Dialogical Communication: Coordination between Diskominfo and the Protocol and Leadership Communication Section in Executing the Function and Role of Public Relations at the Kediri City Government

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ABSTRACT: The placement of public relations in private agencies and government is not the same. In government, the formation of a new Regional Apparatus Organization (OPD) called Dinas Kominfo (Diskominfo) did not immediately abolish the previously existing PR section. The policy of placing public relations is fully returned to regional autonomy in view of the needs and capabilities of each region, therefore the practice of placing the PR department in each region varies. Kediri municipal government has two separate public relations departments, namely: Diskominfo and Prokompim Division. With the existence of two parts, the internal public relations practitioner of the Kediri City Government stated that the task of public relations could be more focused, but in implementation it would be prone to cause an overlapping phenomenon in the form of overlapping roles and functions of these two parts. This study uses a qualitative descriptive method with constructivist paradigm. The technique of determining the informants in this study used purposive sampling and snowball sampling with data collection techniques in the form of in-depth interviews and documentation tracking activities. The results of this study indicate that the form of dialogical communication is in the form of a coordination strategy between the Ministry of Communication and Information (Diskominfo) and the Prokompim Section in the form of regular meetings, the formation of internal media in the form of a WhatsApp group consisting of both parties, and the emergence of new policies agreed by both parties. related to public relations activities in Kediri City Government. The impact felt after the coordination strategy is that the flow of information becomes clearer, there is a sense of responsibility to exchange information, cooperate and collaborate, besides that the overlapping phenomenon is reduced. Several agendas and subsections that were originally in the Prokompim Section have been transferred to Diskominfo seeing the accuracy of their roles. After being transferred, the performance of the agenda or sub-section becomes broader, not just focusing on the activities of the leader. For example: Harmoni TV, City Tabloid, and City Government Agenda named Reflection.

Keywords - local government public relations, role of public relations, overlapping phenomenon, dialogical communication.

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1. INTRODUCTION

Kediri City is branding itself with the tagline "Kediri Harmony: The Service City", which identifies the city as one based on optimal community services. This branding is in line with the programmes implemented by the Kediri City Government, including Prodamas, Kopi Tahu, English Massive, Suara Warga (Heaven) and many more (Harmoni Magazine, 2019). The implementation of these achieved programs cannot be separated from the role of public relations in carrying out PR activities, both technically and managerially. This branding of the government, imaging of positive regional officials, understanding of the needs of the public, and filtering of every public complaint has the goal of creating an atmosphere of public information openness. Public relations are communication activities in organisations that take place in two directions and have an important role in every institution (Mannan & Mutmainnah, 2017). In the Kediri City Government, the public relations function is known as the Public Relations and Protocol Section.

In 2016, Government Regulation No. 18/2016 on Regional Apparatus required each Regional Government to reorganize the organizational structure and work procedure (SOTK) in line with the results of the assessment of workload indicators for each affair in the region. In light of the crucial role of public relations in government institutions, the Ministry of Communication and Information Technology (Kominfo) issued a system policy, as outlined in the Minister of Communication and Information Technology Regulation (Permenkominfo) Number 14 of 2016, concerning Guidelines for Nomenclature of Regional Devices for Communication and Information Technology. The Permenkominfo regulates the form, type, nomenclature, merger of affairs, organisational structure, duties and functions of the communication and informatics sector. This regulation represents an attempt to reinforce the structure and function of public relations at the regional government level (Kominfo, 2016). This regulation was officially enacted by Minister Rudiantara on 18 August 2016.

The issuance of Permenkominfo No. 14/2016 also requires each local government (Pemda) to form a new nomenclature in the form of a regional apparatus organization (OPD) designated as the Communication and Information Service or Diskominfo (Ajianto, Wulandari, & Kriyantono, 2018). In its principal tasks and tupoksi, Diskominfo performs the functions of a public relations officer. The objective of issuing Permenkominfo No. 14/2016 is to facilitate an optimal integration of government public relations efforts from the centre to the regions, through the establishment of a dedicated section within Diskominfo. Furthermore, it is anticipated that the public relations department in each local government will adhere to the same standards as those set by Diskominfo (Rizka, 2020). The objective of this new system is to facilitate a clear flow of information from the central government level to the lowest level, namely the regency/city (Kominfo, 2015). This pattern facilitates the straightforward transmission of central government programs to the local government level, and vice versa (Berita SKPD, 2017).

The establishment of the public relations OPD, named Diskominfo, has been the subject of considerable controversy in various Regional Governments. The establishment of Diskominfo does not result in the de facto elimination of the public relations department that previously existed within the regional government. This is because each region is legally entitled to autonomy, which allows it to regulate the most optimal organisational structure for its region, taking into account the needs and capabilities of the region in question. This reformation led to the establishment of regional autonomy rights, which were formalised in the form of expanded regional authority (Shihab, 2016, p. 44). Finally, the practice of placing public relations in each region is distinct. Some regions have opted to entirely eliminate the public relations department that previously existed, transferring the entirety of public relations responsibilities to Diskominfo. For example, the public relations practices of the Madiun City Government and the Kediri District Government. Additionally, some regions have integrated the previously existing public relations section into a distinct area within the Diskominfo structure. As an illustration, we may cite the practices implemented by the Brebes District Government and the Purbalingga District Government. Nevertheless, there are also instances where the role of public relations carried out by Diskominfo is distinct from that of the previously existing Public Relations Section. The role of public relations is still structurally incorporated under the auspices of the Regional Secretariat. As Ajianto et al. (2018) demonstrate,

the Tegal City Government, Surabaya City Government, and Bojonegoro Regency Government have also implemented such practices.

The differentiated placement of public relations within each regional government is consistent with previous research, namely the article "Construction of Public Relations in the Communication Governance of Higher Education Institutions in the Era of Public Information Disclosure" (Kriyantono, 2015), which posits that the institutional structure of public relations is highly variable. This implies that there is a diversity of governance structures within the public relations of various universities. Some public relations structures permit direct access to policymakers, whereas others lack clear functional authority. This situation is problematic because communication governance is a universal function within the public service system. Consequently, the governance function must be uniform and have the same achievement indicators. In this context, it is evident that the practice of placing PR after the establishment of Diskominfo is not in accordance with the autonomy of each region to see their respective needs (Rudiantara, 2017). This is consistent with Morissan's (2008, p. 95) assertion that there are no clear criteria regarding the optimal structure or function of public relations in the context of companies. Consequently, the current public relations placement system is a piecemeal approach based on the specific needs of each company.
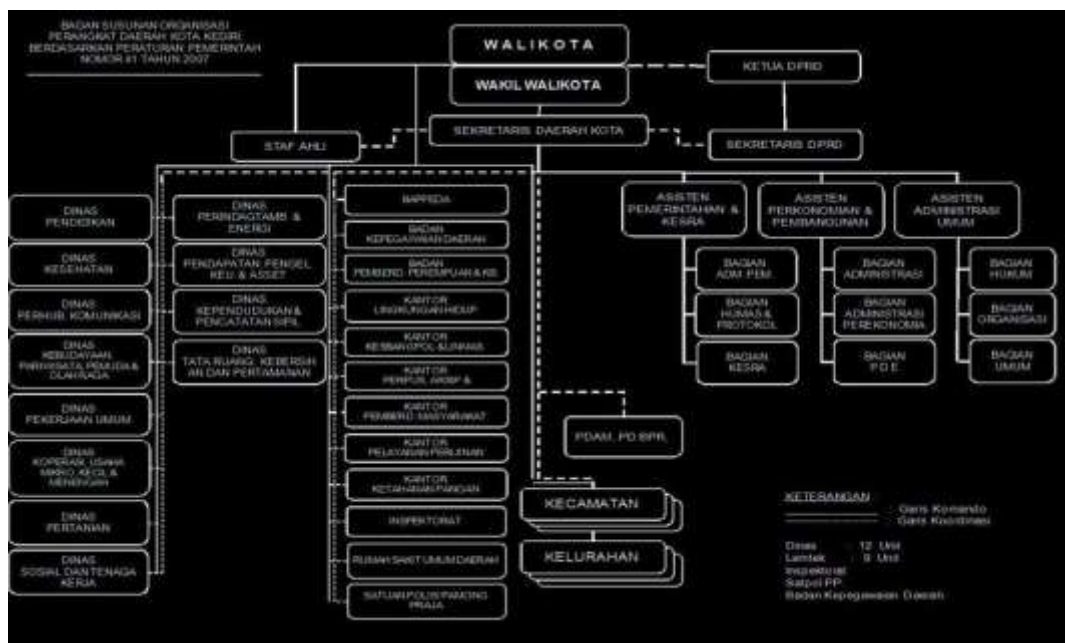

Figure 1: Organizational Structure of Regional Apparatus of Kediri City
Source: https://www.kedirikota.go.id/page/profil/32

The practice of implementing public relations in Kediri City is administered by two distinct entities: Diskominfo and the Public Relations and Protocol Section. In 2016, the Kediri Mayor Regulation (Perwali) Number 53 established Diskominfo as the implementing element of regional government affairs in the field of communication and informatics, statistics and coding. The office is headed by a Head of Service, who is directly responsible to the Mayor. Previously, the Kediri City Government's Kominfo was a field under the auspices of the Department of Transportation. The Kediri City Communication and Informatics Office was officially established on the 1st of January, 2017.

Minister Regulation No. 14/2016 provides the foundation for the emergence of Kediri Mayor Regulation No. 53/2016 and Kediri Mayor Regulation No. 38/2016. The Perwali No. 53/2016 concerning the position, organisational structure, duties and functions, and work procedures of the communication and informatics office provides a detailed account of the duties and functions of the Diskominfo. Meanwhile, Perwali No. 38/2016 concerning the position, organisational structure, duties and functions, and work procedures of the

regional secretariat provides a detailed account of the duties and functions of the Public Relations and Protocol Section. Both sections are safeguarded by transparent and robust regulations.

The PR section is said to be optimal if it has its own section. This section is included in the upper organizational structure (dominant coalition) and is involved in the decision-making process (Kriyantono, 2015). In the structure of the Kediri City Government, the Diskominfo and the Protocol Public Relations Sections are not one and the same, as they are structurally separate. The researchers' observations and pre-research interviews with the PR Protocol and Diskominfo sections revealed that the tasks of the two sections were closely related and had minimal performance boundaries. The Public Relations and Protocol section is defined as the official spokesperson for the leadership, with a focus on branding activities for regional heads, in this case the Mayor and Deputy Mayor (AG 12). In contrast, the Diskominfo department is responsible for public relations and branding the city government as a whole. Nevertheless, when discussing the government, both agencies and leaders are inextricably linked. This is consistent with the assertion of Bambang Dwi Anggono, Head of the Sub-Directorate of e-Government Technology and Infrastructure of the Ministry of Communication and Information, that the Public Relations Section and Diskominfo constitute a unified entity within the domain of government affairs, specifically communication and informatics affairs. Consequently, if two different OPDs are engaged in the same activities, this is an error in judgement that requires re-evaluation.

The 2019 discussions concerning the overlapping of these two sections ultimately led to the emergence of various polemics in various regions, which resulted in calls for the restructuring of these two sections. Instead of running easily, this condition presents a new polemic, namely the overlapping of functional duties and authority between the Public Relations Section and Diskominfo, which has the potential to cause an internal crisis. Organisations can be a source of conflict when the structure of the division and distribution of authority and power is in question (Susanto, 1974, p. 42). In fact, the two sections should be able to form a strong public relations team if they are able to work in unison. It is possible to maintain communication through both channels, thus enabling the Regional Government to achieve its objectives (Arif, 2019).

The pre-research data obtained by the researchers in the field indicates that the overlapping implementation of public relations activities is one of the few areas of understanding of the realm of job desk that remains unclear. To illustrate, the municipal government has an agenda that must be attended by the Mayor of Kediri. However, due to the Mayor's inability to attend, the coverage task ultimately falls upon Diskominfo. The lack of coordination is a contributing factor to the failure of the agenda to be covered by either of the two parties. Furthermore, the Prokompim Section is frequently requested to provide assistance to Diskominfo in the organisation of events and the drafting of statements, due to Diskominfo's lack of a Protocol section. Furthermore, with regard to the content of uploads on social media, it must be noted that the two aforementioned sections have their respective Instagram accounts, namely the @harmonikediri account (Public Relations and Protocol) and the @pemkotkediri account (Diskominfo). In a previous instance, Mr. Abu, the Mayor of Kediri, admonished Diskominfo for its social media posts on the Gemarikan (Gemar Makan Ikan) agenda, which he deemed to be excessively focused on the province, or in this case, on Mrs. Arumi Bachsin, the head of the TP PKK East Java Province. Diskominfo was criticised for failing to prioritise coverage of the organising agency (Dinas Ketahanan Pangan dan Pertanian Kota Kediri) and Mrs. Silviana Abu Bakar as the head of TP PKK Kota Kediri. Upon confirmation from the researchers, Diskominfo provided the reason that Mrs. Silviana's coverage was not within their purview, as the duties and functions of covering the leadership fell under the domain of the Public Relations and Protocol Section.

This phenomenon of overlapping responsibilities can also be observed when the Kediri City Government is confronted with negative issues that require it to issue statements or implement crisis management strategies in a timely manner. It is not uncommon for these two sections to be uncertain as to who is authorised to provide releases or conduct conflict resolution strategies. Furthermore, staff from the Public Relations and Protocol Section elucidated that invitations to the public relations agenda addressed to the Kediri City Government are

frequently ambiguous, whether attended by Diskominfo or attended by the Public Relations and Protocol Section. The staff provided an illustration of a 2018 Bakohumas agenda that was attended solely by Diskominfo, without prior coordination with the Public Relations and Protocol Section. This ultimately resulted in a divergence of opinions and sentiments among employees from these two sections. Such instances of overlapping phenomena are prone to the triggering of internal crises.

Field facts also show that these two sections both publish internal magazines, namely Barometer magazine (Diskominfo) and Harmoni magazine (PR Protokol). The Public Relations and Protocol section focuses on activities to make AG 12 remarks, posters, manage social media accounts, establish relationships with media crews, conduct media gatherings and others. Meanwhile, Diskominfo focuses on information management activities to the public, overall OPD coverage, managing the radio, and various public relations activities whose portions are divided in detail in the duties and functions of both. These activities have very thin boundaries, coordination is needed so as not to create overlap between these two sections.

Since 2018, the Ministry of Home Affairs, the highest authority responsible for overseeing the Public Relations and Protocol Section within the Regional Secretariat, has received a multitude of complaints from local government public relations departments that still maintain a Public Relations section and Diskominfo simultaneously. These complaints have been used to identify common ground regarding the issue of overlapping responsibilities between these two sections. In 2019, a regulation was issued in the form of Minister of Home Affairs Regulation (Permendagri) Number 56/2019 concerning guidelines for nomenclature and work units of provincial and district/city regional secretariats. This further clarified and narrowed down the duties of the Public Relations and Protocol Section. This Permendagri also serves as the foundation for the renaming of the Public Relations and Protocol Section to the Protocol and Leadership Communication Section (Prokompim). Permendagri No. 56/2019 serves as the foundation for the issuance of Kediri Mayor Regulation No. 28/2019, which revises the duties and functions of Prokompim. Furthermore, it provides the basis for the issuance of Kediri Mayor Regulation No. 41 of 2019, which revises the duties and functions of Diskominfo. This change in nomenclature has been officially implemented in the City Government of Kediri since 24 January 2020, concurrent with the inauguration of administrators and supervisory officials occupying positions in OPD (Berita Pemkot Kediri, 2020).

Previous research conducted by Imon Dwi Budi A, Rachmat Kriyantono, and Maulina Pia W (2018) title "Excellent PR Practices of Local Government Public Relations" produced findings on how the perception of local government public relations officials after the issuance of Permenkominfo Number 14/2016, which requires the establishment of a new OPD called Diskominfo. The perception of public relations officials determines how the placement of local government public relations in the structure of the local government organization (OPD), and how the practice of excellent PR by local government public relations is based on the principles of excellence theory. What makes this research different is that this research focuses on the phenomenon of the placement of two public relations sections after the formation of Diskominfo. The assumption is that if the role of public relations is carried out by two sections and two leaderships, it will be prone to overlap, but unfortunately this phenomenon is strengthened because these two sections are protected by equally strong regulations.

Researchers found a uniqueness that led researchers to choose research subjects related to the activities of PR practitioners in Kediri City Government, namely Diskominfo with the Prokompim Section. Because, based on pre-research observations and interviews, researchers found the fact that there is a less than ideal structure of the two, which ultimately tends to overlap the implementation of public relations tasks and roles in Kediri City Government. This phenomenon ultimately requires Diskominfo and Prokompim to continue to coordinate to avoid overlap and work together in realizing the role of transparent and dialogical government PR.

The ideal government public relations structure according to James E. Grunig in Kriyantono (2013, p. 87) has several points, namely: dominant coalition, separate from the marketing department, able to create two-way communication, and no gender dominance. Looking at the phenomenon that exists in Kediri City Government,

the functions and roles of public relations are actually carried out by two departments, which should be able to further strengthen the duties and functions of government public relations. However, because the structure of both is different, it ultimately affects the role that is owned. The structure of Protocol & Leadership Communication, which is not dominant coalition causes the performance of this section is limited to technical public relations activities only. In addition, to realize these two sections synergy, two-way communication is the most important thing to avoid overlapping the two.

The communication models proposed by Grunig & Hunt and Leitch & Neilson both view dialogue as a key element in building good relationships between stakeholders in an organization. Dialogue is the ethical standard of public relations practice (Kriyantono, 2014, p. 101). Public relations is a management function that helps build and maintain communication, mutual understanding, mutual acceptance and cooperation between an organization and its public (Cutlip, Center & Broom, 2006, p. 5). This is the principle of dialogic communication. A new communication climate is needed that is characterized by openness, fairness and dialogue (Dedy Mulyana, 2001). To present democratic public relations, the participation of each part in it is a tangible manifestation of openness and democratization, this can be built through a dialogical communication process. A dialogical theory of public relations that emphasizes aspects of two-way communication is considered more effective in building relationships. Through openness, dialogue, and sensitivity to listening to the voices of different parties, a conducive communication climate can be developed as a means of solving various problems (Mulyana, 2001).

Dialogical PR theory is a theory that is still in the same family as excellence theory. Speaking of PR excellence practices, excellence theory is a normative theory that becomes a standard reference for the role of the ideal PR practitioners in Western countries, but PR is also influenced by socio-cultural factors, in the context of government public relations, it can be due to regional autonomy looking at the needs and availability of infrastructure (Ajianto, Wulandari, & Kriyantono, 2018). PR is a unity in becoming an institutional communicator (one door information) instead of being divided into two parts, one as an institutional communicator and the other as a leadership communicator. Dialogical communication is important to develop a communication strategy between these two parts to be effective according to the standards of excellence in public relations, and to avoid encroachment. After understanding the structural constraints as one of the factors that hinder the occurrence of dialogical communication between the two parts of public relations in Kediri City Government, it is expected that researchers will be easier to see the dialogical communication strategy of these two parts to avoid overlap, because the two parts of public relations of Kediri City Government both Diskominfo and Protocol Communication Leaders must work together to achieve the goals of government public relations.

In light of the aforementioned statement, the researcher posited that the PR of the Kediri City Government is beset with issues that warrant further investigation. The distinctive contribution of this research lies in the examination of how the phenomenon of government public relations practices varies across regions in the wake of the issuance of Permenkominfo Number 14/2016. Meanwhile, the practice of public relations in the Kediri City Government is actually carried out by two sections, namely Diskominfo and the Prokompim Section. These sections are prone to overlapping roles and functions. In the previous research that has been described previously, the practice of overlapping in the government that applies the structure of these two public relations sections has not been specifically discussed. Thus, this research has filled the research gap from previous research. It is therefore important for researchers to examine how dialogic communication affects the coordination between Diskominfo and the Protocol and Communication Section of the Leader in carrying out the functions and public relations roles of the Kediri City Government. The researcher used Kent & Taylor's dialogic PR theory in developing the focus of this research, as well as applying the dialogic communication model proposed by Johannesen. The objective is to examine the dialogic communication process, specifically the coordination between the two entities, with the aim of elucidating the manner in which they collaborate and achieve government goals.

2. METHODOLOGY

As outlined by Sukmadinata (2011), descriptive research is a form of inquiry that seeks to delineate the characteristics of existing phenomena, whether natural or man-made. These phenomena may take the form of forms, activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another. In his 2014 work, Moleong defines paradigm as a fundamental way of perceiving, thinking, assessing, and doing related to a specific reality. The constructivist paradigm departs from the pursuit of explanations of social or cultural events based on the perspectives and experiences of the people or organizations under study (Neuman, 1997, p. 68). In light of the aforementioned description, this research can be classified as descriptive qualitative research with a constructivist paradigm. The objective of this research is to examine the dialogic communication process undertaken by Diskominfo with the Prokompim Section of the Kediri City Government in the execution of public relations activities at the local government level. This examination is undertaken with the aim of identifying potential instances of overlapping implementation of public relations roles and functions.

The technique employed in this study to identify informants involved a combination of purposive sampling and snowball sampling. Prior to embarking on fieldwork, researchers have established criteria for identifying key informants. Furthermore, in order to facilitate the research process and ensure greater focus, the researcher employed an informant selection technique based on snowball sampling, which was applied to both the Diskominfo and Prokompim sections. The data collection techniques employed were in-depth interviews and document search activities. In-depth interviewing is a method of data collection whereby researchers meet informants in person in order to obtain comprehensive and detailed information (Kriyantono, 2020, p. 291). The research was conducted over the course of one month, from the end of July to mid-August 2020. The Kediri City Government is located in two locations: the Diskominfo Office and the Prokompim Office.

3. RESULTS AND DISCUSSION

1. Dialogical communication: coordination strategy for both parties to avoid overlap

The participation of each party in democratic public relations is a tangible manifestation of openness and democratization. This can be achieved through a dialogical communication process. Dialogue represents the ethical standard of public relations practice (Kriyantono, 2014, p. 101). The dialogical approach to public relations, which prioritizes two-way communication, has been demonstrated to be more effective in building relationships. Through openness, dialogue, and sensitivity to the voices of various parties, a conducive communication climate can be developed as a vehicle for solving various problems (Mulyana, 2001). Dialogical PR theory is a theory that is still within the same family as excellence theory. In the context of PR excellence practices, excellence theory is a normative theory that serves as a standard reference for the role of ideal PR practitioners in Western countries. However, PR is also influenced by socio-cultural factors. In the context of government public relations, this influence can be observed in the form of regional autonomy, which is shaped by the needs and availability of infrastructure (Ajianto, Wulandari, & Kriyantono, 2018).

As Mardhatillah (2017) posits, coordination is a crucial element in the formulation of task division, authority, and responsibility. The division of tasks, authority, and responsibility within an organizational unit gives rise to the networks of working and communication relationships that are necessary for the organization to function. It is imperative that this work/organizational network be maintained and that efforts be made to avoid various obstacles that may arise and cause damage to the entire process of work/communication relationships and coordination. Failure to do so will ultimately result in the organization becoming dysfunctional. If the division of tasks is clear, there will be no overlapping work between the two agencies. It is important to develop a communication strategy between these two parts to ensure effectiveness in accordance with public relations excellence standards and to avoid encroachment. It is hoped that researchers will find it easier to identify the dialogical communication strategy of these two parts to avoid overlapping, given that the two parts of the public relations of the Kediri City Government, namely Diskominfo and Protocol Communication Leaders, must work together to achieve government public relations goals.

It became evident that the Diskominfo and Prokompim Sections were pivotal in achieving the public relations objectives of the Kediri City Government. Consequently, these two sections convened several meetings to identify solutions to the internal problems that had arisen. It is crucial for both parties to coordinate in order to achieve the public relations goals of the Kediri City Government. As elucidated by Jefkins (1988), as cited in Wardasari, Wisadirana, & Nasution (2013), one of the fundamental prerequisites for a public relations professional is the capacity to communicate effectively. A PR practitioner must be able to communicate effectively with a diverse range of individuals, without resorting to cowardice or sycophancy. If both parties are able to fulfill the role of public relations for external and internal stakeholders of the organization, then they should be able to communicate and work together as part of the same public relations activities.

Following the meeting between the two parties, the following results were obtained:
a. A coordination strategy through media
Endah Sri, Head of the General and Program Subdivision of Diskominfo, stated that the dialogic communication process conducted between the Procompim Section and Diskominfo included text messages via the WhatsApp group messenger application. Furthermore, Rinta Ariestia, the Lead Documentation Staff of the Procompim Section, asserted that in implementing the communication model, both parties involved are equal or equal, with no one being more dominant. Both parties are afforded the opportunity to express their opinions, which are then collectively deliberated and decided upon through a process of consensus. This group is designated as the "Assessment Team."

Herwin Zakiyyah, the Head of Resource Governance and Public Information Services, stated that the assessment team comprises two editors. The editor in question serves as the head of the department responsible for determining whether the release should be made public. Herwin Z serves as the chief editor, representing Diskominfo, in collaboration with Apip Permana from the Prokompim section. The genesis of this group can be traced back to the conflict that arose following the Kediri City Government's agenda, which was entitled "Gemarikan." The aforementioned agenda was attended by Mrs. Silviana, the wife of the Mayor of Kediri, and Mrs. Arumi, the head of the East Java PKK. There was a misunderstanding between Diskominfo and Prokompim regarding the coverage of news. Mr. Abu, the mayor, believed that Diskominfo was reporting on matters that were not within its purview. Specifically, he felt that Diskominfo was excessively covering the province, focusing on Mrs. Arumi rather than Mrs. Silviana Abu Bakar, the PKK Mother of Kediri City. Following the resolution of the issue, a meeting was convened, during which a WhatsApp group designated as the assessment team was established.

Apip Permana, the Head of Prokompim, has stated that the purpose of forming this Assessment Team is to serve as a concise discussion forum, a means of sharing the municipal government's agenda with both parties, and a conduit for the distribution of releases to journalists. Furthermore, the formation of this group serves as a controlling medium for all future releases to the public, as well as a coordinating medium between the two aforementioned sections to prevent similar instances.

This is corroborated by the information provided by Arief C, the Head of the Communication Subdivision of the Prokompim Section, who stated that this team was established to oversee publications, disseminate information to one another when there is an agenda to be implemented and related to the duties of both parties. Additionally, this team is responsible for cross-checking all press releases issued by the City Government's channels. Prior to the issuance of a release, corrections and input will be provided to one another in order to avoid misunderstandings and misperceptions in the field. Ayu Ardhita, a member of the Public Communication Management Section, asserted that the two parties have been engaged in frequent communication through the assessment team's media group, which has facilitated the dissemination of information. Furthermore, Ayu Ardhita indicated that when in charge of covering the municipal agenda in the field, both parties have become more willing to remind each other of their respective duties.

In the context of the Covid-19 pandemic, Diskominfo and the Prokompim Section have been engaged in a process of increased collaboration in the discharge of their duties within the Covid-19 cluster, with the objective of safeguarding the pandemic issue in Kediri City. This has entailed the implementation of measures designed

to reassure the public and facilitate the continuation of activities in accordance with the appropriate health protocols. As stated by L. Johannesen, as cited in Lubis (2018), dialogic communication is defined as "more human, humane, and facilitative of self-fulfillment." This implies that dialogic communication is regarded as a more humane communication model that facilitates self-fulfillment. In his work, Johannesen outlines several key characteristics of the dialogic communication model.

1. In the context of communication, authenticity refers to the process of engaging in honest and direct discourse, free from the influence of manipulation.

2. Confirmation is a communication response that is not based on one's own frame of mind but rather on the construction and thoughts of others.

3. The concept of presentness can be defined as the total involvement and communication of participants, whereby each individual contributes meaningfully to the process.

4. The spirit of mutual equity is to view communication not as an object that can be manipulated but as a fellow subject who is equal.

5. A supportive psychological climate is one in which a conducive environment is created without any pressure from any party.

The researcher's description above indicates that authenticity is a principle that is held firmly between the two parties. Both Diskominfo and the Prokompim Section are aware that their respective roles are interrelated, and thus, neither party exercises undue influence over the other.

In accordance with the tenets of presentness and the spirit of mutual equity, Diskominfo and the Prokompim Section have determined that the overlapping phenomenon that occurs can be resolved through an intensive and planned coordination process from both parties. Consequently, both parties consented to convene on a regular basis with the objective of resolving any potential conflicts. It was determined that both parties had agreed to form a group designated as the Assessment Team, schedule regular meetings, and create new public relations rules. Based on these findings, it can be concluded that both parties recognize the significance of the principle of high presentness or involvement.

This is consistent with the assertion made by Rybalko and Seltzer in Iprahumas (2020), which posits that one of the fundamental principles of dialogic communication is the maintenance of the dialogic loop. This implies that dialogic communication facilitates the opportunity for users and all elements involved to pose questions and provide feedback.

In his 1996 work, Johannesen posits that dialogic communication should be founded upon ethical principles that are rooted in democratic values. In addition, communicators must cultivate the habit of being fair in choosing and presenting facts and opinions openly. It is imperative that communication not distort or hide data that may be necessary for a fair evaluation of the communicator's arguments.

b. Coordination strategies through activities that involve the participation of both parties.

The types of activities that involve both parties are relatively straightforward to understand, so researchers divided them into two categories: incidental and routine activities.

1. Incidental/sudden:

Incidental coordination communication occurs when there are sudden and unscheduled activities beforehand. Both parties have agreed to conduct limited meetings that are conditional when needed and urgent.

2. Scheduled or planned

Both parties from Diskominfo and the Prokompim Section have agreed to schedule regular meetings every two weeks for evaluation purposes. Naila Adiba, the Head of Information, Public Communication and Statistics (Ikapitik), stated that this coordination meeting can only be held once a month due to time constraints. At the meeting, the two parties met and discussed performance related to public relations. Should a new issue arise, a solution will be identified collectively. Ahmad Rizal, a member of the Public Communication Management Section, noted that the coordination strategy typically involves limited meetings, with the results communicated from superiors to subordinates.

Ahmad Rizal, a member of the Public Communication Management Section, asserted that coordination strategies, which typically take the form of limited meetings, are typically represented by superiors from both parties. The results of these meetings, in the form of consensus, are then conveyed from superiors to subordinates from both parties. Adi Wicaksono, Head of the Sub-Division of Diskominfo, stated that this meeting is akin to a board of directors meeting, during which the public relations performance of both parties is discussed and evaluated.

Endah Sri, Head of the General and Programmes Division, asserted that both parties must be prepared to receive input and criticism and engage in an evaluation process. This is consistent with the three ethical guidelines in dialogic communication, as outlined by Johannesen (1996), namely:

1. The objective of dialogical communication is to cultivate the habit of fairness by encouraging the open presentation of facts and opinions.
2. The prioritisation of general motivation over personal motivation.
3. The fostering of the habit of respecting differences of opinion.

The dialogical communication process is constructed by both parties through activities such as scheduled and incidental meetings. Both parties concur that they occupy an equal position. In the meetings that were held, no one exerted undue influence because both parties were aware that the public relations tasks were mutually reinforcing. Consequently, the principles of fairness, honesty, mutual respect, and openness serve to reinforce one another and facilitate an interactive environment.

c Through an agreement agreed by both parties

Diskominfo and the Prokompim Section. The agreement stipulates that in the context of coverage and social media content, the distinguishing factor in the output of coverage is the angle of the object being reported. The Prokompim Section, on the one hand, and Diskominfo, on the other, have identified the regional head and the OPD, respectively, as the key figures in the organization of the event. In the context of coverage or social media posts, Diskominfo places greater emphasis on the programs implemented, the benefits for the community, and other related matters. With regard to the regulations governing the dissemination of posts on social media or websites, the two sections have agreed that to avoid any potential for confusion, the photograph of the Mayor or Deputy Mayor should be placed on the second slide.

2.The Impact of Coordination Strategy

The benefits of effective coordination within an organization, as outlined by Mardhatillah (2017), are as follows:

1. Effective coordination can help to eliminate the perception that one particular part or position is more important than any other.
2. Coordination can result in the synchronization of one part with another.
3. Coordination can enhance the awareness of the interdependence of different parts, encouraging them to work together.
4. Coordination can ensure the consistency of actions between parts.

The impact of the coordination strategy, implemented between Diskominfo and the Procompim Section, was profound. Both parties have indicated that the flow of information has become more transparent, and that the division of public relations tasks has become more clearly delineated, with the Procompim Section assuming responsibility for certain tasks and Diskominfo assuming responsibility for others. The two parties have ceased to issue tasks at each other, as they have already established a mutual understanding of each other's primary responsibilities and functions. There is a sense of responsibility to exchange information in order to ensure that both parties are equally aware of the situation. The assessment team is conscious of the need for caution in light of the fact that all information issued by the City Public Relations will be shared with the group first. This is to provide mutual correction and input in order to avoid mistakes.

After routine evaluation meetings between the two parties, both parties demonstrated enhanced efficiency in their respective performance. Diskominfo acknowledges that the leadership has ceased issuing reprimands for the results of their performance. When on duty in the field, both parties are quick to remind each other that the

angle of the object being reported is what distinguishes the output of the coverage. Furthermore, both parties have agreed upon new regulations pertaining to posts on social media. The most notable consequence of the coordination is the establishment of mutual comprehension and collaboration in the pursuit of the public relations objectives of the Kediri City Government. Furthermore, performance can be effective when it is more focused and creates a sense of comfort. Some previously assigned tasks to Prokompim have been reassigned to Diskominfo, with the objective of ensuring the accuracy of the latter's position. Harmoni TV, Tabloid Kota, and Acara Refleksi. The practice of overlapping occasionally persists, which ultimately provokes discontent from these two sections. However, the establishment of groups and regular evaluation meetings can effectively mitigate this issue.

The challenge that emerges when the two parties engage in more intensive coordination is the difficulty in identifying an appropriate time for scheduled evaluation meetings between the two parties. This adjustment in scheduling allows for a more optimal allocation of time for both parties. Previously, it had been mutually agreed that the evaluation meeting would be held on a regular basis, with each party committing to a schedule of meetings every two weeks. However, in practice, this schedule could only be maintained on a monthly basis.

4. CONCLUSION

The City Government of Kediri has established two separate public relations departments, namely: The two departments are Diskominfo and Prokompom. The municipal public relations practitioners have indicated that the establishment of two sections has the potential to facilitate a more focused approach to public relations. However, in practice, this could result in the duplication of roles and functions. The divergence in the output of public relations products between the Diskominfo and Prokompim sections can be attributed to the nature of the objects being handled. The Prokompim Section is responsible for providing services to the municipal leadership, whereas the Diskominfo section is tasked with overseeing the activities of the municipal OPD. The delineation of the principal responsibilities (tupoksi) elucidates the disparate duties of the two entities.

Coordination strategies are implemented through regular meetings, the formation of internal media in the form of WhatsApp groups comprising both parties, and the emergence of new policies agreed upon by both parties related to public relations activities in the Kediri City Government. The impact of the coordination strategy is that the flow of information becomes clearer, there is a sense of responsibility to exchange information, cooperate and collaborate, and the phenomenon of overlapping is reduced. Some of the agendas and sub-sections that were originally included in the Prokompim section following the implementation of the coordination strategy have been transferred to Diskominfo in order to ascertain the accuracy of their respective roles. Following the relocation of the agenda or sub-section, its scope of performance broadens beyond the exclusive focus on leadership activities. To illustrate, consider the following example: The following items were included in the Prokompim section: Harmoni TV, Tabloid Kota, and Agenda Reflection.

This research is subject to certain limitations, including the constraints imposed by the time required for data collection. During the Covid-19 pandemic, the Kediri City Government Public Relations Office and the Health Office were designated as the primary agencies in the Covid 19 Task Force. Furthermore, they implemented a daily shift work model and a work-from-home policy. Following the completion of the interview process with informants, researchers will be required to vacate the premises of the Kediri City Government office. The non-participant observation activities that had initially received permission were subsequently abolished. Researchers provide input for future research, suggesting the addition of data collection methods in the form of observation, both participant and non-participant. The direct observation of coordination activities will undoubtedly enrich and deepen the data obtained subsequently.

The research will be considerably more comprehensive if it is conducted not only in local government agencies that have established a separate public relations structure, but also in agencies that have integrated the public relations department into one section. This approach will enable researchers to gain a more nuanced understanding of the relative merits of different structures. It is evident that the role of public relations in

government and private agencies is distinct. The remit of government public relations is more extensive than that of private sector public relations, encompassing a broader range of tasks and objectives. Unlike their private sector counterparts, government public relations professionals do not focus on profit, but rather on providing a service to the public.

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