

**REPUTATION MANAGEMENT OF
INDONESIAN NATIONAL POLICE
DURING THE PRESIDENTIAL
ELECTION IN 2019**

FRIZKI YULIANTI NURNISYA

UNIVERSITI SAINS MALAYSIA

2022

**REPUTATION MANAGEMENT OF
INDONESIAN NATIONAL POLICE
DURING THE PRESIDENTIAL
ELECTION IN 2019**

by

FRIZKI YULIANTI NURNISYA

**Thesis submitted in fulfilment of the requirements
for the degree of
Doctor of Philosophy**

October 2022

ACKNOWLEDGEMENT

This dissertation is dedicated to the memory of Haraugus Saraswati, my Mom, who would have been overjoyed to see this day come to pass.

The challenging process of completing this dissertation may provide an opportunity for growth. When I think back on this process, I am humbled and amazed by the support and direction I received from Universitas Muhammadiyah Yogyakarta, supervisors, participants, respondents, colleagues, friends, and family. This was not a journey I took alone. It is indispensable to recognize and convey my heartfelt gratitude to everyone who assisted me throughout this process.

I would like to thank Universitas Muhammadiyah Yogyakarta and my colleagues at Communication Studies UMY that always supported me and let me fulfill my dreams of being a student at the School of Communication USM.

My heartfelt appreciation goes out to my supervisors, Dr. Suriati Saad and Associate Prof. Dr. Shuhaida Md Noor. I admire Dr. Suriati mentoring her students as they strive to become independent scholars by providing academic support and challenging views. I appreciate her informative talks, comments, direction, advice, and general support in this dissertation and in life. Associate Prof. Dr. Shuhaida Md Noor, I am incredibly grateful for your suggestions throughout my research.

I owe heartfelt thanks to Professor Dr. Jamillah Ahmad and Dr. Mahadevan Krishnan for helping me with insightful ideas for my research since the proposal defense. Professor Dr Kiranjit Kaur and Dr. Nurzali Ismail for the incredible insight to improve my thesis. All the lecturers and staff at the School of Communication USM who have helped me a lot while studying here.

I would like to express my special gratitude to all my research respondents and participants, especially for the Police Public Relations Division of the Indonesian National Police. They willingly gave up their valuable time to share their opinions and information. I was fortunate to be able to learn them. Their assistance was crucial to my research.

I owe many thanks to all my USM-mates and coffee-mates; Candy, Intan, Teh Santi, Raqib, Dayana, Hafifi, Mas Kiko, Pak Bona, Pak Setio, Mbak Wulan, Mbak Dita, Dr. Din, Dr. Adrian, Emily, Puan Ida, Irfan, Emile and especially Mbak Esti for all the countless help. All of you make a memorable memory for me when I am in Penang.

I would also like to thank my big family: my beloved brother, my dad, my stepmother, my stepsister, my family in law, and my friends for understanding when I have not answered text messages or returned phone calls immediately.

Finally, a big thank you must go to my husband, Yudhi Ardiyanto, and my daughter, Kirana Ayu Mandasari, for the endless amount of support, love, and encouragement to complete my academic journey.

TABLE OF CONTENTS

ACKNOWLEDGEMENT	ii
TABLE OF CONTENTS	iv
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
LIST OF APPENDICES	xiv
ABSTRAK	xv
ABSTRACT	xvi
CHAPTER 1 INTRODUCTION	1
1.1 Introduction.....	1
1.2 Study Background.....	9
1.3 Problem Statement	14
1.4 Research Objectives	20
1.5 Research Questions	21
1.6 Significance of Study	21
1.7 Scope and Limitations.....	23
1.8 Glossary of Key Terminology.....	24
CHAPTER 2 LITERATURE REVIEW	26
2.1 Introduction.....	26
2.2 Reputation and Reputation Management.....	27
2.2.1 Reputation	29
2.2.2 Reputation Management in Definition.....	34
2.2.3 Linkage Reputation Management and Public Relations	37
2.3 The Practice of Reputation Management.....	41
2.3.1 Elements of Reputation Management for Internal Public.....	45

2.3.1(a)	Corporate Identity	47
2.3.1(b)	Employee Behavior.....	49
2.3.1(c)	Communication Style.....	50
2.3.2	External Elements of Reputation Management for External Public	51
2.3.2(a)	Opinion Leader	51
2.3.2(b)	The Media	54
2.3.2(c)	Social Media	56
2.4	Reputation Management in Police Institution.....	58
2.4.1	In the United States and United Kingdom	65
2.4.2	In Asia	71
2.5	The Police Institution and Political Situation in Indonesia.....	73
2.5.1	Influence of Indonesian Politics on the INP	73
2.5.1(a)	Before Reformation (1945 – 1998).....	74
2.5.1(b)	Reform Era (1998 – Present)	77
2.5.2	Community Sentiment Towards the Indonesian National Police.....	78
2.5.3	The 2019 Presidential Election	81
2.6	The Excellence Theory	83
2.7	Theoretical Framework	89
	CHAPTER 3 METHODOLOGY	94
3.1	Introduction.....	94
3.2	Research Method.....	96
3.3	Population and Sample.....	101
3.3.1	Population and Sample for External Public	101
3.3.2	Population and Sample for Internal Public	103
3.3.3	Research Instrument.....	107
3.3.3(a)	Survey	107

3.3.3(b)	In-depth Interview.....	110
3.3.3(c)	Documentation.....	111
3.4	Data Collection.....	113
3.5	Data Analysis	116
3.5.1	Unit of Analysis	117
3.5.2	Thematic Analysis for Basis and Rationale	117
3.6	Ethical Considerations	120
CHAPTER 4 FINDINGS.....		122
4.1	Introduction.....	122
4.2	Demography of Respondents	124
4.2.1	Respondents by Region.....	124
4.2.2	Respondents by Gender.....	125
4.2.3	Respondents by Age.....	126
4.2.4	Respondents by Occupation.....	128
4.2.5	Respondents by Education Background	129
4.3	Public Perception on Indonesian National Police’s Reputation.....	130
4.3.1	Public Experience with the INP Before the 2019 Presidential Election	131
4.3.1(a)	Total Respondents Who Interacted with the INP	131
4.3.1(b)	Public Satisfaction on the Past Experience with the INP	133
4.3.2	Public Perception on INP’s Reputation in the 2019 Election	133
4.3.2(a)	Public Trust in the Indonesian National Police.....	134
4.3.2(b)	Public Support for the Indonesian National Police.....	135
4.4	Public Assessment on Reputation Management Elements of the INP.....	136
4.4.1	Assessment Corporate Identity	137
4.4.2	Assessment Employee Behavior	138

4.4.3	Assessment Communication Style.....	139
4.4.4	Assessment Media Strategy	140
4.4.5	Assessment Opinion Leader.....	141
4.4.6	Essential Variables in the Reputation of the INP.....	143
4.5	Reputation Management of INP during Presidential Election in 2019.....	144
4.5.1	Corporate Identity of INP during Election.....	145
4.5.1(a)	Uniform.....	146
4.5.1(b)	Logo	149
4.5.2	Employee Behavior of INP during Election	151
4.5.2(a)	Cultural Reform of the Indonesian National Police.....	151
4.5.2(b)	Recruitment Reform of the Indonesian National Police.....	154
4.5.2(c)	Preparation for the Presidential Election	155
4.5.3	Communication Style of INP during Election	160
4.5.3(a)	Communication Motive of the INP during the Election	161
4.5.3(a)(i)	To Coordinating with other Stakeholders.....	161
4.5.3(a)(ii)	To Persuade the Public	164
4.5.3(b)	Internal Tiered Communication of the INP	166
4.5.3(c)	Transparency in the INP	170
4.5.4	Media Strategy of INP	171
4.1.1.1	Collaboration with Media Partner.....	172
4.5.4(a)	Self-Created Media Tools.....	174
4.5.4(a)(i)	Filmmaking.....	174
4.5.4(a)(ii)	Film Festival	178
4.5.4(b)	Digital Media	178
4.5.4(b)(i)	Create a New Bureau	182

4.5.4(b)(ii)	Custom Online Patrol System.....	183
4.5.4(b)(iii)	Improve Employee Skill on Social Media	184
4.5.5	Opinion Leader Management of INP	186
4.5.5(a)	Selecting a Neutral Opinion Leader.....	186
4.5.5(b)	Freedom of Speech for Opinion Leaders	188
4.6	Police Public Relations of Indonesian National Police.....	189
4.6.1	Structure Organization of Police Public Relations of the INP	190
4.6.2	Human Resources of the Indonesian National Police	193
4.6.3	Police Public Relations Activities	196
4.6.3(a)	Activities of Police Public Relations in General.....	196
4.6.3(b)	Activities of Police Public Relations during Election	201
CHAPTER 5 DISCUSSION.....		206
5.1	Introduction	206
5.2	Public Perception of Police Reputation during 2019 Presidential Election	207
5.2.1	The Public Assumes that Police Officers Work Professionally.....	207
5.2.2	Public Satisfaction with the Performance of the INP.....	209
5.2.3	Public Support for the Indonesian National Police	211
5.3	Public Assessment on the Reputation Management Elements of the INP	212
5.3.1	Communication Approach of the Indonesian National Police.....	213
5.3.2	Employee Behavior: the Most Significant Factor	217
5.4	Reputation Management Activities by the INP during Presidential Election	219
5.4.1	Reputation Management of the INP through Employees Performance	220
5.4.2	Communication System for Reputation Management	222

5.4.3	The Value of Reputation for the Indonesian National Police	228
5.4.4	Strength and Threat in the Implementation of Reputation Management.....	229
5.4.4(a)	Strength.....	230
5.4.4(b)	Threat	233
5.5	The Enactment of Excellence Theory in the Indonesian National Police.....	237
5.5.1	Police Public Relations was Never Been in Managerial Level.....	239
5.5.2	Analysis of the Excellence Theory within the INP	245
5.5.2(a)	Reputation Management during the 2019 Presidential Election at the Programme Level.....	245
5.5.2(b)	Reputation Management during the 2019 Presidential Election at the Division Level.....	248
5.5.2(c)	Reputation Management during the 2019 Presidential Election at the Organisational Level.....	250
5.5.2(d)	Reputation Management during the 2019 Presidential Election at the Societal Level.....	252
5.5.3	Reputation of the INP Alongside Excellence Theory	253
5.6	Conclusion	255
5.6.1	Implication	257
5.6.2	Weakness and Suggestion for Further Research.....	258
	REFERENCES.....	260

APPENDICES

LIST OF PUBLICATIONS

LIST OF TABLES

		Page
Table 1.1	Reputation of the INP, 2018 and 2019 (percentage)	13
Table 1.2	Percentage of INP Reputation From 2002 – 2012.....	15
Table 1.3	The Recapitulation of Personnel Composition in Police Public Relations of INP	18
Table 2.1	Types of Reputation.....	29
Table 2.2	The Differences between Identity, Image, and Reputation	31
Table 2.3	The Relationship between Corporate Reputation & Corporate Image	33
Table 2.4	The Function of Reputation Management	42
Table 2.5	Elements of Reputation.....	44
Table 2.6	Behavior in the corporate context.....	46
Table 2.7	Characteristics of Excellent Public Relations Programmes.....	86
Table 2.8	Variables Reputation Management of INP	91
Table 3.1	Sampling of Research	104
Table 3.2	The Summary of Pre-Testing & Pilot Study Modification to the Questionnaire	109
Table 4.1	Percentage of Public Trust in the Indonesian National Police	134
Table 4.2	Percentage of Public Support for the Indonesian National Police	135
Table 4.3	Public Assessment for Corporate Identity of the INP	137
Table 4.4	Public Assessment on Employee Behaviour of the INP.....	138
Table 4.5	Public Assessment of Communication Style of the INP	140
Table 4.6	Public Assessment on Media Strategy of the INP	141
Table 4.7	Public Assessment on Opinion Leader of the INP	142
Table 4.8	Rank of Essential Elements of Reputation Management	144

Table 4.9	Educational Stages at the Indonesian National Police.....	155
Table 4.10	Several Workshop to Ensure the Security of the Presidential Election	158
Table 4.11	Stakeholder of the Indonesian National Police during Presidential Election	162
Table 4.12	Organizational Structure at the National Police Headquarters	166
Table 4.13	List of Films Produced by the INP in 2019	175
Table 4.14	Type of Opinion Leader of the INP during Presidential Election	188
Table 4.15	The Roles and Functions of Three Bureau in Public Relations Division at the INP Headquarters	199
Table 5.1	Regulations regarding Reputation Management in the INP during the Presidential Election.....	222

LIST OF FIGURES

	Page
Figure 2.1	The Image – Reputation Pyramid 32
Figure 2.2	Corporate Identity to Corporate Reputation (van Riel & Balmer, 1997) 47
Figure 2.3	Reputation Framework by Griffin 89
Figure 2.4	Reputation Framework in this Research 90
Figure 2.5	Theoretical Framework 92
Figure 3.1	Flowchart of the Data Collection 115
Figure 4.1	Distribution of Respondents by Region 124
Figure 4.2	Distribution of Respondents by Gender 126
Figure 4.3	Distribution of Respondents by Age 127
Figure 4.4	Distribution of Respondents by Occupation 128
Figure 4.5	Distribution of Respondents by Education Background 129
Figure 4.6	Number of Respondents Who Interacted with the INP 131
Figure 4.7	Satisfaction Level of INP’s Services 133
Figure 4.8	Viral Police Photo during the Presidential Election 165
Figure 4.9	A Post on Official Account of INP in Facebook which has the Highest Interactivity in 2019 181
Figure 4.10	The Organizational Structure of Police Public Relations of the INP 191

LIST OF ABBREVIATIONS

APPRO	Association of Police Public Relations Officers
APCOMM	Association of Police Communicators Association
ACPO	Association of Chief Police Officers
BAWASLU	<i>Badan Pengawas Pemilu</i> / Election Supervisory Agency
DKPP	Dewan Kehormatan Penyelenggara Pemilu/ Election Organizer Ethics Council
DPD	<i>Dewan Perwakilan Daerah</i> / Regional Representative Board
DPR RI	Dewan Perwakilan Rakyat/ House of Representatives
DPRD RI	<i>Dewan Perwakilan Rakyat Daerah</i> / Regional House of Representatives
DPS	Daftar Pemilih Sementara/ Temporary Voter List
DPT	Daftar Pemilih Tetap / Final Voter List
INP	Indonesian National Police
KOMPOLNAS	<i>Komisi Polisi Nasional</i> / National Police Commission
KAPOLRI	Kepala Kepolisian Negara Republik Indonesia/ Chief of Indonesian National Police
KPU	<i>Komisi Pemilihan Umum</i> / General Election Commission
KPK	<i>Komisi Pemberantasan Korupsi</i> / Corruption Eradication Commission
MPR RI	<i>Majelis Permusyawaratan Rakyat</i> / People's Consultative Assembly
PIO	Public Information Officer
POLRI	Kepolisian Negara Republik Indonesia

LIST OF APPENDICES

- Appendix A Interview Question(s) for Internal Public
- Appendix B Questionnaire
- Appendix C Informed Consent Agreement
- Appendix D The Uniform of the Indonesian National Police
- Appendix E The Logo of Indonesian National Police

**PENGURUSAN REPUTASI POLIS NASIONAL INDONESIA SEMASA
PILIHANRAYA PRESIDEN TAHUN 2019**

ABSTRAK

Reputasi adalah penilaian penting bagi setiap perbadanan, baik swasta dan juga kerajaan. Namun demikian, kajian dan rujukan mengenai pengurusan reputasi bagi perbadanan milik kerajaan masih terhad. Kajian ini meneliti pengurusan reputasi polis di Indonesia semasa Pemilihanraya Presiden 2019. Sepanjang tempoh pilihanraya tersebut, terdapat beberapa faktor luaran dan dalaman yang boleh menjadi ancaman terhadap reputasi pasukan polis. Sehubungan itu, tujuan kajian ini adalah, (1) menjelaskan persepsi masyarakat awam terhadap reputasi polis Indonesia semasa pilihanraya presiden tahun 2019, (2) menerangkan penilaian masyarakat awam terhadap elemen pengurusan reputasi oleh polis Indonesia semasa pilihanraya presiden tahun 2019, dan (3) menentukan bagaimana pengurusan reputasi dicapai oleh Polis Nasional Indonesia. Pengumpulan data primer dilakukan secara kualitatif iaitu melalui kaedah temuramah dalaman dan disokong dengan kaedah kaji selidik sebagai teknik pengumpulan data sekunder secara kuantitatif. Penyelidikan ini mengesahkan bahawa teori kecemerlangan tidak dapat dilaksanakan dengan sewajarnya kerana watak korporat pasukan polis yang unik. Bagaimanapun, tinjauan menunjukkan bahawa Polis Negara Indonesia masih mempunyai reputasi yang disegani sepanjang pilihan raya presiden 2019 kerana strategi pengurusan reputasi yang memfokuskan kepada elemen tingkah laku pekerja merupakan faktor utama dalam menentukan kepuasan awam dan kepercayaan orang ramai.

**REPUTATION MANAGEMENT OF INDONESIAN NATIONAL POLICE
DURING THE PRESIDENTIAL ELECTION IN 2019**

ABSTRACT

Reputation is an essential assessment for every corporation, both private and government owned. However, studies and references regarding reputation management for government-owned corporations are still relatively minimal. This research examines reputation management by the Indonesian National Police (INP) during the 2019 presidential election. At that time, many internal and external factors could threaten the police's reputation. The purpose of this research is (1) to explain the public perception of Indonesian police reputation during the 2019 presidential election, (2) to describe the public assessment on the reputation management elements carried out by the Indonesian police during the 2019 Presidential Election, and (3) to determine how the reputation management accomplished by the INP during the election. This research was done by combining qualitative method through internal interview data collection techniques as the primary data and supported quantitatively with survey techniques as secondary data. This research confirms that the excellence theory cannot be appropriately implemented due to the police forces' unique corporate characters. However, the survey showed that the Indonesian National Police still had a respectable reputation throughout the 2019 presidential election because a reputation management strategy that focuses on elements of employee behavior is the main factor in determining public satisfaction and public trust.

CHAPTER 1

INTRODUCTION

1.1 Introduction

Commercial entities frequently use reputation studies because, as an intangible asset, it offers many benefits, among others the potential to increase prices, attract good investors and better-qualified applicants, and make marketing programmes more effective—all of which serve to increase profit (Argenti & Druckenmiller, 2004; Aula, 2010; Davies & Miles, 1998; Gotsi & Wilson, 2001; Langham, 1989; Maedche et al., 2012). It is therefore logical to argue that financial performance is one indicator of successful reputation management (Chand, 2007; Dowling, 2001). It is crucial to bear in mind that corporations must maintain a respectable reputation to ensure their financial stability. As many corporations seek to improve their reputations, considerable research has been conducted on commercial reputation management activities.

However, the considerable benefits of a credible reputation are not only for commercial companies. Credibility is also valuable for police institutions, as it allows them to gain support, which in turn indirectly improves police performance. As Tyler (2004) found, to maintain police performance, most of the time police institutions need considerable voluntary support and cooperation from the public. When members of the public are willing to give their support, they are willing to be more cooperative with the police, resulting in a more effective and accountable police force (Jackson & Bradford, 2010). In short, police institutions need to manage their reputation because it is directly proportional to the level of public trust, support, and confidence they receive.

The police have made efforts to become a reputable institution ever since Sir Robert Peel, the Home Secretary, Lieutenant-Colonel Sir Charles Rowan, the first British Commissioner, and barrister Richard Mayne engaged in image work to escalate police performance in the United Kingdom in 1829 (Mawby, 2002). As the first modern police institution in the world, the London Metropolitan Police recognised the need to use uniforms, pay attention to public communication, and transform itself from a police force into a police service (Mawby, 1999, 2001, 2010a, 2014b; Mawby & Worthington, 2002). Likewise, previous studies of the reputation management of police institutions have reported that American police also implemented Peel's principles to maintain police reputation (Maxon et al., 2003). It has been suggested that police officers participate in the community and increase their visibility in the neighbourhood as well as other informal contacts with the citizenry, so that the public is more willing to support the police (Jackson & Bradford, 2010).

In Asia, China—which has the largest police institution in the world—has been unable to make many changes in its organisational system as the Communist Party has a monopoly over the government. Nevertheless, the police are aware of the need for a positive reputation (Cao & Hou, 2001). The Hong Kong Police, for example, made various efforts to reform and modernise its philosophy, mission, role, and organisational style (Lo, 2016). The Hong Kong Police have been identified with many labels over the years, reflecting their reputation. For example, in 1970, they were called "*licensed thugs*" by locals; in 1968, they were called "*yellow running dogs*" or "*white-skin pigs*" by protesters. However, in later years the Hong Kong Police became known as "*Asia's Finest*" due to their outstanding professionalism (Emsley, 2014; Nathan & Scobell, 2012).

The Thai police experienced a similar transformation in their efforts to improve their relationship with the citizenry by shifting their roles (Sahapattana & Cobkit, 2015). As part of the transformation, the Royal Thai Police were trained by the International Law Enforcement Academy of the United States Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) to increase their proficiency (Mcclincy, 2012) and public credibility. They were fully aware that maintaining law and order, protecting persons and property, controlling crime, and solving crimes would be more effective with public support (Sahapattana & Cobkit, 2015, 2016).

Based on this discussion, it is evident that police institutions worldwide have used various strategies to achieve a positive reputation because they know that, in so doing, they will increase their efficacy by improving public support. Therefore, this research focuses on analysing the reputation management strategies used by the Indonesian National Police (INP) during the Presidential Election of 2019. The INP recognised that, despite many efforts to ameliorate their reputation, the public still mistrusted them (Davies, Buttle, & Meliala, 2014; Siregar, 2013; Siregar, Bhakti, Samego, Yanuarti, & Haripin, 2015).

Previous studies identified various obstacles faced by the INP when seeking to improve their reputation: the INP, which is accountable to the president, can be politicised; a corporate culture of seniority exists within the organisation; and awareness of the public relations functions is still low (Hutahaeen, 2015; Muradi, 2014, 2016; Sutrisno, 2016). Moreover, as the world's fifth-largest national police organisation (Davies, Meliala, & Buttle, 2015), after China, India, the United States, and Russia (States & Union, 2009), it faces unique challenges. Given Indonesia's archipelagic nature, the organisation's more than 560,000 police officers must work

hand-in-hand across the nation's approximately 17,500 islands to improve the reputation of the INP. This research thus focuses on the INP's efforts to manage its reputation and gather public support.

Every organisation has a reputation, whether welcome or not. When this reputation is properly designed and managed, it will expose the organisation's commitment to stakeholders (Berens, 2007; Howard, 1998). Reputation should be meticulously prearranged and continuously managed to maintain and sustain the corporation's mission (Aula & Heinonen, 2016; Howard, 1998). The combination of identity and image management systems contributes to how organisations act and respond to obstacles (Howard, 1998). Overall, prior studies have reinforced the need for reputation management as a means of improving communication with the public, obtaining public support, cultivating public trust, and achieving organisational goals.

Thus, to optimise the management of public relations, an organisation needs an ideal situation for its public relations practitioners. According to Grunig et al. (2002, 2010), it can be implemented using the Excellence theory. This theory provides a full description of how public relations professionals must work to give more value to the organisation (Kim et al., 2013). The Excellence theory focuses on four levels: programme level, department level, organisational level, and effects of excellent public relations. An in-depth understanding of this theory will make public relations professionals contribute to the organisation by building quality, long-term relationships with strategic constituencies (Grunig, 2013). It also gives the organisation a chance for public relations practitioners to become strategic decision makers and design public relations programmes (Grunig et al., 2002)—including programmes for reputation management.

However, police institutions have difficulty constructing a positive reputation due to high expectations for police performance. Police institutions are crucial institutions, as they function to overcome social conflicts; combat traffic issues, crime, anarchy, and corruption; and act as peacekeepers (Kryszk, 2015; Muradi, 2014). To complete these responsibilities, the police have two opposite paradigms. On the one hand, they must become *the strong hand of society* that might arrest, beat and even shoot people; on the other hand, they must also become *the soft hand of society* that protects, guards, and serves the public (Rahardjo, 2007). This paradigm represents a gap between expectations and the reality experienced directly by the public. To minimise this gap, internal synergy is needed to create an institution of good standing (Berens, 2007; Lammers & Guth, 2013). However, proper reputation management will ease their efforts to accomplish a credible reputation (Davies, Chun, da Silva, & Roper, 2003; Griffin, 2014; Lammers & Guth, 2013).

The Indonesian National Police (INP), known to Indonesians as Polri (an abbreviation of *Kepolisian Negara Republik Indonesia*), trace their roots to the military. According to an INP manuscript, in 1897—when Indonesia was still a Dutch colony—the Dutch created a police unit that became the forerunner to the current institution. After Indonesia proclaimed its independence in 1945, the INP became the only official unit that helped the government mobilise forces to defeat the returning colonial invaders (Polri, 2015). On 19 June 1961, Soekarno—Indonesia's first president—merged the police with the army, navy, and air force to create the TNI/Polri or *Tentara Nasional Indonesian/Polisi Republik Indonesia*, thereby increasing the influence of militarism on the INP (Susanto & Kasdi, 2013; Ulfah et al., 2013). As a result, the public began perceiving the INP as rigid law enforcers, violent persons, and ultimately terrible scourges (Tolan et al., 2017).

After the beginning of the Reform Era in 1998, efforts were made to improve the INP's reputation. In 1999, through Presidential Instruction No. 2 of 1999, President Baharuddin Jusuf Habibie formally separated the INP from the Armed Forces, hoping to ensure that the institution remained independent and acted more humanely when dealing with the public. Since then, the INP has sought to transform its public image from a frightening spectre to a friend of the public (Siregar, 2013). It has also sought to implement community policing (Wahyono, 2011).

However, disassociation from the Armed Forces did not mean that the police could immediately overhaul its reputation. The real challenges faced by the INP in the democratic transition era were even more complex (Muradi, 2016). This is because the transition away from militarism created a sense of soldier solidarity (*jiwa korsa*), which was not aligned with the spirit of police professionalism (Muradi, 2007, 2017b). Soldier solidarity also caused obstacles during coordination with other government agencies, as there were no clear rules (Muradi, 2017a). Although INP was the first Indonesian law enforcement institution to be reformed and modernised, it was commonly perceived as unsystematic, incomplete, and lacking evaluation (Siregar, 2013). This is because the police had only transformed their structural, instrumental, and cultural aspects, without any success parameters and time frames (Siregar, 2013).

After democratisation and the passage of Law Number 2 of 2002 regarding the Indonesian National Police, the INP were still unable to achieve a 60% positive reputation. It was only in 2014 that the reputation of the INP began to improve (Wahyurudhanto, 2018). However, as of the end of 2019, the reputation of the institution has decreased. Data from LSI Denny JA shows that public trust in the INP has decreased more rapidly than in any other state institution since the 2019 election (Nugroho & Alamsyah, 2019).

The Pressure of 2019 Presidential Election in Indonesia

Indonesia's 2019 election was a historical moment for the country, as it coincided with the country's legislative election. The police had no choice but to participate in securing the 2019 election, which involved 190 million voters, 2 pairs of presidential candidates, 16 political parties, and 7,968 candidates who competed for 575 seats in the House of Representatives (Indonesian's General Election Commission, 2019). The decision to hold synchronised elections was based on Decision of the Constitutional Court No. 14/PUU-XI/2013, which aimed to minimise state funding for elections, reduce money politics, and prevent bureaucratic politicisation. The holding of simultaneous elections was also seen as a solution to public saturation (Solihah, 2018). After Indonesia began its political reform in 1998, general elections were staggered, alternating between legislative, presidential and regional head elections (Ariviani et al., 2016). Indonesians were thus expected to participate in numerous elections, which led to burnout and low public participation. Consequently, the election organisers—including the INP—sought to improve the efficiency of election budgeting. At the same time, more complicated preparations were needed (Solihah, 2018).

To express its willingness to carry out its responsibilities during the 2019 election, the INP implemented several pre-emptive, preventive, and repressive strategies (Indonesian National Police, 2018). Firstly, they formed the *Mantap Brata Operation*, which focused on securing the electoral stage, starting from safeguarding the ballot printing process, distributing ballots, and supervising the process throughout Indonesia. Secondly, in collaboration with the Indonesian General Election Commission (*Komisi Pemilihan Umum*) and the Elections Supervisory Agency (*Badan Pengawas Pemilu*), they formed a task force to combat money politics.

Thirdly, in certain regions, the INP had to create a task force to combat radicalism. Fourthly, they set up *Satgas Nusantara*—the Archipelago Task Force—to focus on cooling tense situations during the general election (Indonesian National Police, 2018). The INP was assigned many tasks, including securing candidates, administering the Presidential Election, and protecting national stability throughout the election—both offline and online; this placed considerable pressure on the INP. Even a few mistakes by the INP would directly affect the reputation of this organisation.

This research analyses how the public relations bureau of the INP managed the organisation's reputation during the Presidential Election of 2019. The public relations bureau of the INP was selected because it represented management and had direct contact with the wider public. They controlled public communication by supervising partnerships, media management, social management, and law enforcement during the 2019 elections. Through its direct communications with the public, this bureau had the highest control over the INP's reputation management.

Nonetheless, during the election, the public relations bureau of the INP also had to work with other bureaus and divisions of the police (Indonesian National Police, 2018). The partnership sub-task force was under the Police Community Development (*Binmas*); the social management sub-task force was under the Intelligence Division; and the law enforcement sub-task force was under the Criminal Investigation Department (*Bareskrim*). The public relations division of the INP had to select opinion leaders and work with them to disseminate positive messages. They also oversaw the new media and the mainstream media. When accounts spread fake news, hoaxes, and expressions of hatred, the INP had the authority and jurisdiction to arrest the perpetrators. Only people with expertise in technology and the ability to communicate

were selected, as they were able to provide an appropriate, fast and accurate response (Pratama, 2020).

1.2 Study Background

Police institutions are significant in most countries as they address social conflict, security, crime, and traffic issues, as well as mitigate the effects of natural disasters and catastrophes (Kocon & Kryszk, 2015). They are considered capable of acting as trusted, fair, and civilised referees (Wahyono, 2011) who should promote democratisation and prevent anarchy and corruption (Muradi, 2014). For these responsibilities to be achieved efficiently, social acceptance, public support, and public trust are needed (Kocon & Kryszk, 2015). Without a culture of tolerance and trust, a supporting legal framework and a system of functioning criminal justice institutions, democratic police institutions cannot be created (Marenin & Caparini, 2004). This means that a democratic society must be supported by public trust in the police and public backing. Conversely, the police must construct a positive reputation to win the trust and support of the public.

Previous researchers have analysed how the police built their reputation by interacting with the community to gain public support and trust. Johansen traces the development and reformation of police modern history in the United States, United Kingdom, Canada, Australia, New Zealand, Germany, and France during the 19th century. In her analysis of the relationship between police and community, Johansen identifies two models of public orientation used by the police, namely Anglo-Saxon Policing and Continental European Policing (Johansen, 2018). Anglo-Saxon Policing is used in the United Kingdom, United States, Canada, Australia, and New Zealand. It is considered more democratic because it has less control, is civil rather than military,

locally organised, polite and respectful to the entire citizenry (Johansen, 2018). Meanwhile, Continental European Policing—which is used in Germany and France—is less public-oriented since it is centrally organised, in service of and controlled by centralised states, politicised, armed and militarised, and not accountable to the public (Johansen, 2018). As a ramification of these models, the British police are more respected than the French and German police and are more effective as they can maintain widespread acceptance, cooperation, and trust (Jackson & Bradford, 2010; Johansen, 2018).

In the same vein, Jinfeng Du explains the benefits of public support for the police. When public trust exists, communities tend to help the police by providing important information to arrest fugitives, uncover illegal cases, and uncover criminal activities. In 1950, to build public support and public trust, the Chinese police adopted the principle that the People's Republic of China police belonged to the people (Policy and Law Research Office of the Ministry of Public Security 1980). Moreover, they also campaigned for "Cherishing the People", which lasted from the New Year until the Spring Festival. They became very familiar with residents, knowing their names, professions, and hardships (Du, 1997). Internally, the Chinese police were also able to make improvements. In 1991, the Chinese police had a regulation that police officers could not be promoted if they did not complete particular courses, confirm existing regulations, supervise police members, and conduct anti-corruption campaigns (Du, 1997). In this article, Du emphasised that the rise and fall of the public image of police depends on their ability to maintain their image and reputation. At the same time, however, current research shows that China's street-level police officers are dissatisfied with their jobs due to heavy caseloads, heavy administrative burdens, and low pay. According to front-line cops in six cities, dissatisfaction fosters shirking,

corruption, and waste (Scoggins & O'Brien, 2016). Should this police dissatisfaction not be taken seriously by the Chinese government, it could threaten the reputation of the Chinese police because employees—in this case, police officers—are the main assets in establishing the institution's reputation (Tomažević et al., 2014).

Today, police executives generally agree that reputation is crucial for police legitimacy and capability (Reynolds et al., 2018). Police communication managers routinely handle media management and control the interactions between the police and the public to create a positive image (Miller et al., 2003; Pintér, 2018). Police communication managers serve to control the media by holding press conferences, building positive narratives on police news, arranging special activities with journalists, and publicising police activities (Kudla & Parnaby, 2018; Motschall & Cao, 2002). In the second place, Peel's principle states that a mutual understanding of public communication is necessary so that the police can present themselves properly and be familiar with the community, as they are an inseparable part of the public (Johansen, 2018; Mawby, 2002; Reeves & Packer, 2013).

Nevertheless, mostly police organisations have had difficulty improving their public images and reputations, even in countries with established democratic systems (Kadar, 2001b). For example, in the United Kingdom (a developed country), the police have been embroiled in numerous controversies since the 19th century, with rumours of corruption being particularly problematic (Mawby, 2014a). Meanwhile, a study by Brown and Warner (1992) found that police officers in the United States showed double standards when dealing with local residents and immigrants, indicating that racism was still prevalent among the police—despite the United States branding itself as the most democratic country in the world (Brown & Warner, 1992). Such racism was witnessed, for example, in a 2020 incident when a white policeman in

Minneapolis, United States, assassinated a black citizen, George Floyd. This shows that racist acts are still committed by the police, and this damages the image of American police institutions (Board, 2020).

As a developing democracy, Indonesia has been seen as home to the most brutal, corrupt, and least effective police force in the world (Davies et al., 2015). Even though the INP has tried to communicate with the public and improve its reputation, the organisation has continued to struggle. This is partly because the strategic value of public relations, such as reputation management, has received limited attention at the managerial level. For many years, awareness of the need to retain a positive reputation was low, and thus reputation management activities were neglected (Mawby, 2002: p.178). However, it has since been recognised that public relations are important for managing the INP's public reputation, enabling the organisation to work better at implementing its central mission and fulfilling the democratic responsibilities inherent in government (Muradi, 2014).

Before the 2019 election, public relations managers at the INP had made many efforts to build relations with the public through the mainstream and new media. The public relations division of the INP has three bureaus, namely the Information and Documentation Management Bureau, Public Information Bureau, and Multimedia Bureau. Together, these bureaus can manage the police's positive messages on all communication platforms (INP, 2017). The INP routinely guides local communities by visiting educational institutions, community organisations, and community associations, all in the name of increasing public awareness of and adherence to laws and regulations. In 2014, NET TV, one of Indonesia's private television broadcasters, began airing *86* (in Indonesian, *Delapan Enam*), to show the everyday activities of Indonesian police officers, from controlling traffic to uncovering drug syndicates. The

INP also financed the production of films and created official accounts on social media so that they could communicate with the public intensely and sustainably.

In 2019, while continuing its existing duties, the public relations division of the INP was also entrusted with the additional task of ensuring the security and smoothness of the 2019 general election. More efforts were made to meet the public, community leaders, religious leaders, opinion leaders and influencers. Public relations staff also provided training in graphic design, social media monitoring, journalism, and photography to produce communication products that could provide the public with information during the election and decrease false news within the community (Indonesian National Police, 2018). The public relations division also produced three commercial films in 2019: the comedy film *Pohon Terkenal* (the Famous Tree), released in March 2019 (exactly a month before the day of voting); the action movie *Hanya Manusia* (Just a Human); and the drama film *Sang Perwira* (the Officer), released in November after the inauguration of the president-elect on 22 October. Nevertheless, the public reputation of the INP decreased compared to the previous year, as seen in Table 1.1:

Table 1.1 Reputation of the INP, 2018 and 2019 (percentage)

Survey Agency	2018	2019
Lingkaran Survei Indonesia	87.8 %	72.1%
Litbang Kompas	82.9 %	70.8%
Alvara Research	78.8%	78.1%
Indonesia Indicator	72.0%	68.0 %

(Source: Documentation of the INP, 2019)

Data from these four survey agencies shows that, after the 2019 election, the reputation of the INP decreased from the previous year by between 1% and 16%—a drop that was attributed to the presidential and legislative elections. National security

during the election was tarnished because media and citizen journalists reported that the INP was committing acts of violence against student demonstrators in September 2019 (Alamsyah, 2019). The casualties that occurred during these riotous protests were deemed the responsibility of the INP, and thus the 2019 Presidential Election was a significant blemish on the reputation of the national police.

1.3 Problem Statement

As a corporation enters the digital era, its managers must develop a comprehensive reputation-management strategy (Ellitan, 2020; Moşteanu et al., 2020), as reputation is based not only on physical experience but also on media-obtained information (Li et al., 2020; Zhuo & Austin, 2018). During the digitalisation era, corporations have numerous new opportunities to grow by attracting potential customers (Luo, 2022). Assuming that reputation management strategies are designed and implemented successfully, it is easier for corporations to introduce new products, encourage consumers to choose their products over those of competitors, increase profits, prevent losses, and even earn a second chance in times of crisis (Molho & Wu, 2021; Slowik, 2021).

From a governmental perspective, reputation is an intangible asset that is necessary for institutions to attract public support and loyalty (Aula & Heinonen, 2016). Public support and loyalty to government institutions, such as the police, will protect these corporations/ institutions from political attacks (Wæraas & Byrkjeflot, 2012) and influence police performance (Armeli et al., 1998; Brough & Frame, 2004). As with police institutions in other countries, the INP is also trying to make internal reforms to improve its performance. These improvements began with the third President of Indonesia, Baharuddin Jusuf Habibie, who signed Presidential Instruction

No. 2 of 1999, which officially separated the police from the military. As a result, the INP sought to improve the public reputation of the police within the community. However, as shown in Table 1.2, the INP's reputation remains unsteady (Siregar, 2013).

Table 1.2 Percentage of INP Reputation From 2002 – 2012

Year	The Chief of Indonesian National Police	The Number of Chief of Police Decree	Positive Reputation of INP (in %)
2002			26.6
2003	Da'i Bachtiar		41.8
2004	(29 Nov 2001 – 7 July 2005)		32.4
2005		18	55.2
2006		31	51.1
2007	Sutanto	26	46.9
2008	(8 July 2005 – 30 Sept 2008)	12	46.7
2009	Bambang Hendarso Danuri	18	57.1
2010	(1 Oct 2008 – 22 Oct 2010)	27	49.1
2011	Timur Pradopo	26	53.0
2012	22 Oct 2010 – 25 Oct 2013)	19	46.1

(Source: Siregar, 2013)

Table 1.2 shows that, between 2005 and September 2012, the Chief of the Indonesian National Police passed no fewer than 177 legal regulations, most of which dealt with police reform and internal governance. This table also shows that the reputation of the INP has fluctuated, and thus regulations have not consistently contributed to a positive reputation for the institution. Nevertheless, decrees have continued to be issued to improve the INP's performance, increase public trust, and improve the reputation of the police.

The reputation of the INP became more dilemmatic in 2019 as the police assumed more responsibilities, which corresponded with increased reputational risks. Mistakes made by the INP during the 2019 elections could have fatal consequences for the institution's reputation (Jumaing, 2019). The INP had to be aware of many internal and external threats to its reputation, both offline and online. For example, on 3 March 2019, the reputation of the Indonesian police was tarnished by the anonymous Twitter account @opposite6890, which claimed that the INP had acted non-neutrally during the 2019 Presidential Election by mobilising its members in support of incumbent Joko Widodo. Such deception reduced public trust in the INP as an institution (Jumaing, 2019).

Griffin (2014) writes that corporations do not own their reputation. Rather, institutions' reputation is derived from the collective assessment of stakeholders based on their experiences and expectations (Grund, 1996). As stated by Anne Gregory (in Griffin, 2014), corporations cannot control their reputation because it is granted by the public. In these circumstances, a corporation cannot manage its reputation because it results from its everyday activities. The only control an institution can exert is within itself (Griffin, 2014) by using reputation management.

This research uses the reputation management framework proposed by Griffin (2014), who writes that reputation is shaped by what a company says and does, what it is seen to do, direct experiences with the company, and peer perspectives (Griffin, 2014). However, several of Griffin's concepts cannot be applied here because his framework was designed for commercial companies, while the object of this research is a police institution. It is uncommon to find textbooks about reputation management within the specific context of police institutions. As Wareaas and Byrkjeflot (2012) argued, reputation management textbooks focus primarily and exclusively on for-

profit organisations; therefore, it is necessary for the researcher to adapt Griffin's framework to fit the objectives of this research by selecting the elements of reputation management that can be applied to government agencies and non-profit organisations.

As another point, public relations play an essential role in the achievement of the organisational goal of becoming reputable. As such, corporations should consider public relations from a strategic managerial position. Likewise, the Excellence Theory states that there are several conditions for public relations to optimally carry out its duties (Grunig et al., 2002), especially during reputation management activities. One requirement for becoming a reliable public relations officer is having an education in public relations. Nielson-Green (2011) emphasises that the selection of the person in charge of police public relations should come from people involved in public affairs. Though the person in charge must learn, train, and practice every rule of the police institution (Nielson-Green, 2011) structured strategic communication (assisted by human communication) can more effectively build mutual communication. However, the INP has faced several problems when constructing a positive reputation, as many of its strategic managers do not fully understand the concept and function of public relations. As indicated in Table 1.3, most of the strategic managers in the INP police have a background in police education.

Table 1.3 The Recapitulation of Personnel Composition in Police Public Relations of INP

No	Unit Bureau	POLRI					CIVIL SERVANT					Total
		Insp. General	Brig. General	Grand Com.	Grand Com Adj.	Com	Total	IV	III	II/I	Total	
	Head of PR	1					1				0	1
	Administration			1	3	3	7	4		8	12	19
	Financial affairs						0	1	4	4	9	9
	Public information		1	3	6	1	11	3	6	8	17	28
	Information & Documentation		1	3	6	1	11	3	6	14	23	34
	Multimedia		1	3	6	1	11	3	6	14	23	34
	Total	1	3	10	21	6	41	14	22	48	84	125

(Source: Documentation of the INP, 2017)

Table 1.3 shows that more civil servants are involved in the public relations of the INP than police officers. As such, an educational background in communication science is not mandatory for becoming the head of public relations at the regional police level. Nevertheless, in 2010, the INP began to recruit communication scholars through the SIPSS route (*Sekolah Inspektur Sumber Sarjana*, School of Police Inspectors). This policy clearly emphasised that leadership in police institutions, including within the public relations division, was determined primarily by former leadership experience. In other words, the ability to communicate is not a prerequisite. However, despite awareness of the need to recruit individuals with a formal background in communication science, implementation was only achieved in 2010.

According to Excellence theory, when institutions do not have members with a formal education in the field of public relations, improving public relations necessitates the following requirements: (1) public relations must occupy a strategic position at the managerial level and be supported by dominant coalitions who know its functions; (2) public relations must act as an independent bureau, and (3) public relations must have a symmetrical communication system (Grunig & Grunig, 2008). Thus, this research uses the Excellence theory of Grunig and Grunig (2008) to observe how the INP implemented its public relations strategy and explore the field's contribution to the reputation management of the police—especially during the 2019 Presidential Election, when the institution faced significant pressure.

From the above explanation, it can be concluded that the INP has made various efforts to improve its reputation since it was separated from the Indonesian National Army. However, when the 2019 Presidential Election was held, there were great risks to the reputation of the police. The INP did not only face external obstacles, such as

the election administration, the increasing number of candidate parties, and the possibility of fake news, hoaxes, black campaigns, and other illegal acts, but also internal constraints such as the semi-militarised culture of the INP and its failure to optimise public relations. However, despite various surveys indicating that the public reputation of the INP suffered during the 2019 election, it was still considered capable of acting professionally. Indeed, it is expected that the Public Relations Division of the National Police will soon become its own agency, a recognition that stems from the division's successful reputation management programmes during the 2019 Presidential Election.

1.4 Research Objectives

This research aims to holistically examine the reputation management process holistically by the Indonesian National Police to get support from the citizens during the Presidential Election in 2019. Meanwhile, the objectives are listed as follows.

RO 1: To explain the public perception of Indonesian National Police's reputation during the 2019 Presidential Election.

RO 2: To describe the public assessment of the reputation management activities carried out by the INP during the 2019 Presidential Election

RO 3: To determine how reputation management was accomplished by the INP during the 2019 Presidential Election.

RO 4: To use Excellence theory to observe the public relations practices of the INP when managing its reputation.

1.5 Research Questions

Based on the Problem Statement and Research Objectives outlined above, four research questions are formulated, as follows:

RQ 1: How was the reputation of the INP reflected in public perceptions during the 2019 Presidential Election?

RQ 2: What was the public assessment of the reputation management activities performed by the INP during the 2019 Presidential Election?

RQ 3: How did the police public relations of the INP manage its reputation during the 2019 Presidential Election?

RQ 4: What were the issues and challenges faced by the INP in managing its reputation during the 2019 Presidential Election?

RQ 5: According to Excellence theory, how proficiently was the public relations department able to manage the reputation of the INP?

1.6 Significance of Study

Research can produce quality knowledge, and its examination must be contextualised with findings from broader contexts (Martilla & James, 2019). Findings may be applied in many ways, have indirect implications for policymaking and industry, and contribute to knowledge and research methods. This research is also expected to advance science, research methods and industry, especially for public relations in police institutions, which are distinct from those of other companies.

For Knowledge:

Several studies related to reputation management have been carried out by commercial companies. Nevertheless, the primary results deal solely with financial performance (Aula & Heinonen, 2016; Davies & Miles, 1998; Gotsi & Wilson, 2001; Maedche et al., 2012; Tang, 2007). Scholars rarely conduct studies that link government institutions' reputation management activities with positive changes in public attitudes and support. This is particularly so in the case of police institutions, which are paradoxically situated as the *strong hand of society* and the *soft hand of society* (Rahardjo, 2007). This paradigm can threaten the reputation of the police, as it creates a gap between the expectations of the community and its lived reality. The results of this research explain the issues and challenges faced by police institutions when using public relations to maintain their reputation, particularly during elections, when they face increased pressure because of increased fanaticism and fake news.

For Industry:

In Indonesia, research reports have rarely contributed empirical explorations of the influence of reputation management and its effect on police performance, let alone in the English language (Davies et al., 2015: 1). This research provides such an exploration of the reputation management activities undertaken by the INP during the Presidential Election. The results also justify the use of reputation management to cultivate a positive reputation, thereby providing government institutions (particularly the INP) with a reference for designing future reputation management programmes.

For Methods:

This research used a case study approach that focuses on the managerial level, where the reputation management of the INP is accomplished. Case studies are ideal when a holistic, in-depth investigation is needed (Tellis, 2014). Although the data produced by case studies are predominantly non-numerical (Hodkinson & Hodkinson, 2001), it can provide a holistic explanation of the INP's reputation management during the 2019 Presidential Election. As a consequence, this research provides a descriptive analysis of the reputation management processes used by the INP.

1.7 Scope and Limitations

In police institutions, reputation management has long been a fundamental problem. This is not helped by the lack of research into this issue. This research aims to provide a framework for public relations officers of the INP to construct a positive reputation. Although this research examines the reputation management of police, it focuses mainly on the management processes performed internally by the INP and public assessments during the Presidential Election. This research does not engage in the reception process of Indonesian citizens directly. Instead, it uses available data to study the public response to the INP's reputation in publicly accessible references, such as internal reports, government documents, public surveys, etc.

This study employs the variables of reputation management developed by Andrew Griffin (2004). However, not all of these variables can be used in this study, as they are more applicable to the private sector. This study focuses on government organisations' management of their reputation, and thus not all of Griffin's variables are applicable.

In addition, although this research data was also collected using survey techniques, this was not the primary data collection method. Rather, data so collected were used to support qualitative data from interviews and documentation, thereby strengthening the researcher's arguments and establishing a more objective explanation.

1.8 Glossary of Key Terminology

In every democracy, including Indonesia, the police are a significant organisation and the key to national security. In the INP, police officers who work in the public relations department—a supporting unit—have to abide by general and specific orders. While maintaining national security, enforcing the law, and providing public services, they must also maintain good relationships with the public and construct a good reputation based on the chosen strategies. When building a good reputation, many internal and external factors need to be accounted for (Liu & Horsley, 2007). All of these diverse factors have a noteworthy influence on the construction of police public relations and improving the public reputation of the INP.

Hence, to ease the analysis of the data and its complexities, the following terminologies used within the discussion:

Government Public Relations

The job of "public affairs officers" and "information officers" (Broom & Sha, 2013; Wilcox & Cameron, 2012) is to respond to press and public inquiries, write news releases, work on newsletters, prepare speeches for top officials, oversee the production of brochures, and plan special events (Wilcox & Cameron, 2012: 502).