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EVALUATION OF THE WORK FLOW OF GOVERNMENT PUBLIC RELATIONS MONITORING MEDIA IN THE MANAGEMENT OF ENVIRONMENTAL ISSUES AT THE REGIONAL LEVEL

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Abstract

This study aims to evaluate the alignment of the media monitoring workflow at the Protocol and Leadership Communication Section (Prokopim) of the Bandung City Regional Secretariat with national standards in managing the issue of waste accumulation. The research method employed is descriptive qualitative with a post-positivism approach, utilizing data collection techniques such as participatory observation and structured interviews with the issue analysis team. The findings indicate that Prokopim has successfully implemented media monitoring as a strategic communication management and early warning instrument to mitigate leadership reputation crises. However, an in-depth analysis reveals significant methodological gaps compared to the Media Monitoring Guidelines for Government Public Relations Activities. These gaps include the absence of standardized operational parameters—such as defined keywords, units of analysis, and coding protocols—leaving data screening heavily reliant on manual processes and personnel subjectivity. Furthermore, cross-sectoral coordination under the "one voice policy" with technical regional apparatuses remains suboptimal, hindering the direct conversion of report recommendations into field solutions. This study concludes that standardizing analysis parameters, adopting artificial intelligence (AI) tools, and integrating cross-sectoral responses are critical keys for local government public relations to manage public issues objectively and accurately.

Keywords: *Government Public Relations; Issue Management; Media Monitoring; Public Opinion; Waste.*

Abstrak

Penelitian ini bertujuan untuk mengevaluasi kesesuaian alur kerja *media monitoring* di Bagian Protokol dan Komunikasi Pimpinan (Prokopim) Setda Kota Bandung dengan standar nasional dalam pengelolaan isu penumpukan sampah. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan deskriptif melalui teknik pengumpulan data berupa observasi partisipatif dan wawancara terstruktur bersama tim analisis isu. Hasil penelitian menunjukkan bahwa Prokopim telah berhasil menerapkan *media monitoring* sebagai instrumen manajemen komunikasi strategis dan deteksi dini guna menekan eskalasi krisis reputasi pimpinan daerah. Namun, analisis mendalam mengungkap adanya perbedaan metodologis yang signifikan jika dibandingkan dengan *Pedoman Monitoring Media untuk Aktivitas Kehumasan Pemerintah*. Celah tersebut meliputi belum adanya pembakuan instrumen operasional seperti kata kunci (*keywords*), unit analisis, dan protokol koding, serta proses penjaringan data yang masih sangat bergantung pada metode manual dan subjektivitas personel. Selain itu, koordinasi lintas sektoral dalam kebijakan "satu suara"

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(*one voice policy*) dengan perangkat daerah teknis belum berjalan optimal untuk mengeksploitasi rekomendasi laporan menjadi solusi nyata di lapangan. Laporan ini menyimpulkan bahwa penguatan pada standardisasi parameter analisis, adopsi teknologi kecerdasan buatan (AI), dan integrasi respons lintas sektor menjadi kunci keberhasilan Humas pemerintah daerah dalam mengelola manajemen isu secara objektif dan akurat.
Kata kunci: Humas Pemerintahan; Manajemen Isu; *Media Monitoring*; Opini Publik; Sampah.

I. INTRODUCTION

In the era of dynamic digital disruption, public communication governance of government institutions is required to transform in order to realize the principles *of transparent and accountable* good governance. Government Public Relations (PR) is no longer seen as just a technical function of one-way information broadcasting operations (*communication technicians*), but has shifted to a strategic managerial function (*communication strategist*) who sits at the decision-making table. One of the core pillars of this strategic function is *media monitoring* and *issues management* activities. Based on the *Media Monitoring Guidelines for Government Public Relations Activities* (2025) published by the Ministry of Communication and Digital, *media monitoring* is understood as a data-based process that is structured to monitor, record, and manage information from various media channels to detect potential crises early. In the context of local government, the effectiveness of *management of meaning* and the absorption of evidence-based public opinion *greatly* determines the level of public trust in the stability of local policies. This complexity is evident in the handling of sensitive and far-reaching public issues, such as environmental management crises and urban garbage build-up that often trigger an escalation of negative sentiment in cyberspace.

Ideally, the *practice of government public relations media monitoring should refer to a strict, objective, and standardized national methodological framework to support* evidence-based policies. Based on the standards of the Ministry of Communication and Digital (2025), the planning stages to data collection ideally include the determination of *rigid keywords*, standard units of analysis, coded protocols that are defined in detail to reduce bias, and mapping the strategic weight of media based on *reach* and credibility of sources. In addition, all analysis results must be integrated across sectors through a *one-voice policy* to encourage rapid technical responses in the field. However, the reality on the ground (*das sein*) shows that

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there is a significant gap. In the work unit of the Protocol and Communication Section of the Bandung City Regional Secretariat—which is directly attached as a strategic advisor to regional leaders the *media monitoring workflow* in managing the issue of waste accumulation is still carried out conventionally and manually. The findings show that there is no standardization of operational instruments such as the absence of a standard coding protocol, so the determination of the urgency classification of issues (green, yellow, red tones) is highly dependent on the intuition, individual interpretation, and subjectivity of the analyst personnel on duty. Furthermore, the data collection process is still general (*tiger trawling*) without any weighting of media credibility, and the use of *Big Data technology* automation and artificial intelligence (AI) algorithms has not been adopted. From the post-reporting aspect, strategic recommendations prepared by Prokopim are also often hampered by sectoral egos and have not been executed quickly by the Technical Regional Apparatus Organization (OPD) in the field due to the lack of optimal cross-sectoral coordination.

This methodological gap poses a crucial problem: the resulting issue analysis report has the potential to get caught up in *selection bias* and subjectivity, which in turn can reduce the accuracy of communication policy recommendations presented to the Mayor. In the midst of the volume of waste production in the city of Bandung which reaches 1,500 tons per day with a limited disposal quota to the Sarimukti Landfill which is only 981 tons per day, the accuracy of media data is very vital. The failure of Public Relations to present an objective sentiment analysis and the failure of rapid cross-sectoral coordination can accelerate the escalation of local issues into a large-scale crisis of public trust. Research on *media monitoring* in government agencies has been done a lot before. Research by Nurudin and Wahyuni (2021) and Haryanti and Rusfian (2018) focuses on the use of social media as a tool for listening to public complaints (*social listening*) by local governments. Meanwhile, Mardhika's research (2023) focuses on the time efficiency offered by artificial intelligence (AI)-based automation tools in reducing the workload of PR practitioners in general. Another study by Hutagalung, Kartika, and Suciska (2023) Examine the monitoring of the mainstream media to see the formation of the government's image in infrastructure development. The novelty (*state of the art*) of this research lies in its locus and analytical approach. In contrast to previous research that looked at *media monitoring* in terms of platform utilization or tool efficiency separately, this study conducted a critical methodological evaluation that dissected compliance and the gap between national regulations (Ministry of Communication and Informatics Guidelines 2025) and real implementation in the public relations unit attached to regional leaders

(Prokopim). This research specifically dissects how human subjectivity in manual analysis interacts with the dynamics of real environmental crises at the regional level, providing a new empirical contribution on the importance of coding standardization and report integration into *local* bureaucratic one voice policy. This research was conducted to find out and evaluate the stages of planning, data collection, visualization, and analysis stages, as well as reporting stages in media monitoring conducted by the Protocol and Leadership Communication Section (Prokopim) of the Bandung City Secretariat.

II. THEORETICAL STUDIES

Government Public Relations in modern bureaucratic governance has undergone a paradigm shift, from being just a tactical communicator (the function of disseminating one-way information) to a strategic managerial agent (*communication strategist*). According to Setyanto, Dida, and Novianti (2024), this managerial function places Public Relations as an advisory bridge for regional leaders in mapping public responses to a policy. In the digital era, information disclosure requires local government public relations to adopt a *data-driven public relations* approach to maintain public *trust* (Kurniawan and Wijoyo 2022; Rosmala, Dewi, and Kurniadi 2025). Issue management is defined as a proactive process of identifying, analyzing, and aligning an institution's communication strategy with public opinion trends before it develops into a destructive reputational crisis (Nurudin and Wahyuni 2021). In the context of environmental issues such as urban garbage accumulation, the escalation of public sentiment is very exponential in the digital space. Sjoraida (2025) emphasized that the failure of agencies to detect ripples of public opinion since the pre-crisis phase (*prodromal*) will accelerate the shift of local issues into a large-scale crisis of trust. Therefore, issue management functions as an early *warning system* instrument for regional heads. Media monitoring is the main operational pillar in issue management, which is in charge of systematically tracking, recording, and analyzing media content (both mainstream media and social media). In order for the data produced to be objective and free from *selection bias*, the government public relations *monitoring media* workflow must meet strict methodological standardization. Based on the Media Monitoring Guidelines for Government Public Relations Activities released by the Ministry of Communication and Digital (2025), the standardization includes five core stages, namely planning*, data collection, data visualization, data analysis*, and *reporting*).

The success *of the output* of *media monitoring* is highly dependent on the downstream system of the report. The concept *of one voice policy* mandates that all institutions under local governments must coordinate integratively in responding to public issues. Sentiment analysis

reports prepared by strategic public relations units (such as Prokopim) should ideally be immediately transformed into communication guidelines and technical actions for Regional Apparatus Organizations (OPDs) in related sectors. Without strong coordination integration, communication recommendations will only become passive documents and fail to solve the root causes of issues on the ground.

III. RESEARCH METHODS

This study uses analytical descriptive research specifications with a qualitative research type based on the postpositivism paradigm to photograph the social reality of issue management phenomena holistically and deeply in their natural context. The approach method used is a critical case study to evaluate the level of compliance, gap, and operational dynamics between national regulations and the real implementation of media monitoring workflows in local government agencies. The primary data collection technique was carried out through participatory observation by being directly involved in the daily routine of the issue analysis team for a period of three months, as well as structured interviews with key sources from the Leadership Communication analyst team members. Meanwhile, secondary data collection is supported by literature studies through an intensive review of the Media Monitoring Guidelines for Government Public Relations Activities (2025), media analytics recapitulation report documents, and related scientific literature. Finally, the data analysis method applied is the modified Miles and Huberman model qualitative content analysis, including the stages of condensing raw data from the results of issue screening, data display through a color categorization visualization matrix, and evidence-based decision-making to produce communication policy recommendations for regional leaders

IV. RESEARCH RESULTS

1. Planning Stages (*Planning*)

   The planning stage is dominated by the determination of waste issues as the main priority for monitoring because it has a high socio-health urgency and has the potential to trigger a crisis of legitimacy of regional leaders. Based on field data, technical planning is designed to comb three media channels (social media, print media, and online news portals) on a daily basis in order to capture external perspectives that are considered more objective and critical.

2. Stages of Data Collection (*Collection*)

   The raw data collection process implements an "issue selection" system. The analyst team conducts strategic screening (*selective* scanning) by only withdrawing garbage news that

shows indications of a massive escalation of public complaints to avoid excess information (*information overload*).

3. Stages of Data Visualization (*Visualization*)

The narrative data that has been captured is then converted into structured graphical information. The initial step of visualization was carried out using a three-color based risk categorization matrix (green, yellow, red).

Table 1. Media Issue Handling Category Matrix for the July 2025 Period

No	ISU	KETERANGAN	OPD	KARAKTER	JENIS ISU	PENANGANAN
24	Tata Kelola Aset Rapuh, Kekacauan Pengelolaan Kekayaan Publik	Pengamanan aset milik Pemkot Bandung dinilai masih lemah seperti Dago Elos dan Kebun Binatang	BKAD	Sedang	Administrasi	Progres
25	Jorok! Sampah di Pembatas Jalan Dago Bandung Lama Tak Diangkut	Sampah menumpuk di Jalan Ir. H. Juanda alias Dago, tepatnya di RT 01 RW 07 Kel. Dago Kota Bandung	DLH, Satpol PP Kec. Coblong	Penting	Lingkungan, Tata Tertib	Progres
26	Pedagang Keluhkan Tumpukan Sampah Liar di Jalan Sukajadi Bandung, Bikin Bau dan Macet	Pedagang mengeluh adanya tumpukan sampah yang timbulkan bau tak sedap di Jalan Sukajadi	DLH, Satpol PP Kec. Sukajadi	Penting	Lingkungan, Tata Tertib	Progres
27	Satu-satunya JPO di Jalan Soekarno-Hatta Kota Bandung	Kondisi tanpa atap dan tangga yang curam buat warga enggan gunakan JPO di Jl. Soekarno-Hatta	Dishub	Penting	Infrastruktur	Progres
28	Proyek Insinerator Bisa Jadi 'Bom Waktu' Masalah Sampah di Bandung	Aktivis lingkungan khawatir proyek insinerator yang saat ini dijalankan dapat memicu masalah baru	DLH	Sedang	Lingkungan, Kesehatan	Progres
29	Warga Bandung Keluhkan Dampak Lomba Lari	Warga kebingungan mencari jalur alternatif imbas penutupan jalan di acara Pocari Run 2025	Disbudpar, Dishub	Penting	Kemacetan, Pariwisata	Progres

Based on Table 1, the issue of illegal waste in Dago (No. 25) and Sukajadi (No. 26) is classified into the category of Important Characters (Red) because it is directly correlated with public comfort and urban aesthetics. Meanwhile, activists' rejection of the incinerator project (No. 28) is included in the Medium Character (Yellow) because it is a warning of potential environmental crises in the future. The visualization step was continued with the preparation of macro analytical graphs to map the workload of the Regional Apparatus Organization (OPD) and the classification of handling issues. The graph above represents the structure of the monthly issue handling. The line diagram *of the Regional Apparatus Data* shows that the Environment Agency (DLH) together with Satpol PP occupy the highest frequency of spotlight in the media. The Issue Data *bar chart* confirms that the Environment and Infrastructure sector is the most dominant problem cluster to emerge. Furthermore, the *Issue Handling Data pie chart* provides an indicator of internal performance, where 80% of public issues in the current period are still in Progress (In Process) status and only 20% have been declared Completed.

4. **Stages of Data Analysis (*Analysis*)**

   This stage is a crucial phase for converting visual statistical data into depth of knowledge. The issue analysis team compiled a monthly comprehensive recapitulation sheet to dissect the root of the waste crisis problem.

Table 2. List of Recapitulations of Prokopim Analysis Media July 2025

DAFTAR REKAPITULASI ISU BULAN JULI 2025

No	ISU	KETERANGAN	OPD	KARAKTER	JENIS ISU	PENANGANAN
1	Warga Keluhkan Asap Pembakaran Sampah TPST	Warga keluhkan adanya asap pembakaran sampah di lingkungan Cigondewah Kaler.	DLH, Kec. Bandung Kulon	Penting	Lingkungan	Progres
2	Gedebage Dihadapkan Berbagai Persoalan Klasik	Gedebage dihadapkan permasalahan klasik seperti banjir, kemacetan, pertumbuhan penduduk.	Disciptabintar, Dishub, Bapperida, DSDABM, Kec. Gedebage	Sedang	Lingkungan, Infrastruktur, Kebijakan	Progres
3	Bandung Paling Macet di Indonesia, Warga Habiskan 108 Jam Tiap Tahun	Menjadi Kota termacet ke-7 di Asia, kemacetan di Bandung habiskan waktu 108 jam/tahun	Dishub, Bapperida	Penting	Kebijakan	Progres
4	Pedagang dan Warga Tolak Ide Dedi Mulyadi Bongkar Teras Cihampelas	Dinilai menjadi destinasi ikonik Kota Bandung, warga tolak Teras Cihampelas dibongkar.	Bapperida, Disciptabintar, BKAD, DiskopUKM	Sedang	Infrastruktur	Selesai
5	Pengamat Kritisi Fasilitas Publik dan Rendahnya Kesadaran Sosial	Pengamat sebut fasilitas publik di Kota Bandung belum ramah disabilitas dan belum inklusif	Dinsos, DSDABM, Satpol PP	Sedang	Kebijakan, Infrastuktur	Progres

Based on an in-depth analysis of Table 2 and detailed quantitative data from the field, it was found that there was a structural *gap* that triggered the crisis: the daily waste production of the City of Bandung exceeded 1,496–1,500 tons per day, but the allocation of disposal quota to the Sarimukti Landfill was limited to only 981 tons per day. This capacity deficit of ±519 tons triggered the multiplication of illegal Temporary Shelters (TPS) points in public spaces. Critical analysis also shows that technology mitigation projects such as incinerators have triggered a new wave of complaints (red sentiment) due to smoke pollution that disrupts settlements in Cigondewah Kaler, indicating that technical solutions in the field have not been balanced by a thorough environmental impact assessment.

5. Stages of Reporting (*Reporting*)

   As a downstream workflow, Prokopim summarizes all tactical findings into a monthly periodic report document to be submitted for consideration by the Mayor's policy (*evidence-based policy*). The image above shows the final document of the mapping of the Prokopim strategic report. The report maps the *infographic of the Top 10 Priority Issues*, where complaints of incinerator smoke (Rank 2) and the emergence of illegal polling station locations (Rank 3) dominate the list of crucial issues of the city. This report also presents a graph of anticipatory projections *of Potential Issues in August* (such as

infrastructure evaluation ahead of Independence Day and *the Kick-off* of the Bandung Great Sale). This reporting document closes with formal recommendations for policy intervention, including urging DLH as the *leading sector* to immediately transport illegal waste quickly in Sukajadi and Dago as well as tightening field supervision.

Discussion

Evaluation of the monitoring *media workflow* in the Protocol and Leadership Communication Section (Prokopim) of the Bandung City Secretariat in managing the environmental crisis (the issue of waste accumulation) shows that there are complex public relations dynamics. In order to dissect its effectiveness and methodological validity, this discussion is divided based on five core stages of the government's public relations workflow.

Critical Analysis of *Planning* Stages and Data Collection

The planning stage and data collection are the main foundations in determining the accuracy of the results of public sentiment analysis. Ideally, the determination of *keywords* should be rigidly designed, including synonym variations, Boolean combinations (*AND, OR, NOT),* and weighting based on the credibility and reach of the publisher's media to eliminate selection bias. However, the facts on the ground (*das sein*) show that Prokopim uses an "issue screening" method that relies on conventional *selective scanning*. This selection is not based on a standard keyword parameter, but relies heavily on the sensitivity and instincts of the personnel in charge of mapping the news. The absence of weighting of media coverage causes opinions from small local news portals to be equated with national mainstream media. This pattern of data collection triggers selection *bias*, where the data collected has the potential to not represent the map of public opinion of the city of Bandung proportionally.

Subjectivity in the Stages of Data Analysis and Coding Protocols

The most crucial methodological gap was found at the data analysis stage, especially in determining the tone of the issue sentiment (Important Character/Red, Medium/Yellow, Normal/Green). Referring to the *Media Monitoring Guidelines for Government Public Relations Activities* (2025), the sentiment coding process must be guided by a *codebook* and coding protocols that have clear, measurable, and objective operational indicators to ensure *inter-coder reliability*. In practice, in Prokopim, the classification of issues (as seen in the data recapitulation of waste issues in Sukajadi and Dago) is determined purely through subjective assessment (*human judgment*) without a standard coding guideline. This intuition-based assessment is susceptible to personnel cognitive bias. For example, an issue may be categorized as "Important" by one analyst due to geographic or emotional proximity, but it may be rated

"Moderate" by other analysts. This high reliance on manual processes not only slows down the speed of analysis in the midst of crucial municipal waste production (1,500 tons/day), but also reduces the degree of *scientific reliability* of the resulting recapitulation documents. To address this, the adoption of artificial *intelligence (AI)-based natural language processing (NLP) technology is urgent to be integrated to reduce human subjectivity in large-volume coding*.

Evaluation of *Visualization* and Downstream Reporting Stages

The data visualization applied by Prokopim (in the form of color grids, bar charts, and pie charts) has fulfilled the practical function of public relations. The visualization is able to compress complex narrative data into macro performance indicators that are easy for decision-makers (Mayors) to understand in a short time. However, the effectiveness of this strategic report experienced major obstacles at the downstream reporting stage. As a work unit attached to leadership, the Prokopim report ideally serves as a trigger for rapid response across sectors under the umbrella of a one *voice policy*. However, functional analysis shows the existence of rigid bureaucratic chains and sectoral egos. Prokopim's recommendation that the Environment Agency (DLH) immediately execute the accumulation of illegal waste in the field is often hampered because the public relations report is considered only as an administrative document of the image of the leadership, not as the basis for operational technical instructions. As a result, the status of handling issues within Prokopim is dominated by the status of "Progress" (80%), while the status of "Completed" only touches 20%. This coordination gap weakens the function of Public Relations as a proactive crisis management agent, so that the handling of waste issues in the city of Bandung is often late and *reactive* rather than preventive.

V. CONCLUSION

Based on the results of critical analysis and evaluation of *media monitoring practices* in the Prokopim Section of the Bandung City Secretariat related to the management of the waste accumulation crisis, it can be concluded that this activity has been successfully carried out as a strategic communication instrument. At the planning and data collection stage, Prokopim is proactively able to carry out the function of *the early warning system* through filtering daily issues on various major media channels in order to capture the aspirations of the public in an inclusive manner. However, the efficiency of data retrieval is still hampered by methodological gaps in the form of selection bias due to the absence of standardization of operational keyword parameters and the absence of a classification of media influence weights since the early stages of collection. Furthermore, at the data visualization and analysis stage, the conversion of narrative data into graphic information using a three-color matrix has proven to be very

effective in helping regional leaders capture the urgency and macro performance of crisis handling quickly. However, the process of determining the tone of sentiment is still dominated by manual methods that rely heavily on the instincts and subjectivity of analyst personnel due to the absence of a standard guidebook. This condition has the potential to reduce the degree of scientific reliability of the data presented, especially in the midst of high pressure on the volume of municipal waste. Finally, at the reporting stage, even though Prokopim has distributed periodic recapitulation reports as a basis for leadership decision-making, the downstream communication recommendations experience coordination obstacles at the bureaucratic operational level. The existence of rigid bureaucratic chains and sectoral egos between regional apparatus causes public relations strategic recommendations to not be optimally executed into quick technical solutions in the field. As a result, the status of handling city issues is dominated by the status in the handling process which reflects that the handling of environmental crises in the regions is still reactive rather than preventive and integrative.

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