

THE ISSUE MANAGEMENT PROCESS OF THE PARLIAMENTARY NEWS BUREAU OF THE INDONESIAN HOUSE OF REPRESENTATIVES (DPR RI) IN MAINTAINING REPUTATION: THE TNI LAW 2025 RATIFICATION CASE

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Abstract. The ratification of the TNI law by the DPR RI triggered public opinion and negative sentiment in the media that had the potential to affect the reputation of the institution. This condition demands the strategic role of the Parliamentary News Bureau of the Secretariat General of the House of Representatives in managing issues. This study aims to analyze the implementation of issue management by the Bureau in maintaining the reputation of the institution by using the theory of Issue Management Howard Chase and Barry Jones. This study uses a descriptive qualitative approach with sampling techniques carried out by Purposive Sampling techniques, where data are collected through in-depth interviews with selected informants and internal document searches within the Parliamentary News Bureau of the Secretariat General of the House of Representatives. The results showed that issue management was carried out systematically through the stages of identification, analysis, determination of strategy, action programming, and evaluation. The success can be seen from the decrease in the negative tone of the news related to the TNI Act and the strengthening of the Bureau's role as a supporting system in mitigating institutional image. Despite facing institutional obstacles, the Bureau has initiated measures to strengthen internal communication and preparedness.

Keywords: Issue Management; Media Monitoring; Reputation; TNI Law.

I. INTRODUCTION

The legislative process of legislation in Indonesia often triggers controversy and becomes a public spotlight. One of them is the ratification of Law Number 3 of 2025 concerning the TNI which was carried out quickly in March 2025 [1]. The speed of the discussion sparked a public reaction, marked by the emergence of the hashtag #TOLAKRUUTNI, because the substance was considered a potential threat to reform. The main focus is on the expansion of civilian positions for active TNI soldiers (Article 47), the extension of the retirement age (Article 53), as well as the addition of TNI authority in military operations other than war (Article 7 Paragraph (2)(b)) which is feared to lead to the return of TNI Dwifungsi [2]. Public dissatisfaction has intensified because of the comparison with other bills that are considered more urgent but have not yet been passed.

This phenomenon of dissatisfaction in the digital space shows a decrease in the legitimacy of the people against the DPR RI [3]. So that this crisis has a wide impact on society, especially on social media and mainstream mass media, where there are many reports that raise the issue and the emergence of negative comments on the official instagram account @dpr_ri. This condition is also exacerbated by the results of the Indonesian political Indicator Survey in May 2025, which showed a low level of public confidence in the DPR RI of

23.3% [4]. Given that public confidence is vital in a bureaucracy, this low number has the potential to cause resistance to the resulting policy [5].



Figure 1. Comment Section Instagram @dpr_ri

The urgency of this problem is increasingly prominent and clearly lies in the gap between people's ideal expectations regarding the performance of the DPR RI and the facts that occur in the field so that it damages the image of the institution. This gap is compounded by the rise of corruption cases involving council members, which fundamentally erodes public confidence and shows the gap between public expectations and reality [6]. Therefore, strategic and effective issue management is needed to be able to control the public

narrative and maintain reputation [7]. In this context, the Parliamentary News Bureau of the House of Representatives through the Media analyst subsection plays a central role in monitoring and analyzing issues so that they do not develop into a crisis [8].

Based on a review of previous research conducted by the researcher, it was found that most of the previous research only focused on the results of message production and did not examine in depth how the analysis process before a decision was taken. This study presents a novelty type of improvisation by focusing the analysis on the Media analyst subsection as a key actor that has not been widely studied in previous research. This study is very important because it seeks to fill the research gap by highlighting the central role of Media analysts in managing institutional issues in the House of Representatives and strategic communication decision-making that has not been widely studied.



Figure 2. Indonesian political Indicator Survey

Through this study, we can understand together how the Media analyst subsection becomes the main actor who recognizes public issues and has the potential to damage the image of the institution, so that it can carry out the best strategy and decision-making to be able to handle it. Thus, the results of the study are expected to provide a deeper understanding of the implementation of issue management in the field and its contribution to the reputation of the Legislature [9]. With this, the public can also know that any criticism and input to the Legislature, especially the House of Representatives will be processed and become an evaluation for the institution.

II. RESEARCH METHODS

This study uses a descriptive method with a qualitative approach that aims to understand the phenomenon in depth, covering the behavior, perception, motivation, and actions of research subjects, as well as presenting it in a descriptive Form [10]. This approach allows researchers to integrate field findings with a variety of literature so that the results can be understood by a variety of interested parties.

The research focuses on the issue management process in the case of legislation that is judged to be too fast. This object was chosen to understand the application of issue management outside the public relations function, especially in legislative institutions. This study is relevant given the low

level of public confidence in the DPR RI and the high negative news in the media, so that issue management becomes a proactive strategy in rebuilding trust and image of the institution.

Data analysis using Miles and Huberman models [11] through the stages of data reduction, data presentation, and conclusion. Data were obtained from two sources, namely primary data in the form of mass media news archives and interviews with informants selected through purposive sampling [12]. and secondary data in the form of supporting documents that complement field findings [10].

Table 1. Informan

No	Name	Department	Description
1.	I.P.	Head of the Parliamentary News Bureau Secretariat General of DPR RI	Informan
2.	Z.A.I.	Head of the Media analyst subsection of the Secretariat General of DPR RI	Key Informan
3.	E.B.	Media Analyst Staff	Informan
4.	F.H.	Media Analyst Staff	Informan

This study uses the theory of Issue Management Howard Chase and Barry Jones [13] as a framework for public relations strategy in dealing with the dynamics of the external environment. Issue management is understood as the proactive process of detecting problems or trends that have the potential to impact an organization [14], so that institutions can adjust policies before an issue develops into a reputation crisis. According to Howard Chase & Barry Jones [15] there are five main stages that are mutually continuous, including :

1. Identify Issues

The organizational stage recognizes issues that have the potential to develop and influence them by monitoring news or FGDs.

2. Issue Analysis

Stage determined the origin of the issue, assess its correctness, and predict its impact on the organization.

3. The Choice Of Strategy Changes The Issue

The organizational stage formulates an action plan and makes fundamental decisions about the response to be taken.

4. Programming Action Issues

The stage of designing specific programs to address issues and communicate their implementation to the public.

5. Evaluation Of Results

The results achieved after the implementation of the program are compared with the planned objectives to measure success and provide input.

To ensure the validity of the data, this study applies source triangulation and triangulation techniques [10], by comparing the results of interviews, observations, and documentation. This cross-verification process ensures that the resulting conclusions are consistent and have strong validity and credibility.

III. RESULT AND DISCUSSION

Issue management activities related to "ratification of the TNI bill into law" are carried out in a structured manner by the Parliamentary News Bureau of the Secretariat General of the DPR RI to support the three functions of the DPR RI, especially the supervisory function. This is in line with the view in the Journal of Communication Sciences Government Communication Strategy in managing public issues which asserts that strategic communication of state institutions requires the delivery of active and transparent information to the public [9].

The first stage is issue identification. The Media analyst subsection monitors 6 print media and 12 Tier 1 online media. As reported by Informant 1, "What we are analyzing is Tier 1 NEWS...". The search for the issue of "ratification of the TNI law" is carried out using the keywords "DPR RI" or "#DPR and #DPRRI" in the search field of each News Channel. This practice aligns with the concepts of Howard Chase and Barry Jones [14] that organizations should be able to recognize and anticipate public issues before they develop into reputational adverse crises.

To maintain effectiveness, the distribution of media channels is carried out with a weekly rolling system to avoid excessive workload. The team also checks every few hours to ensure information updates. The results of this identification then become the basis in determining response strategies so that the issue does not develop into a larger crisis.

The second stage is the analysis of the issue. The Media analyst subsection divides the tasks in the analysis of print media, social media, and the preparation of news overviews. This stage is important to assess the level of threat and opportunity issues, as Chase and Jones emphasized that the analysis becomes the basis for priorities and formulation of strategic responses [14].

Technically, the analysis was carried out through two methods, as informant 3 explains: "At that time we had two methods, in the manual way that we used to do every day through AMO (Online Media Analysis) and AMC (Print Media Analysis)...". The analysis Format is arranged in a Microsoft Word table that contains clipping ID, publication date, news source, page (for print media), title, News category and tone, author/editor, DPR function, AKD/member/related fraction, summarizer (initial), summary, and highlighted quotes in the news. This structure facilitates the mapping of news patterns and becomes the foundation in the preparation of the next communication strategy.

The results of the issue analysis carried out by the Media analyst subsection are then processed into a news Overview, which is a daily summary that contains a summary of the development of issues along with actual recommendations. To ensure accuracy, the initial draft of the analysis is first sent to the head of the Media analyst subsection to be crosschecked as a form of institutional filter. This step aims to minimize human error and ensure the validity and integrity of the data before it is used as a basis for decision making.

This process aligns with the Strategic Choice and Implementation stages of Howard Chase and Barry Jones' Issue Management Theory, which emphasizes the importance of coordinated internal communication for an organization's response to run unified [14]. In-depth data verification is also relevant to Moayad's findings [16], which confirms that data quality, including from social media analytics, plays an important role in improving decision-making effectiveness.

ANALISIS MEDIA ONLINE DPR RI	
Kliping ID	12345
Tanggal	20 March 2025, 10:33 WIB
Sumber	Detik.com
URL	https://www.detik.com/indonesia/dpr/dpr-ri-sesuai-titik-didat-faggar-prinsip-demokrasi
Judul	Rapat UU TNI Didat Lantik Privat Demokrasi
Tema	Negeri
Penulis/Editor	Selvia Selly
Format	Text
Kategori	Lain-lain
AKD	Ratifikasi
Geografi	Pengantar Hukum Tata Negara dari Universitas Serang, Jawa Tengah
Fraksi	Demokrat
Penyusun	RI
Ringkasan	Pengantar Hukum Tata Negara dari Universitas Serang, Jawa Tengah (Indonesian/Raport, Jawa Tengah, mendat dari Undang-Undang (UU) TNI yang akan disahkan di Indonesia. Menurut Selly, rapat UU TNI Didat memberikan ruang bagi masyarakat untuk menyampaikan pendapat. Selly menilai bahwa prosedur materi dalam RUU TNI yang akan disahkan akan memperkuat daya memperkuat masalah.
Ratifikasi	Pengantar Hukum Tata Negara dari Universitas Serang, Jawa Tengah (Indonesian/Raport, Jawa Tengah, mendat dari Undang-Undang (UU) TNI yang akan disahkan di Indonesia. Menurut Selly, rapat UU TNI Didat memberikan ruang bagi masyarakat untuk menyampaikan pendapat. Selly menilai bahwa prosedur materi dalam RUU TNI yang akan disahkan akan memperkuat daya memperkuat masalah.

Figure 3. Template Media Analys

All the results of the analysis and Overview are then summarized in an Executive Summary report sent daily to the leadership and board members. This report contains quantitative graphs such as the number of news by tone, top 10 AKD News, Top 10 issue categories, Top 10 News Maker, and Top mainstream Media issues. The presentation of this systematic and visual data makes it easier for stakeholders to understand the dynamics of the issue while increasing confidence in the analysis performance of the Parliamentary News Bureau of the Secretariat General of the House of Representatives.



Figure 4. Executive Summary Biro Pemberitaan Parlemen

The issue of "ratification of the TNI law" led to negative news and entered the main issue category (alert). Public rejection highlights the alleged unconstitutionality and potential threat to civil liberties, so the DPR RI is considered to ignore civil rights. These findings indicate the need for

leadership attention because it has the potential to have an impact on the image of the institution.

Following up on the analysis, the Parliamentary News Bureau entered the stage of choosing changes to issue actions in stages. Each section held an editorial meeting to determine hot issues which were then discussed in the Bureau's editorial meeting. Weekly reports are presented in the form of presentations, then agenda setting discussions with leaders to determine priority issues and follow-up steps.

On the issue of "ratification of the TNI law", the results of the agenda setting discussion resulted in recommendations for the leadership of the DPR RI to continue to socialize the substance of the revision of the TNI law along with the foundation of democratic values and civil supremacy upheld by the DPR RI. The DPR is encouraged to proactively provide education and comprehensive explanations to journalists and the public to prevent misinterpretation. This recommendation is then distributed to officials in the Secretariat General of the House of Representatives and internal reporters as a strategic guide for the implementation of doorstep or direct interviews.

On the issue of "ratification of the TNI law", the results of the agenda setting discussion resulted in recommendations for the leadership of the DPR RI to continue to socialize the substance of the revision of the TNI act along with the foundation of democratic values and civil supremacy that the DPR RI upholds. DPR is encouraged to proactively provide education and comprehensive explanations to journalists and the public to prevent misinterpretation. This recommendation is then distributed to officials in the Secretariat General of the House of Representatives and internal reporters as a strategic guide for the implementation of doorstep or direct interviews. By presenting information related to the attitude of the House of Representatives on the issue, it is expected to change the public perception of how the point of view of the House of Representatives is not yet known to the public.

The series of determining hot issues, meeting agenda setting, formulation of recommendations, and distribution of operational guidelines reflect the Strategic Choice and Implementation stage in Howard Chase and Barry Jones' issue management model, namely the selection of appropriate response strategies and their implementation through coordinated communication in order to maintain institutional reputation [14].

The fourth stage is the programming of the issue Action. The News Bureau of the DPR RI follows up the strategy by producing news related to the performance of the DPR, especially in the context of the ratification of the TNI law. Reporters from each section are assigned to do coverage and doorstep with leaders or board members according to the authority of the resource person. However, the authority of the Bureau is limited. As stated by informant 2 "if the member's doorstep can be driven by our recommendation but it is a recommendation, so we do not impose it. Because we have no authority to direct members...".

The results of coverage are the responsibility of each reporter to be processed into content according to the platform and target audience. Informant 1 mentioned "the output is news

upload on the website, Carousel upload on instagram, and there seems to be a doorstep after the plenary time...". The publishing department produces news through the DPR RI E-Media Channel. The print Media subsection contains news related to the issue of "ratification of the TNI law" through the official website www.dpr.go.id, the packaging is made based on the news/journalistic format to make it easier for readers to understand the news.



Figure 5. Website DPR RI

Facebook Instagram using attractive infographic design and video reels doorstep results (the purpose of this attractive graphic design to adjust to the target audience such as millennials, gen z and gen alpha), X and Facebook (through horizontal videos and detailed explanations), as well as Youtube DPR RI.



Figure 6. Feeds Instagram DPR RI



Figure 7. Short Video Reels & Tiktok DPR RI



Figure 8. X DPR RI



Figure 9. Facebook DPR RI

Meanwhile, the results of the coverage of the Parliamentary TVR section are processed into visual News uploaded on the Parliamentary TVR Youtube channel. Unlike the social Media subsection that handles the main Youtube of the DPR RI which presents institutional information directly, YouTube TVR Parliament is a channel owned by TVR Parliament, a broadcasting and media unit under the DPR. This channel functions like a parliamentary television channel that presents coverage of DPR activities in a journalistic format. Its content includes parliamentary news, reportage of meetings and hearings, talk programs, as well as documentaries on legislative activity.



Figure 10. Youtube TVR Parlemen & DPR RI

The application of this multiplatform communication strategy and the adjustment of messages to audiences is consistent with the results of a study (Nugraha, 2022) which recommends media optimization as the key to government PR success in facing the challenges of Public Information Governance in the digital age [17]. Overall, the results of the implementation of programs or news in various communication channels focus on strengthening narratives to provide socialization to the community, that the revision of the TNI law is in accordance with the principles of social justice and strengthening civil supremacy.

Strengthening narratives through this strategic communication program is a crucial step, as reviewed by (Rachmawati, 2025) who found that the government's communication strategy should be oriented towards building a single narrative to maintain reputation amid the challenges of the post truth era [18]. The DPR RI emphasized that the ratification of the TNI law was carried out while prioritizing democratic principles. The implementation of this Program action is carried out with the aim of correcting misinterpretations in the community and balancing negative news about the DPR RI in the media. The implementation of this program/action also proactively helps maintain and improve the image of the DPR RI. The main objective of the implementation of this program, which is to provide information and information to the public, which is in line with the stages of Issue Management Howard Chase and Barry Jones, which aims to see how the issue management team integrates organizational issue management policies with strategic planning in correcting misinterpretations and directing issues in accordance with institutional objectives [14].

The final stage is the evaluation of the results. In general, issue management is considered to be running well despite facing operational obstacles such as human error and structural constraints. The main challenge is the limited access to communication between the media analyst subsection and the leadership/board members that cause differences in perception and trust problems. As stated by informant 3 "The Obstacle Is communication with the main stakeholders, because we as staff do not have direct communication with stakeholders...". In addition, the bureau's Authority, which is limited to recommendations, and the external media principle of "Bad News is a Good News" also make it difficult to balance narratives in the public space.

However, issue management was considered successful because it was able to reduce the negative tone of news related to the "ratification of the TNI law". This is in line with The Theory of Howard Chase and Barry Jones that the effectiveness of the program is measured by its success in controlling issues and restoring the narrative according to the strategic objectives of the organization [14]. This success shows the efforts to maintain the image of the House of Representatives through regular evaluations that are consistent with KPI standards [19].

As a follow-up, the Parliamentary News Bureau initiated the preparation of a more comprehensive Crisis Management Protocol/SOP and formed a coordination group with stakeholders to improve issue prediction accuracy and

leadership confidence. Strengthening media cooperation through KWP was also carried out, as informant 4 said, "...so we through KWP conduct media relations and cooperation". This step is part of the completion of the Action Programming and Implementation cycle, where each evaluation becomes the basis for the next strategic planning (planning loop) [14].



Figure 11. overall scheme of the study

IV. CONCLUSION

The Parliamentary News Bureau of the House of Representatives has successfully implemented proactive issue management through five stages of Howard Chase & Barry Jones theory: issue identification (monitoring by Media analyst subsection), issue Analysis (issue classification), choice of issue Change Strategy (Agenda Setting), issue action programming, and evaluation of results. The Media analyst subsection acts as an early warning system with multi-platform monitoring that generates strategic recommendations through Executive Summary. This process has proven effective in reducing negative narratives in the public sphere by disseminating factual and transparent information through internal media channels and strategic partnerships. Despite structural challenges, such as limited direct access to board members and executorial Authority, the Bureau demonstrates high adaptability. With the philosophy of "Everyday Is Crisis" and the establishment of a more resilient SOP, the institution managed to mitigate the risk of reputation crisis, strengthening the role of bureaucratic public relations as an essential communication support to maintain accountability and credibility of the House of Representatives in the public eye.

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