



## Crisis Navigation in the Era of Disruption: An Exploration of Situational Crisis Communication Theory (SCCT) Strategies in Public Relations of the West Java Provincial DPRD

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### Abstract

**Background.** Public communication in the legislature faces increasingly complex challenges amid massive digital disruption. The phenomenon of *post-truth* and the speed of information virality often puts institutions such as the West Java Provincial Parliament in a difficult-to-predict reputation crisis.

**Aims.** This research analyzes the crisis communication strategy of the West Java Provincial DPRD Public Relations in mitigating adverse reporting regarding budget issues in the digital disruption era. By integrating Situational Crisis Communication Theory (SCCT) and SWOT analysis, this study explores how institutional reputation is maintained through strategic digital platforms.

**Methods.** Using a qualitative descriptive method with purposive sampling, data were collected through in-depth interviews, observation, and documentation.

**Result.** The results indicate that the DPRD Public Relations employs a combination of Diminish and Bolstering strategies. The SWOT analysis results, with coordinates (0.27; 0.43), place the institution in the aggressive-growth quadrant, underscoring the importance of integrating social media as a technical tool for rapid clarification. This study reinforces previous methodological findings on the urgency of SWOT analysis for mapping organizational resilience.

**Conclusion.** The research concludes that navigating crises in the disruption era requires synchronizing technical digital agility with a unified internal narrative across political factions.

**Implementation.** In practice, this research underscores the need to establish internal regulations, in the form of an SOP on Crisis Communication Across Factions, to ensure a single voice in responding to public issues. Academically, this study strengthens the relevance of integrating SWOT analysis into SCCT theory for legislative institutions in the era of disruption.

**Keywords:** Crisis Communication, Public Relations, West Java DPRD, SCCT, SWOT Analysis, Social Media Integration.



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### INTRODUCTION

Effective communication is a fundamental element in building strong relationships between an organization and its public. In the midst of today's increasingly massive globalization and digitalization, public organizations face significant challenges in maintaining transparency, accountability, and public trust. A harmonious relationship between public organizations and the media is key to managing public perception and building a positive image. However, many public organizations, including legislative institutions, have not succeeded in implementing communication strategies that are adaptive to technological developments and changes in the dynamics of modern media, especially in dealing with the negative news crisis (Yunita, 2022).

Public communication in the legislature faces increasingly complex challenges amid massive digital disruption. The phenomenon of *post-truth* and the speed of information virality often puts institutions such as the West Java Provincial Parliament in a difficult-to-predict reputation crisis. As emphasized by Yunita (2022), parliamentary public relations must be agile in responding to negative narratives to avoid becoming wild snowballs in society. If this is not addressed, the crisis of public trust in the government will deepen. The crisis related to the recent budget for the construction of the parking lobby has become a real test of the Public Relations of the West Java DPRD's capacity to implement effective, measurable crisis management.

Crisis management can no longer rely solely on intuition; it must be based on strategic data. According to Alfiyaty (2019), the right communication strategy can turn threats into opportunities when managed with high transparency. Using the Situational Crisis Communication Theory (SCCT), this study explores how the Public Relations of the West Java DPRD positions itself amid media pressure and maps its strategic position using the Kartessius SWOT diagram to produce applicable recommendations.

Because crises can disrupt and threaten the smooth running of work processes in an organization. Managing a crisis is not easy. When a crisis hits, a *Public Relations* (PR) professional not only appears in the media but also needs a comprehensive, meticulous, and accurate strategy to handle it. A quick response is indeed necessary, including educating the public about the steps the organization should take to overcome the situation so that it appears transparent (Alfiyaty, 2019). Good crisis management in the digital era must also maintain the institution's reputation, ensuring it remains credible in the public's eyes (Aziz & Wica, 2024).

Public Relations of the West Java Provincial DPRD is part of the local government structure that has a central role in building relationships between the legislative institution and the

community. Based on initial observations, the negative news crisis surrounding the alleged misuse of the parking lobby construction budget underscores the urgency of this research. The massive wave of negative news demands an adaptive communication strategy. Therefore, this study aims to explore crisis communication strategies through the lens of SCCT and evaluate them using SWOT analysis in order to provide concrete recommendations for strengthening public communication in legislative institutions.

Research on crisis communication in the context of public organizations has seen significant developments, especially as digital disruption accelerates the flow of information and magnifies the risk of reputational crises. The cutting-edge literature places Situational Crisis Communication Theory (SCCT) as the dominant framework for mapping crisis responses based on responsibility attribution and reputational threats. Previous studies have focused mostly on the corporate sector, state-owned enterprises, and public service institutions, with an emphasis on strategic classification (denial, diminish, rebuild, bolstering). However, in the context of legislative institutions, SCCT studies are still limited and tend to be normative. Most studies position government public relations as a reactive actor, without reinforcement on systematic internal-external strategic analysis. Meanwhile, SWOT analysis is more often used in organizational strategic planning, rather than as a complementary instrument in communication crisis management. This article expands on the SoA by integrating SCCT and SWOT to map the strategic position of DPRD public relations amid the budget news crisis. This approach represents a shift from mere crisis response to strategic data-driven crisis navigation, particularly in the digital media ecosystem and local politics.

## LITERATURE REVIEW

Public Relations is a managerial function that aims to create, foster, and maintain a mutually beneficial relationship between an institution and its public (Nafi'ah, 2022). In the context of government, public relations plays a role in socializing various government policies, visions, missions, and programs with an approach that reflects a positive image (Yunando, 2019). Communication strategy is the planning and management to achieve goals that not only serve as a roadmap but also take concrete operational form (Zhafran, 2022). In facing a crisis, Timothy Coombs (2019) put forward *Situational Crisis Communication Theory* (SCCT), which divides crisis responses into four main categories: *Denial*, *Diminishment*, *Rebuilding*, and *Bolstering*. The

choice of this strategy is highly dependent on the level of crisis responsibility that the public perceives and the threat to the institution's reputation (Coombs & Holladay, 2020). SWOT analysis is used to evaluate strengths, *weaknesses*, opportunities, and threats. The integration of SCCT and SWOT provides a comprehensive framework for formulating adaptive crisis communication protocols (Sasoko & Mahrudi, 2023).

According to Richard L. Daft (2010), SWOT analysis involves identifying the strengths, weaknesses, opportunities, and threats that determine an organization's performance. External information regarding opportunities and threats can be obtained from many sources, including customers and government documents. Based on this understanding, SWOT is an analysis tool used to measure *Strengths*, *Weaknesses*, *Opportunities*, and *Threats*. This aligns with previous research, which states that the SWOT approach is crucial for mapping preventive and curative communication strategies at various institutional levels (Machsunah et al., 2023, p. 121).

Based on the mapping of the literature and the findings of the article, the gap research that was successfully identified was:

1. Limitations of SCCT Studies in Legislative Institutions. Previous research has examined more crises in the corporate and executive sectors, so the dynamics of the legislative reputation crisis—which is heavily influenced by political interests—have not been examined in depth.
2. Lack of a Hybrid Approach in Crisis Management. Few studies have integrated crisis communication theory with organizational strategic analysis tools (such as SWOT) simultaneously and in a measurable way.
3. Lack of Focus on Non-Technical Internal Barriers. Previous studies have tended to highlight the speed of response and media framing, but have ignored internal disharmony, bureaucracy, and the fragmentation of political narratives as the main inhibiting factors.
4. Limitations of Practical Recommendations Based on Political Structure. There has been little research that has produced applicable recommendations in the form of an SOP for crisis communication across factions within legislative institutions.

## **METHOD**

This study uses a descriptive, qualitative method to examine crisis communication in depth. The study focuses on the Protocol and Publication Section of the West Java Provincial DPRD. Informants were selected using *purposive sampling techniques*, including public relations

management, public relations institutions, and communication academics. The research was conducted in January-February 2025. Data collection techniques include in-depth interviews, direct observations, and documentation studies. Data analysis is carried out inductively through the stages of data reduction, data presentation, and a conclusion drawn. The validity of the data is tested through triangulation of sources and methods.

**DISCUSSION**

The Public Relations of the West Java Provincial DPRD implements a situational crisis communication strategy by combining *the Diminish Strategy* and *the Bolstering Strategy*. Here are the results of the SWOT matrix mapping and strategic factor analysis:

**Table 1. SWOT Analysis Matrix for Public Relations of the West Java Provincial DPRD 2025**

<b>Internal Factor Analysis Summary (IFAS)</b>	<b>EFAS (<i>External Factor Analysis Summary</i>)</b>
<b>Strengths :</b>	<b>Opportunities :</b>
1. Practical experience of the team in a crisis.	1. Advancement of digital technology (quick clarification).
2. Strong media relations.	2. Information disclosure trends (KIP Law).
3. Active and routine media monitoring.	3. Leadership support for public relations.
<b>Weaknesses :</b>	<b>Threats :</b>
1. Limited human resources of publications.	1. The spread of massive hoaxes on social media.
2. Delay in responding to digital issues.	2. Public <i>distrust</i> .
3. Disharmony of votes between factions.	3. Politicization of issues by external parties.

**Table 2. Internal Strategic Factor Analysis (IFAS)**

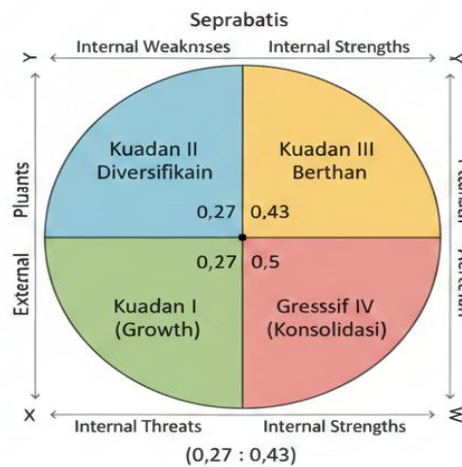
Yes	Internal Strategic Factors	Weight	Rating	Score
1	Practical experience of the team	0,15	4	0,60
2	Media monitoring infrastructure	0,12	4	0,48
3	Good relations with journalists	0,13	4	0,52
4	Narrative analysis skills	0,10	3	0,30
5	Limitations of human resources of publications	0,15	2	0,30
6	Digital response delay	0,12	2	0,24
7	There is no SOP for an inter-faction crisis	0,13	1	0,13
8	Lack of creative content budget	0,10	2	0,20
	<b>TOTAL</b>	<b>1,00</b>		<b>2,77</b>

**Table 3. External Strategic Factor Analysis (EFAS)**

Yes	External Strategic Factors	Weight	Rating	Score
1	Digital technologies for clarification	0,15	4	0,60
2	Information disclosure trends (KIP Law)	0,10	3	0,30
3	Support from the leadership of the DPRD	0,13	4	0,52
4	Collaboration with academics	0,12	3	0,36
5	Spread of hoaxes and negative framing	0,15	4	0,60
6	Low public trust	0,12	3	0,36
7	Politicization of issues by outsiders	0,13	3	0,39

Yes	External Strategic Factors	Weight	Rating	Score
8	Social media dynamics	0,10	3	0,30
	<b>TOTAL</b>	<b>1,00</b>		<b>3,43</b>

Based on data analysis and in-depth interviews, the researcher identified internal and external strategic factors to determine the position of the Public Relations of the West Java Provincial DPRD. The calculation results showed that the X-axis coordinate value was **0.27** and the Y-axis was **0.43**.



**Figure 1. Cartesian Diagram SWOT Analysis of Public Relations of the West Java Provincial DPRD**

Based on Figure 1, the position of the Public Relations of the West Java Provincial DPRD is at the coordinate point (0.27, 0.43). The explanation of this position places the organization in Quadrant I (Growth/Growth), which aligns with the narrative's growth and expansion strategy. This shows that, despite the significant external threat posed by negative media framing, organizations still have sufficient internal power to access information. In accordance with the narrative in Figure 1, this position directs Public Relations to maximize the power of *media engagement* to capture opportunities for public transparency (Aggressive SO Strategy). The Public Relations of the West Java DPRD must use all of its social media lines proactively to communicate achievements and objective facts as a counter-narrative to the issue of parking lobby construction. Technically, social media integration in crisis management is achieved through the dissemination

of responsive microcontent. Public relations digitizes information by converting rigid budget documents into infographics that are easy for the public to digest. This aligns with the findings of Machsunah et al. (2023), who found that SWOT analysis tools are crucial for identifying internal strengths and weaknesses to mitigate destructive external threats.

The correlation with SCCT shows that this position is highly relevant to the implementation of the Bolstering Strategy. Public Relations not only provides technical clarification (*Diminish*), but also proactively "reminds" the public of the positive performance and information disclosure that have been carried out so far to balance the oppressive external perception. However, the main obstacle found is the synchronization of the narrative. Internal bureaucratic processes often hamper the speed of digital response. Therefore, existing strengths must be combined with the optimization of digital opportunities so that this strategic position has the maximum impact on reputation recovery.

The main novelty of this research lies in the following aspects:

1. SCCT–SWOT Conceptual Integration. This study not only applies SCCT as a crisis response framework, but also combines it operationally with SWOT analysis to map the strengths, weaknesses, opportunities, and threats of legislative public relations quantitatively and visually (Cartesian diagram).
2. Context of Regional Legislative Institutions. Crisis communication studies in the provincial DPRD are still rare. This article presents a new perspective on regional parliamentary public relations as a strategic actor, not just a funnel of political information.
3. Emphasis on Synchronization of Internal Political Narratives. This study revealed that the success of the Diminish and Bolstering strategies is highly dependent on the unity of votes between political factions. This variable has rarely been discussed in previous SCCT studies.
4. The Meaning of Social Media as a Technical Instrument of Crisis. Social media is not only positioned as a communication channel, but as a quick clarification tool based on micro-information and budget infographics.

## CONCLUSION

This study concludes that the Public Relations of the West Java Provincial DPRD is in a strategic position with a coordinate value **(0.27; 0.43)** that supports an aggressive-positive strategy. The use of a combination of *Diminish and Bolstering strategies within the SCCT framework has*

*proven* effective in mitigating the escalation of the budget crisis. The most significant weakness is the potential for disunity in voting among political factions. Successful crisis navigation requires alignment between the speed of digital response and the solidity of the internal narrative. This article fills an important gap in the study of crisis communication by presenting an integrative SCCT-SWOT approach to DPRD public relations in the era of digital disruption, and by enriching academic discourse on the reputation management of legislative institutions through strategy and internal politics.

### **Implementation.**

In practice, this research underscores the need to establish internal regulations, in the form of an SOP on Crisis Communication Across Factions, to ensure a single voice in responding to public issues. Academically, this study strengthens the relevance of integrating SWOT analysis into SCCT theory for legislative institutions in the era of disruption.

### **Acknowledgement:**

The author would like to thank the Public Relations, Protocol and Publication Section of the Secretariat of the West Java Provincial Parliament for the disclosure of information and support during the research process.

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