

Crisis Management of The Environment and Forestry Office of Yogyakarta in Handling The Closure of The Integrated Waste Disposal Site

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Abstract

The Environment and Forestry Office (DLHK) of the Special Region of Yogyakarta (DIY) is a government agency that manages the Integrated Waste Disposal Site (TPST) located in Piyungan. In the TPST, there is dissatisfaction from the local community regarding the management system. The peak is the closure of Piyungan TPST by the local community as a form of their dissatisfaction. This problem impacts the survival of the surrounding community and the emergence of demands for DLHK DIY. This study aims to determine the crisis management steps of DLHK DIY in dealing with crisis management issues and restoring the image of the institution. This study utilized descriptive qualitative as the research method. The data were collected through interviews with the public relations (PR) officer of the DLHK DIY, a member of the Regional People's Representative Council (DPRD) of DIY, and local community members. Moreover, the data were supported by documentation data in the form of mass media clippings. The qualitative data analysis technique was applied to collect, present, and conclude data. This research discovered that the crisis management steps of PR of DLHK employed prevention, preparation, and mitigation strategies through changing policies and communication patterns by committing direct dialogue, compromise, and negotiation with the local community to overcome the crisis. The dialogue was also carried out on a routine basis; thus, DLHK could determine the shortcomings, complaints, and opinions of the surrounding community.

Keywords: Crisis Management; Environment; Public Relations; Image; Community

Abstrak

Dinas Lingkungan Hidup dan Kebersihan (DLHK) Daerah Istimewa Yogyakarta (DIY) merupakan instansi pemerintah yang mengelola Tempat Pembuangan Sampah Terpadu (TPST) yang berlokasi di Piyungan. Pada TPST tersebut, terdapat ketidakpuasan dari masyarakat sekitar terhadap sistem pengelolaannya. Puncak dari hal tersebut adalah penutupan TPST Piyungan oleh masyarakat setempat sebagai bentuk ketidakpuasan mereka. Permasalahan tersebut berdampak pada kelangsungan hidup masyarakat sekitar dan munculnya tuntutan kepada DLHK. Penelitian ini bertujuan untuk mengetahui langkah-langkah manajemen krisis DLHK DIY dalam menangani masalah manajemen krisis dan memulihkan citra institusi. Penelitian ini menggunakan metode penelitian kualitatif deskriptif. Pengumpulan data dilakukan melalui wawancara dengan public relations (PR) DLHK, anggota Dewan Perwakilan Rakyat Daerah (DPRD) DIY, dan anggota masyarakat setempat. Lebih lanjut, penelitian ini didukung dengan data dokumentasi berupa klipng media massa. Teknik analisis data kualitatif digunakan untuk mengumpulkan, menyajikan, dan menyimpulkan data. Penelitian ini menemukan bahwa langkah-langkah manajemen krisis menggunakan strategi pencegahan, persiapan, dan mitigasi melalui perubahan kebijakan dan pola komunikasi dengan melakukan dialog secara langsung, kompromi, dan negosiasi dengan warga setempat untuk mengatasi krisis. Dialog dilakukan secara rutin, sehingga DLHK dapat mengetahui kekurangan, keluhan, dan pendapat masyarakat sekitar.

Kata kunci: Manajemen Krisis; Lingkungan; Public Relations; Image; Komunitas

Introduction

Waste is a material discarded resulting from human and natural activities no longer used because its main elements or functions have been taken. Every day more and more waste is produced by humans, both household and industrial, the number of which is increasing every year. Accordingly, it triggers damage to the earth

and the surrounding nature because the increased waste will accumulate and be difficult to process or decompose. Moreover, the presence of existing waste will cause environmental pollution. Law of the Republic of Indonesia No. 23 of 1997 concerning environmental management states :

“Environmental pollution is the entry or inclusion of living things, substances, energy,

and other components into the environment by human activities so that the quality drops to a certain level, making the environment to be unable to function according to its designation.” (Government of Indonesia, 1997)

However, apart from the increasing amount of waste piling up and produced, the government as the relevant authorized agency also has a role in accumulating waste in the final disposal site. Therefore, the policy of the government or related agencies will affect the waste management system and various sectors (Ni’Mah & Kurniawan, 2016).

The policy is a decision or action that regulates the management and distribution of natural, financial, and human resources for the public interest or society at large. The success of a good waste management system from the government and the community can be realized because of a responsible organization with a clear organizational structure. Public services are all forms of services, either in the form of goods or public services, which in principle are the responsibility and are carried out by the state to maintain and improve people’s life quality. Therefore, improving public services is often a management problem instead of technical or financial (Fajri & Mawadati, 2018).

The Piyungan Integrated Waste Disposal Site (TPST) capacity is no longer able to accommodate waste. TPST is a place where the activities of collecting, sorting, reusing, recycling, processing, and finalizing waste are carried out (Mulasari et al., 2016). The waste transported to the Piyungan TPST comes from Bantul and Sleman Regencies and Yogyakarta City. The waste transported by the Piyungan TPST continues to increase every year. In 2015, the volume of waste entering the Piyungan TPST reached 158,599 kg. This TPST accommodates 400-500 tons of waste every day. The Yogyakarta Special Region (DIY) Government carries out the management of the Piyungan TPST (Widyaningsih & Ma’ruf, 2017).

Due to the accumulation of waste in the Piyungan TPST, the local community began to



Figure 1.1 Amount of Waste Entered the Piyungan TPST in 2010-2015

Source: Widyaningsih (2017)

close the road access to the waste processing site (Syambudi, 2019). The community felt it was the right step to show the DIY Government that some of their demands have not been granted. Previously, the local community complained about the condition of the TPST getting worse day by day. Unfortunately, the demands that the community has on the government have not been realized. There has been a massive accumulation of waste disturbing the local community.

The local community considers the government to have paid little attention to their appeals and complaints. Furthermore, the government is also deemed not to pay attention to the current state of the Piyungan TPST. Hence, they want their complaints and demands to be heard and granted for the common good and a major concern. Waste coming every day is increasing, resulting in more queues of vehicles and causing in the accumulation of mountains of waste.

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Waste management in urban areas is a

local government public service obligation. Urban waste management requires enormous resources due to the ever-decreasing landfill and the significant impact on health and environmental damage. Since the operation of the Piyungan TPST, various negative impacts are likely to arise and have the potential to pose risks, including changes in land use, air pollution, groundwater pollution, surface water pollution, decreased levels of public health, and reduced environmental aesthetics.

The local community around the Piyungan TPST has begun to close the road access to the waste disposal site. The community believed that it was an appropriate step to show the DIY Government that some of their demands have not been granted. Previously, they complained about the condition of the TPST getting worse day by day. The demands they have on the government have not been realized. There has been a massive buildup of waste, resulting in the local community being disturbed by the accumulation of this waste (Syambudi, 2019).

The local community has previously appealed to the government to fix the final waste disposal dock. They also complained that the queues of trucks loaded with waste from various city corners lined up lengthwise, disrupting their activities. Previously, they filed a complaint with the government about what they experienced. In addition, they complained about the potholes on the roads frequently passed by large vehicles carrying waste. They asked the government to carry out asphaltization to repair potholes to ease people accessing the roads and simultaneously overcoming floodwater during the rainy season. In line with road access, they also wanted neonization or the installation of street lighting on the roads around the Piyungan TPST.

In addition to the road access factor, the community also complained about environmental factors. They carried out a temporary closure action due to the absence of compensation per household from the government for those who

have been long affected by the community waste disposal jetty. They expected compensation from the relevant government regarding the existence of the Piyungan TPST. It arose because, since the existence of the TPST, the community has never received any compensation from the relevant government. Furthermore, there were also complaints about poor drainage in the Piyungan TPST. Due to the accumulation of waste, the blockage made the waterways unable to run properly, even getting worse when the rainy season came. The overflow from poor drainage extended to enter the residential area of the local community, even disrupting their daily activities due to the unpleasant smell produced by piles of waste and poor drainage.

The closure of the access to the TPST had a destructive impact on the DLHK because it interfered with waste disposal activities and the accumulation of waste for days that lasted for approximately one week.

This study utilized several references from research related to crisis management. The research conducted by Suri (2016) revealed that the crisis management between the company and the community due to environmental pollution was carried out through direct checks in the field. Subsequent research by Safitri (2019) disclosed that crisis identification was coordinated with a competent unit in the environmental field. Furthermore, Tamher (2011) research uncovered the importance of Public Relations (PR) in avoiding potential conflicts. Finally, the research carried out by Yulastina (2017) discovered that PR acted more as a communication facilitator and used three stages in its completion: the practical stage, responding to the crisis, and post-crisis.

This study focuses more on how the crisis management steps have been determined and carried out by the DLHK in overcoming the crisis of closing access roads to the Piyungan TPST by the local community in 2019.

Public Relations

Based on World Assembly of Public Relations in 1978, various national organizations had gathered in Mexico and agreed about one definition of public relation. Their definition of public relation known as 'The Mexico Definition' which reads: "Public relations is the art and social science of analyzing trends, predicting their consequences, counselling organization leaders and implementing planned programs of action which will serve both the organization's and the public interest." (Butterick, 2011).

Public Relations (PR), according to Johnston and Sheehan (2020), is the development and management of ethical strategies that use communication to build relationships with stakeholders or the general public. Public relations can be carried out by organizations, groups, or individuals as they interact with their various publics, or stakeholders, in order to achieve their objectives and goals (Johnston & Sheehan, 2020).

Public Relations includes various relationships, all of which aim to achieve a harmonious relationship between the agencies carrying out these relationships with both "inside community" and "outside community" who have business with these agencies. In addition, over time, the notion of PR undergoes renewal. Therefore, the understanding of a PR officer is not always based on one opinion.

According to Cutlip and Center (2006), PR is a management function that assesses public attitudes, identifies policies and procedures of an organization with its public interests, and plans and conducts a program and communication to gain understanding and support from the public. PR functions to represent the public in management and management to the public to create a two-way communication flow, both for information and behavior. Automatically, the PR functions include management functions to achieve the organization's central goals.

In short, there is an effort or an activity to create a harmonious condition in PR. PR activities within the organization aim to create and maintain healthy and productive relationships with particular publics. In other words, PR is thinking, planning, and devoting power to build and maintain mutual understanding between an organization and its public.

Public Relations can be a principle because relations imply a reciprocal relationship (two-way communication). Relations, referred to by public relations in practice, are held to obtain excellent and productive relations, both with particular publics and society in general.

PR is formed in a government institution, functioning as the government spokesperson and conducting reciprocal relations between the local government and the general public and community organizations to clarify policies and activities made by the local government. With the implementation of government PR, the ultimate goal is to help a positive image of the government in the eyes of the people (Lubis, 2012).

The role of government PR is to respond to false news that can harm the government and communicate or inform various government policies to the public. It aims to form a positive image of local government in the eyes of the public.

Crisis Management

Carsten Lund Pedersen defined a crisis as a series of events that, if not handled properly, can have serious adverse effects (Pedersen et al., 2020). According to this definition, an event is a finite element with a beginning and an endpoint that happens or takes place. Another definition of crisis stated by Kriyantono, he stated that a crisis is a sequence of unanticipated events that send a group, team, or organization into a rapid downward spiral with long-term consequences if the issue is not managed properly and efficiently (Kriyantono, 2019). A crisis also defined by Selbst in "Managing through a crisis: Managerial implications for business-to-business firms" as:

"any action or failure to act that interferes with an organization's ongoing functions, the acceptable attainment of its objectives, its viability or survival, or that has a detrimental personal effect as perceived by the majority of its employees, clients or constituents." (Pedersen et al., 2020).

A crisis in public relations is an event, rumor, or information that in the future will have a bad influence on the organization or agency on its image, reputation, and credibility. Unfortunately, many organizations or agencies think that the crisis will only attack large organizations or agencies. However, it can happen to anyone, anywhere, and even at any time, be it individuals, organizations, or organizations.

The crisis experienced by the organization is identified with a situation that can destabilize the organization and negatively impact it. Three elements affect internal readiness in organizations. First, organizing with high precision is often used for cognitive and behavioral. Second, many studies have revealed that highly conscientious organizations are better able to prevent crises. Third, other factors that can influence the crisis are cultural and organizational structures (Bundy et al., 2016).

While Fink (1986) defines a crisis as follows: "Crisis is an unstable time or state of affair in which a decisive change is impending-either one with the distinct possibility of a highly desirable and extremely possible outcome or one with the distinct possibility of a highly undesirable outcome. It is usually a 50-50 proposition, but you can improve the odds."

A crisis is an unstable condition because it requires quick decision-making. The selected decision will give rise to two possibilities. First, the decision will put the organization or agency in a worse situation than before. Second, this possibility can also occur from the results of decision-making, namely in the form of positive results. It will bring the condition of the organization or

agency in a better direction (Nova, 2009).

Coombs stated that the danger in crisis management is the potential harm that a crisis can cause to a company, its stakeholders, and the industry as a whole (Coombs, 2007a). Three threats might arise as a result of a crisis: (1) public safety, (2) financial loss, and (3) reputational damage.

Crisis management is a method for preventing or minimizing the harm that a crisis can cause to an organization and its stakeholders (Coombs, 2007a). According to Layla J. Branicki (2020), There are three phases in crisis management: 1) the pre-crisis phase. This phase focuses on detecting, identifying, anticipating, and preparing for crises to reduce the likelihood of a crisis arising and ensure that the organization is as prepared as it can be. 2) during the crisis phase. This phase is where the organization is concerned with managing or responding to the crisis and mitigating its effects. 3) the post-crisis phase. A focus on recovery and repair characterizes this phase. The organization takes steps to return to "normal" and learn from a specific occurrence in the hopes of preventing it from happening again in the future (Branicki, 2020).

There are several steps to manage the crisis appropriately (Iriantara, 2004), such as: (1) Crisis Identification. A Public Relations officer must be able to identify a crisis. In the process, informal and fast research is needed as the crisis occurs suddenly and quickly. Identifying or diagnosing a diagnosis is essential to obtain data and information used in subsequent stages; (2) Crisis Analysis. Information and data obtained in the previous stage are collected to be described for further analysis. This analysis is carried out as a basis for determining appropriate decisions and actions; (3) Crisis Isolation. A crisis is often viewed negatively by most people. It is inseparable from the impact of the crisis that can spread to various sectors. It must be appropriately handled to prevent it from spreading by isolating it; (4) Strategy Choice. Strategy in managing

the crisis is crucial to note. After going through crisis analysis and isolation, a strategy must be determined before moving on to the next stage.

Three strategies can be employed to deal with a crisis, namely: (1) Defensive Strategy. The steps taken in this strategy are to buy time, do nothing and fortify themselves as strongly as possible; (2) Adaptive Strategy. The steps in this strategy cover broader matters, including changing policies, modifying operations, compromising, and straightening the image; (3) Dynamic Strategy. This strategy is more macro in nature and can also change the character of an organization. This strategy is chosen when there is no longer a suitable way to handle a crisis. It covers mergers and acquisitions, new investments, selling shares, launching new products, recalling old products, holding power, and creating new issues to distract.

Crisis Communication

A crisis can be defined as an occurrence that jeopardizes stakeholder's expectations and has the potential to affect an organization's performance (Coombs, 2009a). According to Coombs (2009b), crisis communication is the body of messages (words and action) created to address the crisis. Crisis communication is related to how management responds to a crisis. Management here can be interpreted as an organization, company, or government. In order to make decisions about how to respond to the crisis, all stakeholders must gather and process all the information (Coombs, 2009b).

Crisis communication is consisting of crisis knowledge management and stakeholder's reaction management. When a crisis occurs, management must collect various information related to the crisis. Through communication, all the information needed can be accommodated and studied to make a decision in overcoming the crisis (Coombs, 2009a). According to Coombs in *Conceptualizing Crisis Communication* (2009a), communication is used in attempts to influence

how stakeholders react to the crisis and the organization in crisis. Management will analysis and attempts to handle stakeholder reactions to the crisis by understanding stakeholders perceptions in decision making process in overcoming the crisis (Coombs, 2009a).

Communicating when experiencing a crisis is undoubtedly a must. Choosing the right way to handle it is something considered crucial for the future of the organization. The ways or strategies that can be selected to carry out crisis communication, according to Coombs (2007b), are : (1) Attack the accuser. At this stage, the company or agency admits that a crisis has occurred, but the reality and logic do not match, thus causing new disputes and problems in the crisis; (2) Denial. The agency does not acknowledge that a crisis has occurred. Instead, it makes denial in the problem; (3) Scapegoating. The agency will blame a person or group outside the agency for the crisis; (4) Excuse. The agency will minimize its responsibilities in a crisis. Its attention and focus on the crisis are ignored or tried to avoid, and the agency reveals that it has no control over the crisis; (5) Justification. A crisis will be minimized by revealing that there are no victims or that the victims do not experience anything serious. This strategy is usually used when an accident occurs; (6) Ingratiation. It is performed by taking actions to calm the public. When the public protests directly, the agency's step is to provide gifts to ease public anger; (7) Full Apology. The agency selects an action to carry out its responsibilities, apologizes to the public, and compensates for the problems.

Methods

This research utilized a qualitative descriptive approach. According to Mulyana (2010), qualitative research aims to maintain a form and content of human behavior, analyze its quality as a substitute, and turn it into a quantitative entity. According to Satori and Komariah (2012), qualitative research emphasizes the essential

things of nature and service. The research data were collected through in-depth interviews with the Head of the Management Section of the Final Waste Disposal Site (TPST) as the Public Relations (PR) officer, the Chairperson of Commission C DPRD of DIY, and the Head of the neighborhood association (RT) as a community leader. Secondary data were obtained from various document sources, including newspaper reports on crisis management and agency websites. The data obtained were analyzed using an interactive analysis model. This model consists of three components of analysis: data reduction, data presentation, and drawing conclusions (Miles et al., 2014).

Results of Research and Discussion

Every company or agency is required to anticipate the impending crisis. When a crisis occurs, an organization or agency is faced with difficult choices. The crisis that befalls an organization or agency must be handled quickly and appropriately. The image and the fate of the organization depend entirely on how the crisis is handled. If a crisis can be adequately handled, it will restore the image of the organization and public trust. Conversely, when it cannot be adequately handled, the outcome will worsen for the organization.

Crisis management carried out by the Environment and Forestry Office (DLHK) of DIY has an influential role. Public Relations (PR) has considerable responsibility for the reputation of the agency. In the entrance closure to the TPST by the surrounding community, the PR from the DLHK of DIY had a relatively good sense of crisis because it was proactive. It was evidenced by having established excellent communication with the surrounding community, which closed the access entrance to deal with this crisis. Closing the portal or entryway for waste vehicles occurred on Sunday, March 24, 2019, in the Piyungan TPST, resulting in a crisis for the DLHK of DIY as

the agency responsible for the Piyungan TPST.

It started with public anxiety about the condition of the TPST getting worse day by day. Apart from being a final disposal site, the conditions around the TPST were considered very inappropriate and needed renovation so that they do not worsen. It directly impacted the community living around it. In addition to the pungent smell, the community often complained to the relevant agencies and the government.

However, the government and related agencies have not shown concern for the complaints. There was no serious response from the government and related agencies, resulting in the surrounding community closing access to vehicles wanting to dispose of waste to the Piyungan TPST. It was believed to symbolize the community's anger because their complaints were not responded to. Furthermore, there was no action from the local government and related agencies. This incident has increasingly spread to people outside the Piyungan TPST area by spreading news of the access closure by the local community through reports in newspapers and online media.

The first step in crisis management is essential for organizations or agencies to determine a program for handling crisis management by identifying a crisis. The purpose of this stage was to obtain data and information regarding the incident of closing access to the Piyungan TPST entrance to assist in developing steps and programs to manage the crisis. This identification was carried out by the DLHK of DIY and the local government, in this case, Commission C DPRD of DIY. The identification included searching for information or data through direct information from the local community around the Piyungan TPST. The following is the interview results with the Head of the TPST Final Processing Section:

“When I learned of the closure, it was about two days after. At that time, I immediately called the local government to visit and have direct dialogue with the affected

local community and those who closed the door to find out what was going on. Yes, I just received the report after two days of closure.” (Interview with Head of Final Processing Section).

Crisis analysis is the second step. The collected data and information were then parsed, either part by part, meaning to do a partial or comprehensive analysis. This stage was carried out as a basis for making appropriate decisions and actions. The use of the 5W + 1H method was appropriate as it dealt with the causes of the crisis, why and how it occurred, the extent to which it occurred, where it started to occur, who could be invited to overcome it, and what steps could be taken to overcome it.

“After the dialogue, we, the local government and the office, immediately had a small meeting. The meeting discussed the exact cause of the closure by the local community. What is the right strategy? What is the long-term and temporary handling of this? So it can be developed in-depth to handle it properly.” (Chairman of Commission C DPRD, interview on March 26, 2020).

The next step in crisis management is crisis isolation, aiming to prevent a crisis from spreading and getting worse. After this crisis is isolated, serious action can be taken. Strategies developed in crisis management can be used after crisis isolation is carried out. The DLHK of DIY carried out isolation of the crisis in coordination with Commission C DPRD of DIY. The step for the selected isolation was to go directly to the location of the closure. They selected to communicate directly with the affected local community and calm the surrounding community not to worsen. Furthermore, they took actions even though limited. At least they could relieve anger from the community around the Piyungan TPST.

“We went immediately to the field to make decisions. We moved quickly. We communicate directly with the community because, at that time, that was the only thing

we could do so that the impact would not spread by building a new dock to temporarily deal with it because it was already overloaded. Thus, we built a new dock in less than a week.” (Imam Sugiyono, Head of Final Processing Section – Interview on March 20, 2020).

In this case, the DLHK of DIY employed the adaptive strategy referred to by Iriantara—a step taken when facing a crisis. The adaptive strategy covers more broadly by changing policies, modifying operations, compromising, and straightening the image. It follows what Iriantara (2004) stated in his theory of crisis management. Therefore, the steps selected by the DLHK of DIY using the adaptive strategy were highly appropriate.

They carried out an adaptive strategy by going directly to the field when they knew there was a closure of access to the waste disposal site and not delaying the handling. Conducting direct dialogue was the right step. It could also be used to compromise and negotiate with the local community carrying out the closure. The adaptive strategy was applied by changing the pattern of internal and external communication. It was not used before in a work environment.

This effort also produced an equally fair or win-win solution since, based on shared interests, the closure did not last long. The office has also begun to comply with the demands of the community. Although not all have been realized, the gradual steps taken were appropriate to prevent the situation from getting worse. The steps selected by the DLHK of DIY used three strategies in dealing with the crisis: prevention, preparation, and response strategies.

The prevention strategy was an effort to prevent the incident from getting worse and the condition from reoccurring, in which the relevant agencies, together with the local government, determined a step. The step was a dialogue with the local community involved. They were ready to have direct dialogue with the local community to smooth the operation

of the ongoing operations. Building a good relationship with the local community is needed, primarily if it is based on common interests.

“Yes, of course, it opens the door for a cool-headed dialogue. We will also evaluate running programs and coordinate with the community to jointly protect the environment around the TPST. So we need to build good relations with the community and prioritize common interests, especially the community. In addition, to deal with similar incidents, there will be further discussions involving the affected community. We can also provide understanding so that people can understand this condition.” (Head of the Final Processing Section).

The preparatory strategy was a continuation of the previous strategy. The office and local government ran programs aimed at the community around the Piyungan TPST to face the crisis. The selected program steps are:

(1) *Internal Regular Meetings of the Environment and Forestry Office*

According to the data obtained, the internal meeting held by the agency aimed to determine the right program to restore trust and overcome the crisis. The formulation of problems, targets, and outputs was well thought out.

Programs aimed at the community directly impacted the Piyungan TPST environment. Thinking about the long-term effects was the correct thinking to deal with the event. The internal meeting was only conducted by the DLHK of DIY and Commission C as the authorities related to constructing facilities and infrastructure in DIY.

(2) *Opening dialogue services and embracing the community*

Opening a dialogue service was expected to help restore public confidence in the Piyungan TPST to convey every complaint directly. Besides, the community would also feel facilitated when something happened regarding the impact of

TPST. Involving the local community in activities concerning the Piyungan TPST has been the right step. People would feel acknowledged due to their existence and appreciated. It was one way to build a good relationship with the surrounding community. They would also take care of the TPST environment together because they already have a sense of belonging.

PR is a management function that assesses public attitudes, identifies the policies and procedures of a person or organization in the public interest, and plans and carries out a program of activities to understand and support the public. A crisis is caused by a bad relationship between the agency and the public, called confrontation. Feeling dissatisfied with the services and activities of the organization can trigger the public to express their anger excessively, both toward the media and direct action (Kriyantono, 2015).

(3) *Implementation of Health Program*

In this strategy, the office has looked at the health side of the local community. Living around landfills has many impacts due to the accumulation of waste in the Piyungan TPST. The steps selected using this health program were highly appropriate. It showed that the office cared about the health condition of the community. Moreover, the public health program was free of charge. This step indicates a sign of compensation given by the office to the community around the Piyungan TPST.

(4) *Waste Management Program*

In this step, the office saw an opportunity to manage waste, so it did not accumulate by selecting and processing waste that could still be recycled and even resold. The office invited the public to be trained on how to process waste to be resold. This activity involved the community around the Piyungan TPST, aiming to establish good relations with the community. In addition, the goals were to reduce waste by recycling, train local community skills, and help increase

income through the sale of recycled waste.

This step is beneficial for the community, especially the surrounding community having no livelihood because they do not have any capabilities. This activity should be conducted regularly and consistently. It is possible to help the economic sector of the community around the Piyungan TPST.

PR of the DLHK employed two-way communication as an adaptive method to resolve this incident. In addition, they also looked for and analyzed signs of a crisis by going directly to the location to view and dig up information to determine the strategy that would be used to resolve the crisis.

Conclusion

The Environment and Forestry Office (DLHK) of DIY experienced a confrontation crisis. It was marked by the public feeling dissatisfied with the service and the response concerning crisis management carried out by the DLHK of DIY by selecting an adaptive strategy. This step was chosen because it had a broader range in using prevention, treatment, and countermeasures strategies. It could be seen from the change in communication patterns established by the DLHK of DIY to prevent a similar crisis from happening again. The selected step was carried out in collaboration with the Commission C DPRD of DIY. The crisis communication was carried out by the DLHK of DIY adaptively, marked by an apology, and continued by taking to the field for further action. The DLHK also conducted a waste management program and implemented health programs as part of crisis recovery. It is necessary to form a special team to deal with a crisis. Therefore, when a crisis strikes, it can be resolved quickly and precisely because it has possessed a particular team. The DLHK conducted periodic site checks to minimize the recurrence of similar incidents. The importance of establishing relationships and involving the media (media relations) to

facilitate disseminating information regarding the program would be carried out. This office should conduct periodic evaluations concerning the programs carried out and make indicators of success to determine how successful the programs have been.

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