POLITICAL ISSUES MANAGEMENT; CASE STUDY OF NEGATIVE ISSUES MANAGEMENT OF WEST JAVA PROVINCIAL GOVERNMENT IN 2019

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ABSTRACT. The purpose of this study is to analyze how the Public Relations of the West Java Provincial Government manage the negative issues. The results of this study are used to provide recommendations for the political area to approach an accurate strategy, so the impact of negative issues can be less impacted and more controlled. The negative perspectives of the Institution will be impacted to Governor's image as the highest leader. The methodology used in this study is a case study by selecting two controversial cases that caused a negative image of the West Java Provincial Government. The first issue that analyzes was the West Java Provincial Government Secretary corruption. The Second Issue was the Governor's swimming pool which used a lot of Institutional budgets. The results of this study showed that the curative aspect is dominant in the management issues process. Furthermore, press conferences are the dominant strategy tool used by West Java Provincial Government Public Relations to inform how they solve any problem. The aspect that must be improved in neutralizing issues consists of the less in-depth trend analysis, and several media has not been classified properly.

Keywords: Management issue; public relations; institutional image

MANAJEMEN ISU POLITIK; STUDI KASUS MANAJEMEN ISU NEGATIF PEMERINTAH PROVINSI JAWA BARAT TAHUN 2019

ABSTRAK. Tujuan dari penelitian ini adalah menganalisis manajemen isu negatif yang dilakukan oleh Humas Pemerintah Provinsi Jawa Barat. Hasil analsisis digunakan untuk memberi rekomendasi strategi yang tepat dengan pendekatan politis agar isu negatif tersebut bisa dikendalikan dan tidak berdampak negatif terhadap citra institusi. Citra konstitusi yang buruk juga berdampak pada citra negatif Gubernur sebagai pimpingan tertinggi di Provinsi Jawa Barat. Metode yang digunakan adalah studi kasus dengan memilih dua kasus kontroversial dan berdampak negatif terhadap citra Pemerintah Provinsi Jawa Barat. Isu pertama yang dianalisis yaitu isu korupsi yang menimpa Sekretaris Daerah Pemerintah Provinsi Jawa Barat. Kedua adalah isu pembangunan kolam renang di rumah dinas Gubernur Jawa Barat yang mengahabiskan banyak biaya. Hasil penelitian menunjukkan bahwa manajemen isu yang dilakukan oleh Humas Pemerintah Provinsi Jawa Barat masih dominan pada aspek kuratif. Dari hasil penelitian, strategi penyikapannya dominan dilakukan dengan *press conference* untuk memberikan informasi penyelesaian masalah. Aspek yang harus diperbaiki dalam menetralisir isu adalah analisis mendalam terkait tren isu yang berkembang dan klasifikasi isu berita di berbagai media.

Kata kunci: Manajemen isu; humas; citra institusi

INTRODUCTION

In this digital era, every public organization, including the regional government, has been using digital media, such as online and social media, to communicate with the public. The online media platform and social media are used to disseminate the activities and programs that have been completed and accommodate public aspirations or needs regarding specific problems (Abidin, 2016).

With the regional government's role in this digital space, the public can monitor every regional government action. They cannot avoid both positive and negative perceptions of the public. Therefore, they must be able to manage emerging political issues since perceived by the public sometimes is not comprehensive. It triggers a negative perception. Thus, the regional government's Public Relations team must have the capacity to manage issues, particularly political ones.

Heath and Nelson state that issue management identifies public opinion, including public opinion trends about policy taken by the organization (Laamanen et al., 2018). Issue management is a tool for an organization to identify public opinion, determine action responding to that opinion, and indirectly communicate with related external parties (Turan, 2015).

Issue management can also help the organization control the existing opinion. The organization would face two options. First, they must follow the current public opinion, or secondly, they must confirm the existing belief by displaying more factual and comprehensive new data (Heath, 2011). The second option emphasizes negative counter issues to save corporate image.

The regional government should manage issues well to maintain public trust. Public trust is crucial for them since this aspect can affect support and public participation in some programs set by the government. If they can obtain it, the vision

and mission of the regional government for general welfare can be realized.

The issue that should be managed is the most influential for the regional government. One of the techniques is cross-unit coordination in identifying the emerging problem together, managing and finding a solution to control and even stop the negative issues (Jaques, 2007).

The media that need intensive monitoring is online media. Since 1990, online information has been used as a beneficial tool to identify problems earlier and further analyze them in the organization (Thomsen, 1995). Today, information comes not only from conventional media but also from many online media and social media (Grunig, 2009; Luoma-aho & Vos, 2009). The abundance of information about specific issues in online and social media can be used to identify and formulate an effective problem-management strategy (Taylor & Doerfel, 2003; Thomsen, 1995).

Out of many media, social media is a source of accurate information about public opinion. Social media is used as a means for political elites to spread political messages, one of which is as an effort to deconstruct political image (Siddha & Wulandari, 2023). Thus, the environmental scanning of the public in social media should get specific attention. Habermas suggests three approaches to monitoring public opinion in social media. The first is the rational instrumental approach. It can be done by monitoring the current public opinion in online media and responding with specific communicative actions to change it and further appropriate it with the organization's interest. The response can be made by presenting more accurate data regarding related issues (Habermas, 1991).

The second approach of Habermas's concept is political-strategic. By this, every available information regarding politics and authority on online media is analyzed. Thus, the organization needs an insight into goals and public group sources with certain opinions. Organizations need to communicate in response to public perception properly. Meanwhile, the third approach is the communicative approach; it needs the collection of information about perceptions, complaints, and public demands of a policy that is being formulated. The governmental organization will react and interact intensively with people whose opinion contains real facts (Habermas, 1991).

The political approach to controlling negative issues is in hand with the concept expressed by Choo in identifying the environment. The environment here is not only related to circulating issues but also related factors within an issue. Choo states that environmental scanning is an effort to understand an event and a trending issue in the environment of an organization and anything related to it (Choo, 1999). Environmental condition monitoring aims to help an organization in planning future organizational action. In this rapid digital era, an organization needs a specific effort to observe issues that become trending topics effectively and fast. The information obtained should also fast responsive action before it becomes detrimental to the organization (Hambrick, 1981).

Environmental scanning is a social-environmental investigation aiming to observe any development with multiple media observations (Vos, 2006). Cloudman and Hallahan state that media observation is a technique environment from a media source (Cloudman & Hallahan, 2006). The observed issue is not only news about the organization but also a wider issue that becomes a future trending issue related to the organization. The main focus of the potential future trending issue is the one that may potentially cause problems for the organization. Therefore, observing media functions as an early warning system (Turan, 2015) and becomes very important to anticipate any potential critical situation (Luoma-aho & Vos, 2009).

Regarding the issue in 2019, the government of West Java Province faced a challenging emergence of two controversial issues: corruption accredited to the regional secretariat and the pool construction. The year 2019 has been challenging for the West Java government since the governance of Ridwan Kamil. Therefore, the negative issues became important to be analyzed and observed especially related to the management done by the public relation section in dealing with the issues.

The two issues mentioned above are categorized as negative issues and can degrade the image of the regional government. The image degraded when the two issues were highlighted in many online and printed media. The attack and abundance of negative comments kept emerging and degraded the image of the West Java provincial government.

It is interesting to see and analyze the Public Relations Department of the West Java Provincial Government's reaction in dealing with this issue. The Public Relations team used Intelligence Media Management (IMM) to monitor the media that reported the issues. Besides that, the Public Relations team also used it to check out the details of negative and positive opinions expressed by various actors. However, based on our observation, the management technique recommended by Jones and Chase was not optimally used then.

Jones and Chase state that five actions should be taken in managing issues: problem identification, problem analysis, a strategic option of problem shifting, problem action program, and results evaluation (Loveridge, 1986). Nurlaela Arief et al.

suggests other models for managing issues. One of the aspects that should be concerned about is the channel. This channel is related to media selection that will be used to encounter the negative issues in an organization. They can choose controversial media, online media, social media, or face-to-face communication (Nurlaela Arief et al., 2018).

Another aspect that should be concerned, according to Nurlaela Arief et al., is strategy. This aspect emphasizes some strategies that can be used to manage issues like synchronizing a single narrative, stakeholders' relation strategy, developing tools, public campaign content, and conducting media relations. The issue management must also consider the influencer's source of information. In this regard, credible and reliable parties, in the eye of the public, can express their opinion about certain issues if possible (Nurlaela Arief et al., 2018).

Based on several techniques of issue management, the actions taken by the Public Relations team of the West Java provincial government at that time were not systemized and were even sporadic. As a result, the two main issues' adverse effects became worse and more uncontrollable. In some writings, some have suggested several issue management techniques. Place introduces the deontological theory of ethical issue management (Place, 2010). Taylor et al. suggest an issue management technique that involves all related elements in an integrative manner in managing specific issues and motivating organizations to dialogue with the public actively (Taylor & Doerfel, 2003). Some of these models develop objectives of issue management where the orientation is not the organization's interest but more concerned with public need and interest assessment.

As far as we know, any attempt made by the Public Relations team of the West Java provincial government has not yet satisfied the public interest. There was still a big tendency to private or organizational interest. Besides, the environmental analysis or related parties with a significant interest in an issue never received the team's full attention. The rational and communicative approach is still dominant; unfortunately, the political approach is not optimal. On the other hand, only a few critical parties express their opinions in public.

Bekkers et al. explain that the main objective of social media monitoring is to create new insight into market targets (Bekkers et al., 2013). In the research done by Laryscy et al., 51% of their respondent very agree or agree that social media change the methodology of public relations (Lariscy et al., 2009).

Macnamara explains that public relations in an organization use social media to increase two-way communications and create the best practice of dialogue models and public relations theory

(Macnamara, 2010). Meanwhile, González-Herrero & Smith describe today many powers that cause the communication crisis to become very exposed due to the much information that can be obtained with one switch button (González-Herrero & Smith, 2008).

Paris & Wan, in their research, emphasize that the complexity of media activity monitoring, particularly to increase government service is not only on social media. In the five types of research mentioned above, monitoring media in issue management focuses more on individual social media rather than online media, which have more significant exposure to form public opinion. Besides that, media monitoring in the five types of research mentioned above tends to focus more on the company's issue management in promoting a brand. However, this research tends to focus on political issue management in a governmental agency.

This article aims to analyze how the Public Relations team of the West Java provincial government manages the negative issues and gives solutions through a political approach in managing the negative issues. Such a political approach suggested by Habermas becomes a rational choice because the one who controls issues in public is the actor among the public. One of the features of a political approach is seeing and observing methods and actors' opinions regarding an issue.

METHODS

This article uses a case study approach. Based on Creswell, a case study is a research approach with specific case studies through in-depth data collection from various sources (Johhn w. Creswell; Vicki L. Plano Clark, 2018). Some selected issues can be categorized as cases to be further analyzed. Two of them were chosen due to their broad impact on the image of the West Java provincial government in 2019.

The first issue analyzed was the Regional Secretariat of West Java, Iwa Karniawa, alleged to have a corruption case. He allegedly received a bribe for a Meikarta construction permit in Bekasi Regency. This issue became a trending topic in conventional and online media, including hot issues in many social media in July 2019. This news seriously degraded the West Java provincial government's image regarding the corruption issue.

The second issue can be analyzed is the swimming pool construction in the West Java governor's official house. It has become a trending topic in media since October 2019. This issue attracted public attention cause used the huge budget to develop a private swimming pool was around 1.5 billion Rupiah. This issue became very controversial

due to the public assumption that the budget was aggregated if it were only for the governor's private health. On the other hand, communities around West Java still have many problems to manage, such as education and public health problems.

The two issues mentioned above are negative issues that were very phenomenal during 2019. They dominated various media with different duration of news reporting, averagely more than three months. In addition, the two negative issues also caused the West Java provincial government's image to degrade in the public's trust.

This article analyzes the two negative issues mentioned above and finds out how the Public Relations team of West Java handles the negative issues. To obtain data, writers combine the literature study and in-depth method. The literature study was applied by analyzing how the team managed the two negative issues from various news reports in online media. Meanwhile, the in-depth interview was done from 2019 to 2020. The key informant in this research was the head of Public Relations of West Java. To find out the more technical issues about issue management, we also interviewed three staff Public Relations members and one staff of government media whose position is outside the government but in charge of supporting Public Relations affairs in the government.

The analysis framework in this article is presented in Table 1. This framework is a political approach developed from one of Habermas' approaches to managing negative issues. One key feature of this approach is identifying actors who actively express their opinion on an issue. This article elaborates that the analysis framework becomes five main aspects in analyzing methods the Public Relations team uses to manage existing issues.

Table 1. Analysis Framework

Analysis Unit	Item
Scanning Issue	Internal Issue Monitoring
	Media Monitoring
	Media Relation
Issue Identification	Type of Issue (Positive or Negative)
	Media Sources
	Issue Subject
	Issue Object
Issue Analysis	Trends in Public Opinion
	Causative Factor
	Impact
Issue Change Strategy Option	▪ Develop Content ▪ Selective Media for Respond ▪ Influencer/Communicator ▪ Conduct Media Relation
Evaluation of Result	Strategy Effectiveness

Source: Arranged by Writers, 2020

The informant in this research is the West Java Provincial Government Public Relations team in comprehending the existing political issues in West Java.

Table 2. Informant List

No.	Category	Respondent ID
1.	Public Relations team of West Java provincial government	ID 1
2.	Section Chief of the Public Relations team of the West Java provincial government	ID 2
3.	The staff of Public Dissemination of West Java Province	ID 3
4.	Social Media Activist of West Java	ID 4

Source: Arranged by Writers, 2020

The data validation used in this research was a triangulation of sources and documents. The triangulation of sources was applied by one informant confirming the information obtained from another informant. Meanwhile, the document validation was applied by matching the information from many documents obtained by researchers, both from the Public Relations team and expert informant.

RESULT AND DISCUSSION

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This section elaborates on how the Public Relations team of West Java managed the selected negative issues and further analyzed them based on the political approach modified by the writer.

Two dominant negative issues that had a broad impact on the degraded image of the West Java provincial government, including the governor's vision, is the corruption study alleged to the Regional Secretariat of West Java in the pool construction in the governor's official house. The corruption issue in both the Regional Secretariat and the pool construction seriously degraded the governor's image of West Java, particularly in the socialization effectiveness promoted by the governor.

In general, media monitoring is used by the governor and the provincial government of West Java to preserve its good image. The result of media monitoring was further followed up and responded to show the leader's responsiveness and liability.

The Issue of Regional Secretariat of West Java, Iwa Karniwa Alledged to Commit Corruption

Based on the method, the issue analysis framework of the Regional Secretariat, Iwa Karniwa, alleged to commit corruption can be seen and analyzed based on five perspectives: *scanning issue, issue identification, issue analysis, issue change strategy option,* and *evaluation of the result.*

Scanning Issue

Since the end of July 2019, the issue of the corruption case alleged to the Regional Secretariat of West Java, Iwa Karniwa, has been presented in various news media, particularly online media. This issue became one of the main focuses of the Public Relations of the West Java Provincial Government's monitoring. They used several tools to monitor this issue: IMM (Intelligence Media Management) and IPA (Intelligence Perception Analysis). IMM was used to monitor issues in online media, while IPA was used to monitor social media.

The West Java Provincial Government Public Relations usually do the scanning issue activity. They even do it every day, while they usually report it weekly or based on their leader's request. The corruption issue did not escape from the team's monitoring. They have found at least 40.300 news in online media from July 2019 to March 2020 (Respondent ID 1, 2, and 3).

In media monitoring, the team had to monitor and create a counter-program when there was already an issue in the news. The thing they could not put aside was scanning any potentially negative issue in the news media. The team could collect the data from two routes: first, from internal checks by checking any potentially negative issue in every government agency in West Java province; secondly, they could find any potentially negative issue from the result of media relations. An issue can emerge from any interview or discussion among journalists.

Unfortunately, Public Relations of West Java has not implemented the abovementioned things. Whereas if they had implemented them before the issue was presented as news, they could prevent any negative issues from maintaining the image of the regional government. They also could control messages that probably the media present since they could supply real data. The data were essential to make the media more objective and proportional in presenting news (Respondent ID 4).

Issue Identification

The corruption issue alleged to the Regional Secretariat of West Java can be easily identified. IMM (Intelligence Media Management) can give any highlighted aspect of information by all big media. From the data collected, there are two allegations highlighted by the media: first, the suspect determination by the Indonesia Corruption Eradication Commission (KPK), and second, the allegation to the Regional Secretariat to demand one billion Rupiah to approve the Meikarta project permit (Respondent ID 1, 2 and 3).

This corruption issue identification is already sufficient, particularly when the media report it.

Using IMM, the monitoring team can find out and map the data, such as the number of news monthly presented, even daily, and what media can report and see the public sentiment. The presented data using IMM helped the team determine a proper action to neutralize the public's negative response. The team's performance in this regard is good enough.

Besides the IMM, the regional government's monitoring team uses IPA (Intelligence Perception Analysis) to explore this issue discussed in social media. The IPA usage is not optimum yet. As far as the writer's observation, the team only used IMM, whereas the number of media is abundant. Even today, the public tends to be more concerned about social media rather than monitoring news in online media. The data about public attitude and opinion mapping should be collected. As a result, the information from the monitoring team can be more comprehensive to determine further communicative action for an issue (Respondent ID 4).

Issue Analysis

The analysis done by the Public Relations team of the West Java Provincial Government on this issue is still simple and not in-depth yet. The Public Relations team only checked five or ten big media, which reported this issue, understood the highlighted aspect then made some recommendations to respond to this issue (Respondent ID 1, 2, and 3).

In a well-established analysis concept, accurate data, such as public opinion trends on this issue, should be monitored daily. If the negative trend tends to increase, it becomes a warning that this issue is dangerous and can degrade the image of the West Java Provincial Government, including Ridwan Kamil as the governor. With this information, the Public Relations team should take a more serious and systemized communicative action to redeem this issue.

The data on public opinion trends should also be completed with the main causes of why the media raise this issue. The team should also check each news media and the factor that may cause this issue to become a news headline. With this additional information, the Public Relations team should encounter more valid data and highlight a more positive side. For example, suppose the media highlights the corruptive action committed by one of the public officials. In that case, the team should encounter it by saying that it is only a personal action, not a government as a whole. In addition, the team must present other data to show the government's commitment to creating a system to avoid any corruptive action of public officials (Respondent ID 4).

Issue Change Strategy Option

The strategy run by the Public Relations team for managing the negative issue was still a general one. The designed communicative actions, such as a press release or a press conference, are relevant to answer issues in all media. Feedback content towards an issue is not based on a specific highlight per media, although each can highlight or emphasize different things (Respondent ID 1, 2, and 3).

One important thing that the team should note is data obtained from IMM identified by big media to be a reference for the public concerned about reporting such issues. This identification can produce a list of the top influential five media or even the top influential ten media, which are consistent in raising this issue.

The content made by the team should be based on the issue highlighted by selected media. The content should be arranged by presenting more valid data to encountering invalid data sometimes offered by the media. Thus, the public can get more reliable information. The feedback can be conducted by giving a right to answer in an advertorial, or the team should supply the information directly. Thus, journalists are expected to present more up-to-date data appropriate with the real fact (Respondent ID 4).

Based on the writer's observation, the Public Relations team of West Java has not optimized the influencer strategy. Highly credible academicians can play as actors to encounter the issue. Indeed, the reliability of data and not the manipulation is essential. Since the academicians must be subject to this principle, the Public Relations team can give information and data to them and drive them to present the data to the media.

Evaluation of Result

Every conducted communicative action as a response to a negative issue should be evaluated. The objective is to see the success of the action or any communication program. This information becomes important to help any communicative action reach its goal; of encountering specific issues (Respondent ID 1, 2, and 3).

In our observation as writers, this so-called systemized evaluation of every communicative action done by the team has to be upgraded. It makes the corruption issue alleged to the Regional Secretariat uncontrollable. The communicative action chosen to encounter this issue, a press conference, is not evaluated well. Therefore, measuring whether this press conference effectively neutralizes this issue is complicated.

The communication program still has a low standard in encountering this corruption issue. There is no alternative attempt, which is more effective, such as a more valid and comprehensive data supply to journalists or using an influencer strategy. If they run these communication programs, they also should evaluate their effectiveness. This evaluation is important to improve the strategy to realize the attempt to encounter the issue. At least the negative news report can be decreased or easily forgotten in less than a month (Respondent ID 4).

The Issue of Swimming Pool Construction in the West Java Governor's Official House

Likewise, the results presentation framework and analysis in the first issue, the presentation and analysis in the second issue on the swimming pool construction in the official house also consist of five perspectives: *scanning issue, issue identification, issue analysis, issue change strategy option,* and *evaluation of the result.*

Scanning Issue

The swimming pool issue has arisen since the middle of November 2019. This issue was related to the construction a 4 -29 metres swimming pool in the West Java Governor's official house consuming around 1.5 billion Rupiah. It was highlighted due to the planning was done. At the same time, there was some urgent development agenda such as liveable house construction, infrastructure renovation, and High School or Vocational School renovation.

The Public Relations team of the West Java Province Governor has monitored this issue since 15 November 2019. Daily and monthly reports were made to check public opinion regarding this issue. The observation results of the writers showed 63.700 news reports in various media within more or less two months. In a day, 1.061 reports about this issue (Respondent ID 1, 2, and 3).

Previously there was no early detection process for this issue. The early detection process can be done through media relations activity. Through intensive communication with journalists from various media, the negative issues that potentially become news objects can be detected earlier, including this swimming pool issue. Thus, the Public Relations team could be more prepared with all data to neutralize any negative impact from reporting this issue (Respondent ID 4).

Issue Identification

The Public Relations team used IMM (Intelligence Media Management) tools to identify this issue. Meanwhile, IPA (Intelligence Perception Analysis) tools were not effectively used since their monitoring focus was still on news reports in online media. One of the causes is limited sources which leads to minimal social media monitoring.

The issue of the swimming pool construction has been identified seriously by the Public Relations team since 15 November 2019. This issue got much attention from the public due to its report by many big media such as Republika, Detik, Tribun News, Kompas, Antara, CNN Indonesia, and Tempo. co, iNews, Jawa Post, RRI News, and Liputan 6.com (Respondent ID 1, 2 and 3).

Based on the observation, the team identified aspects of this issue, which media reported and which did not. Meanwhile, recognizing the influential figures who commented on the issue and mapping aspects that caused the rejection has not been systemized well. This step is necessary to ease the team in arranging the communication programs in the framework to minimize the negative image of the institution (Respondent ID 4).

Issue Analysis

Some essential things must be analyzed when a negative issue happens in one organization. They include the public opinion trend, causing factors, and impacts. Regarding the swimming pool issue, the Pubic Relations team of West Java Province has not systematically created some trends of negative issues daily and weekly. The team only identified which media reported this issue and presented some selected media (Respondent ID 1, 2, and 3).

The picture of the opinion trend on this issue was important to find out the impact of this issue on the organization's image. The negative issues which used to rise daily or weekly should be anticipated. If there were no trends, it would be difficult for the Pubic Relations team to determine whether they needed to take any serious response to this issue or not.

If the analysis result showed that the trend of certain issues rose, the Pubic Relations team should further analyze causing factors of why an issue was responded to negatively by the public. This check particularly can be traced from big media whose readers a lot. The Pubic Relations team should be able to map the variables that may cause the rejection. The variables could become material for a press release content arrangement, an advertorial, or a right of the government's answer to news presented in media (Respondent ID 4).

Issue Change Strategy Option

The negative issue on the swimming pool construction responded by a strategy to clarify this issue to avoid its misuse by certain parties to attack the government's performance. The clarification process was done in the press conference forum. The Public Relations team facilitated a meeting between the governor and some media to clarify this project (Respondent ID 1, 2, and 3).

What the Public Relations team did was not optimal in neutralizing the negative impact of this issue. The necessary strategy was validating causing factors why the public perceived the program negatively. The Public Relations team checked causing factors of the negative public perception in the five or even ten media regarding this issue.

The public opinions mapping, including the opinion of public figures from various influential media, would become material for the Public Relations team to create clarification content. The team could also create the content after coordinating with the related parties who understand this issue. The Public Relations team should present objective data to neutralize the impact of this issue. The other strategy option besides the press conference should also be chosen. Some collaborated with influencers such as academicians to give any statement about this issue. If necessary, the Public Relations team should also create a specific advertorial discussing this issue more comprehensively (Respondent ID 4).

Evaluation of Result

A good communication program to respond the negative issue is an improved program. The improvement can be made if there is an evaluation activity. Based on the writer's observation, the effectiveness of program communication done by the Pubic Relations team of West Java in responding to the issue was not assessed. The selected communication program for neutralizing this issue is the press conference. There was no evaluation activity towards the already done press conference.

The press conference and other strategies such as objective data supply to journalists, writing advertorials, and giving the right to answer for journalists should be done after the encounter programs of this issue finished. The evaluation process can be done by re-checking the trend of this issue to find out whether, in the next few days, the media will still report this issue.

There is another thing that should be checked. It also must check whether the data presented in the media contain clarification from the government. If not, they should improve communication to control the issue further and minimize the negative impact on the government's image.

CONCLUSION

The negative issue management done by the Public Relations team of West Java province was still mainly focused on the curative aspect. The scanning issue was only done when the media presented a negative issue. By IMM tools, the negative issues are analyzed, particularly by seeing the indicator of

which media presented and formulated the response recommendation. So far, the response strategy dominantly was a press conference. The in-depth analysis is about the issues trend, identification of which aspects are raised in each media, and the clarification response based on each media. The evaluation of negative responses has to be upgraded. As a result, improving communication action in responding to the issue was not optimal yet. The preventive issue management is not a big concern of the Public Relations team of West Java Province. In issues management, a specific team should scan the issue regularly. This attempt can be made by identifying the internal issues that potentially become negative through communicating with all internal stakeholders in the government. In addition, this also can be achieved by the media relation. The journalist's team should explore the potential issues. The Public Relations team should also supply objective data to neutralize the issue and prevent it from a negative perspective.

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