hari.. baru terinformasi nya hari itu pas mau terbang, dia enggak akan keburu buat PCR, itu salah satu contoh. Jadi mengapa kita adanya dispensasi itu? Karena memang melihat kondisi. Nah maka di awal-awal, apalagi ini ditanyanya pas lagi Delta! enggak banyak fasilitas kesehatan yang menyiapkan yang namanya tes PCR! antigen banyak, menjamur tapi kalau PCR terbatas, dan waktu hasil pemeriksaan butuh waktu yang lama, 1x24 jam biasanya. dikeluarkanlah dispensasi itu untuk ngatur ketenangan dan ketentraman masyarakat lah intinya! biar enggak panik.

Narasumber:

Ya gini, kalau *crisis communication* ini biasanya nggak semua selalu krisisnya, *crisis* kan adalah kondisi di mana kondisi tersebut adalah kondisi tidak normal, itu *crisis*. Nah, biasanya *crisis* itu waktunya enggak begitu lama, mungkin 1 sampai 3 hari. Jadi kondisinya dia ada kelas, kalau *crisis* itu ada kelas yang memang kelasnya yang mungkin ringan, menengah, berat, gitu ya! *crisis* nya

Pewawancara:

Oke oke oke! kalau covid sendiri berarti masuknya apa pak?

Narasumber:

Kalau covid dia masuknya ketika SE keluar mungkin dia masuknya ke sedang ya! karena kita kan perlu segera menyampaikan. Makanya kita banding, kita bedakan, kondisi *crisis* komunikasi sama

crisis operation. tapi kalau dari *crisis* komunikasinya itu hanya awal-awal, mungkin pada saat pemerintah menetapkan bahwa bandara *close* selama satu Minggu. Kami melakukan informasi secara masif, nah itu krisis, tapi itu hanya sebentar, sehari, 2 hari! karena setelah itu semua sudah mengkomunikasikan dengan baik, gitu ya! Nah, biasanya kalau yang disebut dengan *crisis* itu tadi, kondisi *operation* yang mengakibatkan kondisi anomali, maka ada pertanyaan atau ada isu yang beredar itu perlu ditanggapi secepatnya. Makanya kami selalu siap dengan yang namanya *standby statement*. Kalau misalnya ada sesuatu yang mungkin kami tidak tahu, kita sampaikan ke khalayak atau ke media bahwa kami akan melakukan *cross check*, kami butuh waktu, seperti itu. Nah kami akan *cross check* nih! karena tidak semua informasi yang ada di masyarakat itu benar, gitu! Kadang-kadang suka di lebih-lebih kan, mati lampu hanya sekitar beberapa detik, gitu kan! Tapi judul di medianya “bandara gelap gulita”, padahal matinya mungkin di satu titik saja, gitu ya! itu.

Narasumber:

Jadi kalau saat terjadi *crisis* ya! contoh ya misalnya, *Once* ada kondisi di mana kita *alert*, kita sebutnya *alert* gitu ya! *alert* dalam kondisi apapun yang akan berdampak akan menjadi *crisis*, maka secara otomatis tim komunikasi ini akan duduk bersama, baik yang ada di pusat maupun di cabang bersama dengan pemangku jabatan pastinya, akan duduk bersama akan menentukan, akan menentukan kelasnya tadi saya bilang, ringan, menengah, berat, ya! Ketika itu sudah tahu kelasnya, yang pasti kami sudah melakukan persiapan, *standby statement*, kita siapkan tim komunikasi yang akan langkahkan ke luar lapangan, kami menyiapkan rilis, pres rilis dan kami berstrategi, media mana saja yang akan kami coba dekati untuk bantu berkomunikasi terkait dengan pemberitaan, gitu ya!. Jadi ini salah satu strategi, mungkin dek Dira pernah belajar ada yang namanya *agenda setting* kan! kita melakukan *setting* agenda, kondisi kadang-kadang bukannya kita bermaksud lebay, kadang-kadang kita menggunakan *media setting* sebagai alat kita mempromosikan sesuatu, tapi dengan *title* ataupun dengan judul yang mungkin ya

Pewawancara:

Aku mau nanya satu lagi pak! Sebentar. Kalau misalkan aku melihat pak, kalau ditanya sekarang aku itu suka *ngepost accreditation* yang dari apa travel barosafe travel, and ACI, apa fungsi dan post accreditation tersebut.

Narasumber:

Jadi gini, ini bagian dari strategi komunikasi kita. Pertama, asosiasi tersebut memang adalah asosiasi yang diakui secara internasional. Nah mereka... Bandara mana pun seluruh dunia ya! asosiasi itu menjadi tolak ukur penilaian, mereka melakukan *review* penilaian terhadap *operation* bandara. Nah, salah satunya saat covid itu, kalau sebelum covid mereka menilai kondisi *operation* sesuai dengan aturan penerbangan. ya sistem internasional ataupun prosedur internasional apakah diterapkan di Bandara Soekarno Hatta atau tidak, itu menjadi penilaian tolak ukur, menilai Bandara kita ini masuk dalam kategori apa sih? bintang satu kah? Bintang 5 kah? bintang 3 kah? ya kan! itu yang mereka lakukan sebelum pandemi. Nah, saat pandemi ini memang semuanya memang bermuara ataupun berfokus pada kesehatan. Jadi mereka juga melihat ada prosedur, ada ketentuan yang memang sudah di create secara *standart operation internasional* itu ada *standart* nya, maka mereka mengeluarkan kebijakan-kebijakan. Nah apakah kalau kita ngikutin apakah itu akan menjadi aman? nah itu dasarnya, karena mereka mengadap dari WHO, iya kan! Nah begitu kita tahu mereka membuat semacam aturan maka kita ikuti. Nah akhirnya malah standars itu juga secara garis besar menjadi tolak ukur, karena bandara selalu menjadi *pilot project* juga untuk kondisi penanganan covid, selalu ya! selalu jadi tolak ukur. Nah makanya begitu ada asosiasi ini mencoba ataupun menilai, kami karena mengikuti *standart* yang ada, maka mereka menilai dan itu dianggap kami *excellent* dalam prosesnya dan berhasil gitu ya! berhasil menangani kondisi covid dengan baik, sehingga mereka mengapresiasi, memberikan penilaian baik. Nah kami mau perlu menyampaikan halayak umum, kami mendapatkan penghargaan ini bukan karena hal-hal yang sifatnya bukan karena tanpa dasar, dasarnya adalah kami melakukan semua sesuai dengan *standard*. Kami juga mendapat penghargaan dari Kementerian Kesehatan, penghargaan dari dari Skytrax. Mungkin yang tadi dimention barometer dan ACI bahwa Angkasa Pura atau Bandara Soekarno Hatta ini telah melaksanakan protokol kesehatan dengan sangat baik.

INFORMANT 3

Name: Iffa Latifah Zulfa

Position: Assistant Manager of Public Relations (n.d – present)

Pewawancara:

Definisi krisis Soekarno Hatta itu seperti apa?

Narasumber:

Sebetulnya kalau untuk sampai tahap *crisis* itu ada eskalasi, jadi kalau ada masalah di Soekarno Hatta, apapun itu. Ketika masalahnya itu mencuat tapi bisa langsung redup dengan *statement* awal aja atau *standby statement* itu sebenarnya belum bisa dibilang *crisis*. Tapi *crisis* itu ketika butuh ada eskalasi, jadi misalnya nih.. kan di Soekarno Hatta *spoken person!* namanya *SM of communication and legal*. Jadi saat ini kan dipegangnya sama Kholik ya!

Narasumber:

Kalau misalkan Kholik itu sudah menjawab ke pabrik tapi ternyata dirasa masih.. masalahnya masih ada terus, nah kemudian kan di eskalasi by GM, tapi ternyata kalau sampai GM juga belum bisa, nanti akan dieskalasi lagi ke korkom, sebagai pembimbing 01.39 ... *Branch Communication*, dan kalau misalkan masalahnya udah semakin besar, bisa juga yang turun tangan sampai level direksi. Biasanya sih pak Dirut yang ngomong langsung kalau sudah *crisis* kayak gitu.

Pewawancara:

Oke, apa saja kriteria *event* yang di *consider* sebagai krisis teh?

Narasumber:

Kriterianya sendiri ketika itu sudah menjadi isu nasional, tapi kalau misalkan isu.. masih bisa dilokalisir, dalam artian disini ada yang misalkan naik di media massa gitu, baik itu cetak, online, atau digital, atau media sosial.

Pewawancara:

Berarti kalau pandemi covid 19 ini itu masih dipegang sama *Branch Communication* atau gimana teh kalau kayak gini?

Narasumber:

Iya, kalau covid sendiri kan dilokalisir di bandaranya masing-masing, karena ketentuan dari satgas maupun Perhubungan itu kan dia kadang-kadang spesifik di bandara-bandara tertentu, terutama

ini Soekarno Hatta karena dia *gate international* dan rata-rata penerbangan untuk keluar ataupun ke dalam negeri, banyaknya kan di sini! dia spesifikkan penyidik, di aturannya pun tertulis demikian, jadi khusus misalkan di pintu negara, dia menyebut tuh bandaranya salah satunya Soekarno Hatta. Tapi kan jadi kalau misalnya korporasi yang bicara kan dia udah ngomongin semua bandara! Tidak menutup kemungkinan juga korporasi yang berbicara ketika misalkan domain dari aturannya sendiri sudah melibatkan banyak bandara di AP2, lah kalau misalkan bandaranya udah nggak cuma Soekarno Hatta aja yang di *mention* dalam aturan itu, di satgas maupun di perhubungan, dia akan bikin press rilis corporate nya, jadi mengatasnamakan manajemen yang membawahi bandara-bandara tersebut, gitu.

Pewawancara:

Kalau dalam pandemi covid 19 ini siapa aja teh *key-stakeholder* nya?

Narasumber:

Kan sebetulnya di bandara Soekarno Hatta nih ada istilahnya Kombata, Komunitas Bandara Soekarno Hatta.

Narasumber:

Nah itu sebenarnya informalnya sendiri dari gabungan-gabungan stakeholder yang ada di bandara Soekarno Hatta.

Pewawancara:

Ohh...

Narasumber:

Emang enggak semua terlibat secara langsung dan penting ya! Tapi kalau untuk di levelan awalnya udah pasti kalau urusannya covid ini adalah Kementerian Kesehatan. Nah Soekarno Hatta siapa sih perpanjangan tangannya? ada yang namanya KKP Kesehatan Pelabuhan. Nah dia yang megang peran penting, karena nanti yang akan men *screening* di awal adalah tim KKP, kemudian siapa lagi setelah itu? barulah.. kan levelan berikutnya kalau di covid nih setelah di *screening* dari KKP, baik itu secara.. kalau sekarang kan ada vaksin, kalau dulu belum ada kan! jadi kalau gitu berupa.. atau pantauan manual, suhu dan segala macam, terus kemudian PCR test, dan segala macam, lolos dari situ baru dia bisa ke imigrasi, tapi kalau misalkan dia tidak lolos di *screening* awal, udah pasti dia akan diisolasi. Nanti akan ada kerjasama dengan rumah sakit - rumah sakit yang dirujuk sama

pemerintah, apapun kalau memang belum parah ya.. biasanya kan di isolasi di.. kalau nggak salah ada Wisma atlet ! Wisma di Jakarta itu! iya 2 Wisma! Itu memang ada alurnya gitu! Nah yang paling penting perannya si KKP itu. Nah AP2 sendiri ka sebagai pemula dia yang bantuin fasilitasnya. *Later on* setelah si covidnya ini berjalan hampir 2 tahun kemudian kan kita bikin laboratorium ya! di lapangan untuk pengecekan PCR. Jadi ada alat-alatnya sendiri gitu! ada mobile webnya, ada bilik-bilik pengecekan. Jadi sih hasil tes itu bisa didapatkan di bandara, kayak gitu.

Pewawancara:

Oh yang datang?

Narasumber:

Iya yang datang dari Luar Negeri.

Pewawancara

Menurut studi yang saya baca bahwa passengers concern dalam berpergian dengan pesawat dan penggunaan bandara karena adanya risk getting infected, boleh diceritakan bagaimana cara mengembalikan kepercayaan penumpang kembali?

Narasumber

Sebenarnya kalau dari model transportasi, berpergian dengan pesawat sebenarnya paling aman karena adanya hepa filter yang akan menyerap bakteri, dan virus yang ada di pesawat dan bandara. Kalau ngomongin aman, berpergian dengan pesawat sebenarnya palign aman dibanding semua armada baik laut atau darat. Jadi dari situ isu – isu yang perlu diangkat.

Lalu kenapa bandara bisa dibilang lebih safe, nah kita selalu infokan kalau kita disinfect fasilitas secara rutin, lalu kita ada upgrading fasilitas touchless, semua sudah menggunakan sensor, udah ngga di pegang – pegang lagi lah pokoknya. Karena saat itu kan diminimalisir banget tuh perihal kontak fisik, atau marka – marka atau sign untuk menjaga jarak disemua tempat, tenant tempat makanan, ataupun lounge, antrian checkin. Itu semua sudah diusahakan mengikuti prokes. Jadi masyarakat juga jadi merasa aman dibandara.

Jadi hal – hal yang disebutkan, penggunaan masker, jaga jarak, itu selalu digaungkan di platform social media ataupun media *conventional* melalui press release disebarkan oleh perusahaan untuk naikkan kepercayaan masyarakat

Dan selain itu, kita aja ada tempat untuk check PCR test. Kita juga menyediakan itu di bandara dan diantara semua model transportasi, peraturan yang paling rigid atau ribet lah kasarnya itu adalah di udara. Udah armadanya lebih safe secara flow udara karena ada hepa filter yang menyaring virus dan lain – lain. Terus dari peraturan, dia yang paling banyak yang harus dibutuhkan dan pastinya lebih ketat. Baik dari Angkasa pura sebagai facilitator, airlines sebagai *frontliner* yang langsung menghadapi penumpang langsung sudah keras banget tuh sebelum terbang “kalian harus punya A, punya B” maupun domestik ataupun international.

Jadi secara regulasi pun sudah ketat. Masyarakat harusnya sudah tidak perlu khawatir akan *safety* – nya .

Pewawancara

Apa tujuan dari post accreditation yang diterima?

Narasumber

Jadi pas jaman pandemi itu, karena dituntut untuk punya standar pelayan yang dapat menjamin keberlangsungan operational dalam artian kesehatan penumpang dan petugas. Kemudian fasilitasnya juga di disinfeksi dan segala macam ya. Nah itu, menjadikan banyaknya barometer dari pihak – pihak *independent* ataupun dari pihak yang mengurus bandara seperti ACI dan kemudian ada safe barometer ataupun ada Skytrax. Fungsinya kan mereka akan melakukan audit yang bisa berupa survey, questionnaire, ataupun turun langsung kelapangan. Pentingnya pertama untuk menjamin kepastian masyarakat kalau secara akreditasi baik dari ACI ataupun yang lain ternyata Soekarno – Hatta itu *safe*. Safe secara keamanan dan kondisi dalam pandeminya. Jadi bisa menjamin penumpang bisa terbang dengan aman, nyaman, dan sehat.

Pewawancara:

Media monitoring pake aplikasi media monitoring

Narasumber:

Kalau dulu kita pake aplikasi buat media monitoring dimana ada laporan seperti isu-isu rame yang ada di bandara. Dengan itu, kita lebih mudah mencapture semua berita-berita dari media social, media online. Itu juga bisa kita set bisa weekly, atau monthly. Itu juga bisa ngetrack isu yang persentasenya tinggi contoh service, operational itu yang akan menjadi masukan untuk perusahaan untuk improve. Jadi itu salah satu fungsi media monitoring dan itu membantu kita memonitoring berita-berita yang sekarang banyak banget bisa dari media social, atau media cetak. Beda dengan dulu, sekarang semua orang bisa post dan menulis sesuatu jadi itu yang kita juga coba monitor. Baik itu positive ataupun netral. Dan juga kita jadi tau media-media apa aja yang ternyata toningnya positive ke kita atau sebaliknya, jadi kita bisa mempetakan, sebagai contoh Kompas mengambil angle beritanya tuh dari mana sih biasanya. Tapi sekarang kita tidak megang lagi sejak 2020 sebagai pemotongan operational dan dipegang oleh corporate communication di pusat. Kalau whatsapp group untuk memudahkan komunikasi contoh ada group dengan public relations CGK dengan pusat sehingga jika ada isu bisa mudah dikomunikasikan ke bandara terkait. Dari situ, kita bisa mulai sounding-sounding ke media partner. Jadi mempercepat proses komunikasi dari pusat ke kita dan media partner dan juga ke lainnya.

Pewawancara:

Bagaimana kalau dengan press release teh? apakah public relations CGK juga membuat?

Narasumber

Tergantung bandaranya, kalau tentang CGK ya kami yang buat dengan spokespersonnya. Misalnya dengan Pak Kholik, pak SM atau pak EGM langsung. Tergantung dengan isu dari beritanya tapi kalau sudah ngomongin tentang jangka panjang kaya rencana untuk 30 tahun kedepan, itu yang pegang corcom biarpun itu tentang CGK. Tapi kalau bijakan-bijakan, fasilitas itu kita yang buat. Nanti kita post di website CGK kita

Pewawancara

Bisa dijelaskan teh fungsi dari media relations yang dilakukan oleh public relations CGK?

Narasumber

Media gathering tidak diadakan jadi kita ngobrol lewat wa group dan kan kita menyediakan press room dimana mereka bisa kerja disana, paling kita suka ketemu non formal di jam istirahat

Pewawancara

Bagaimana dengan fungsi customer relations dalam memahami pelanggan dengan mendapatkan jawaban dari passenger langsung apakah dilakukan oleh public relations?

Narasumber

Tidak karena itu ranahnya Passengers Service itu ada dibagian terminal dibawahnya manager service and facility. eh sorry dibawahnya manager service and facility itu ada TIS, passengers service, dan digital service. Nah kaya event-event yang ada di terminal atau campaign biasanya itu temen-temen passengers service. Biasanya yang merencanakan campaign tuh dari pusat dan pelaksanaannya temen di terminal. Jadi testimoni gitu-gitu yang lakuin adalah passengers service. Kalau campaign kita ada contoh hari pelanggan diseptember, dan ada tentang proses pastinya

Pewawancara:

Menurut teteh, apa saja hambatan yang dihadapi saat krisis pandemi ini?

Narasumber:

Aturankan dari pihak eksternal maka ketika ada aturan berubah secepat itu, kita butuh waktu untuk penyesuaian dan jika kami sudah smooth nanti diubah lagi. Menurut saya itu salah satu hambatan yang kami hadapi.