



Jurnal Ilmu Komunikasi
ULTIMACOMM

Vol. 13, No. 2

ISSN: 2085 - 4609 (Print), e- ISSN 2656-0208

Journal homepage: bit.ly/UltimaComm



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To cite this article:

Prabowo, T.L. (2021). Effect of Instagram Post on Legitimacy and Reputation of Indonesian National Police, *Ultimacomm*, 13(2), 318-342. DOI: <https://doi.org/10.31937/ultimacomm.v13i2.2385>

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Effect of Instagram Post on Legitimacy and Reputation of Indonesian National Police

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Received Dec. 10, 2021; Revised on Jan. 1, 2022; Accepted Jan. 12, 2022

Abstract

Indonesia is rated 60th out of 61 countries in terms of reading interest. It is reasonable to predict that message penetration to the Indonesian people will be more straightforward in the form of images, visuals, or memes based on this basic data. Suppose it is to be used as an official media platform to build the legitimacy and reputation of the police. In that case, the market niche for Indonesian Instagram users is also quite vast and capable. This study intends to explain the relationship (correlation) between variables, especially posting variables with legitimacy and reputation variables on Instagram @Divisihumaspolri. The research method used in this study is content analysis on Instagram @Divisihumaspolri from January 1, 2018, to June 31, 2018. The conclusions in this study indicate an influence between posting to the Instagram account @Divisihumaspolri on the legitimacy and reputation of the Indonesian National Police organization because the coefficient of the relationship is positive. This means that legitimacy is positively and significantly related to reputation. Thus, the post of @Divisihumaspolri affects legitimacy variables, including regulations, norms, cultural knowledge, and reputation variables, including credibility, reliability, trustworthiness, and responsibility.

Keywords: Instagram, Post, Legitimacy, Reputation, Indonesian National Police

INTRODUCTION

According to Hayes, social media has become an integral and inseparable part of modern communication (Sheil et al., 2011; Carr & Hayes, 2015; Kent, 2015; Azizah, 2021). Social media has proven to be effective as a public sphere (Bhakti, 2020). Individuals, groups/organizations, entrepreneurs, conventional media, private and government institutions have adopted social media to collect, disseminate and share information with their audiences. Likewise, the Indonesian National Police uses social media as a tool to build public trust. Social media is used to discuss the latest national issues around

security, measure public sentiment towards the National Police, and as a tool to suppress cybercrime.

The media is a tool for disseminating information that is broadcast or circulated freely to the general public. The media has a crucial role in the technology era since it can affect public opinion because society cannot be isolated from technology (Fadhlorrohman & Purnomo, 2020). The evolution of technology has created a new environment (Tanuwijaya et al., 2020; Irnando & Irwansyah, 2021). In the information communication technology landscape, social media is a product of the evolution of the website (Web). The first-generation web (Web 1.0) was the web of content, where static information was shared between web users and websites. However, most users are consumers of information. Web, this content has no active interaction between information providers, consumers of information (users), and between users.

In this era, website creation is very massive. In the early 21st century, the web evolved from the Web of Content to the Web of Communication (Web 2.0). A time when many interactive platforms, such as blogs, allow non-technical users to interact with the web, create content, and share with other users. Internet users become providers and consumers of information (prosumers). Social media (e.g., Twitter, Facebook, YouTube, etc.) are examples of platforms developed during this period. Around 2008, began to see the emergence of the semantic web (Web 3.0) or Web of Context. We have now entered the era of the mobile web (2012-2019), Web of Things (Web 4.0), or Internet of Things (IoT). This era is no different from the previous ones, except that the web now must connect all real and virtual devices in real-time. The following web (5.0) is the dynamic web that supports emotional and intelligent interactions between users and the web. It is also called the Web of Thoughts, where human nature is mated with artificial intelligence (Aghaei et al., 2012; Susilo & Putranto, 2021).

In all government lines, legislative, executive, and judicial, it is now required to have digital media literacy and adopt social media for accountability for performance based on the people's budget. As a judicial institution authorized to prosecute violators of the law, the Indonesian National Police must use social media as a Public Relations tool. One of them is providing accurate information to citizens so that there is public participation in policy formulation and improving internal communication. Public Relations not only carries out the function of producer/distributor of information but also maintains the reputation and legitimacy of the organization.

Police Law number 2 of 2002 places the National Police as an institution that has the mandate of Indonesian citizens to enforce the law, protect and protect the community. In

other words, it gives power/authority and legal legitimacy in every action, but does the legal basis for legal legitimacy provide complete organizational legitimacy? Gaining legitimacy is essential for organizations in the transformation phase because institutional change is complex (Dacin et al., 2002).

The National Police as a bureaucratic organization has echoed a mental revolution since 2014. Building a reputation and legitimacy since 2005 as stated in the Grand Strategy of the Police Phase I, II, III, and IV. Organizational legitimacy and organizational reputation are two concepts that represent the assessment of an organization by the social system (Deephouse & Carter, 2005). Police, as an organization, do not stand alone. This organization operates and functions in the community, which funds and entrusts state security to these institutions.

Quoted from kompas.com on April 3, 2018, regarding legal actions taken by the Chief of Indonesian National Police, Muhammad Tito Karnavian, in a speech at the West Java Regional Police Headquarters, he stated that every law enforcement action must receive legitimacy from the community. Both juridical legitimacy and organizational legitimacy. Because if this legitimacy is not supported, there will be chaos, as in the case with the destruction and burning of the Ciracas Sectoral Police, East Jakarta. The arson was carried out because of the public's distrust of the Police in investigating beating thug's/parking men against Indonesian National Armed Forces members.

The Chief of Indonesian National Police's statement aligns with Suchman's 1995 theory of legitimacy. Legitimacy can be considered as equalizing perceptions or assumptions. Actions taken by an entity are desired, appropriate, or according to the system of norms, values, beliefs, and definitions developed by social groups (Suchman, 1995). Deephouse & Carter (2005) emphasize that organizations gain legitimacy when they conform to the social expectations of a particular population. This is very relevant for law enforcement agencies because the central role of legitimacy (the feeling that the actions taken by the organization are right and expected) lies in support of the community/community (Grimmelikhuijsen & Meijer, 2015). The existence of the National Police organization is certainly influenced by several things, thereby reducing the legitimacy and reputation of the Police in the eyes of the public.

Negative perceptions of the police can hinder public support for the law enforcement process. As in providing information related to the evil behavior of a person/criminal group. This obstacle is a challenge for the Public Relations of the Police. When reputation and legitimacy are questioned, social media can be a tool to reclaim both.

The Indonesian National Police is one of the main pillars of law enforcement. In more than half a century, Indonesian National Police has grown and developed with a history of ups and downs. At a relatively young age, the National Police should become more mature in carrying out their duties and functions as state servants, namely as a law enforcement institution, where the Police are in charge of maintaining security and public order (Purnamasari, 2007). Moreover, the vital role of mass media, both online and conventional, as a means of disseminating information in the field of the Police greatly determines the legitimacy of the Police in society. The success of the Police cannot be separated from the synergy between the community and the Police. This synergy is essential, especially for the Public Relations Division of the National Police. Public Relations is involved in gaining legitimacy, ensuring the organization has active support from its stakeholders and protecting its legitimacy when it begins to be questioned (Wæraas, 2018). Suppose one expert supports the idea that public relations involve establishing good relations with the public to maintain the organization's survival. In that case, it can be concluded that the role of Public Relations is about gaining and maintaining legitimacy and building a reputation.

Practitioners and academics believe that social media is a potential tool to maintain the reputation of an organization and the police institution. In terms of maintaining good relations, the police can establish relationships with netizens or society. These capabilities are built mainly in providing message content that displays effectiveness, transparency, the ability and willingness to engage in “modern behavior”, immerse in popular culture and use the latest technology (Grimmelikhuijsen & Meijer, 2015). In contrast to the concept of legitimacy, an organization's reputation arises by distinguishing the organization from its surroundings. Thus, giving legitimacy and positive reputations appears to be the product of fundamentally different forms of judgment (Deephouse & Carter, 2005). In other words, the concept of legitimacy in social media talks about power, while the reputation that is formed through social media messages talks about image. The Indonesian National Police is present as a news source, depending on the mainstream media and exploring online media. Make it an information channel, cyber patrol area, enforce the law, provide community services, and protect the community/netizens. One of the official Indonesian National Police social media managed thoughtfully and involves many entities is Instagram.

Instagram is a social media platform for publishing photos and videos to convey one's online self-presentation (Prasetya, 2020; Octaviana & Susilo, 2021). Instagram is a social media platform that focuses on videos and images, where each post can include a text caption by involving hashtags and comments. This application can be accessed through PCs and devices but is designed for mobile devices (McNely, 2012; Susilo, 2021). In

previous research on police media, he discussed Twitter and Facebook at the state police level (Mayes, 2017) and the Indonesian National Police communication strategy at the regional/Regional Police level. However, there has been no research on police Instagram, which is specific to the content of the message conveyed. This research is expected to develop a comparative result in the practice of police public relations, so the academics and public relations practitioners are not trapped in the Illusion of Control. This situation arises due to the conservative paradigm of public relations, which sees Public Relations as a message system, publicity, informational, and media relations function.

Practitioners still worship publications, news, communication campaigns, and media contacts in their performance. They still consider the public an audience that can be controlled and controlled through asymmetrical/one-way communication (Grunig, 2013; Susilo et al., 2019). Through messages displayed on Instagram @Divisihumaspolri, researchers want to see how the influence of Instagram posts @Divisihumaspolri on the reputation and legitimacy of the Police. This research also expects to determine whether the two variables influence each other. Another goal is to analyze the communication strategy applied by the Public Relations Division of the Police in achieving the legitimacy and positive reputation of the Police organization.

Instagram posts are measured by the number of likes and the number of positive comments and negative comments on each post. The post's influence on legitimacy and reputation will be seen. As expressed by the Chief of Indonesian National Police Police General Tito Karnavian, the achievement of legitimacy and reputation is essential for the sustainability of law enforcement organizations. Gaining public support for every organizational action can facilitate the work of organizations that have a lot to do with public services. The concept of legitimacy and reputation is complex due to people's social judgments. Indonesian society has now entered the era of the Industrial Revolution 4.0. Active with several internet-based device platforms, one of which is social media. According to Laswell's communication theory, communication problems are around communicators, messages, message channels, receivers/communicators, and effects. In this study, the researcher was interested in the message conveyed by the Police Public Relations Division through its official Instagram account.

The development of the Indonesian National Police organization in a more complex and specific direction in 2018, one of which was the Multi-Media Bureau, which was specifically created to manage social media professionally, intrigued researchers to see the new Public Relations Division bureau/engine. Can the organizational changes carried out also change the organization's effectiveness as a whole, especially in shaping the reputation and legitimacy of the Indonesian National Police organization? This research

aims to see the state of the active audience on the platform and how the message is designed and delivered by the Public Relations of the Police, which inevitably adapts to the 4.0 era. They should be no longer focusing on making press releases and getting as many publications as possible so that the organization becomes famous.

The community-oriented police force has a clear and continuous commitment to enhancing its image. The public values the police's efforts and expects them to be transparent in their activities and choices (Mayes, 2017). The goal of using social media is to improve community ties and solve criminal cases. The more social media channels law enforcement employs to engage the public actively; the more regular contact should be practiced (Beshears, 2017). Although the police own and use social media, and residents are responsive, there is a lack of connection between them due to the police's lack of reaction. In other words, while some police member exchanges are promising, very few are collaborative (Brainard & Edlins, 2015).

Local governments are underutilizing social media, with only 1/3 of respondents using it. Because of these politicians' beliefs of whether or not their public wants them to utilize social media, less social media use is expected. Moreover a third of those polled use social media (Graham & Avery, 2013). According to empirical data, most Twitter communication takes place through decentralized channels. While a small percentage of cops use their personal Twitter handles, most use their official ones. Although Twitter is mainly utilized for external communication, other police officers are interested in using it for internal communication (Meijer & Torenvlied, 2016).

Some of the studies above focus on how the police in each country use social media and how they and the government optimize social media for the community. Most are still researching Twitter and Facebook, YouTube, and other microblogging. No one has ever studied the use of police Instagram, especially the Indonesian National Police. Meanwhile, the use of Instagram by the Indonesian population is ranked third in the world. This focus arose from the need to identify communication strategies to enhance the legitimacy and reputation of the police force through social media. This research is a development and amalgamation of previous research related to police social media management which contains novelty in explaining familiar concepts in the management realm, namely legitimacy and organizational reputation, but through the official Instagram text of the Police, namely @Divisihumaspolri. The question is thus narrowed down in the general question of this research, namely, how is the influence of posting to the @Divisihumaspolri Instagram account on the legitimacy and reputation of the Indonesian National Police organization?

Posts

The posting comes from the primary word posting in Indonesian, which means placing or posting. The word post is used according to the original language, namely English, then the word post is commonly used in writing, online writing, Instagram, and blogging. Posts uploaded, in this case, on Instagram will get feedback from comments from viewers or usually called netizens. The feedback can be positive, negative, or neutral. Through this degree of difference, it can be a space to examine the content of a post whether it influences the reader or not at all.

Legitimacy Theory

Discussing legitimacy in the communication process, Public Relations cannot be separated from assumptions and what is in the minds of the communicant. Legitimacy is described as equalizing the perception or assumption that an action taken by an entity is an action that is desirable, appropriate, or following a socially developed system of norms, values, beliefs, and definitions (Suchman, 1995). Legitimacy is essential for organizations/institutions because community legitimacy towards organizations is a strategic factor for future organizational development. O'Donovan (2000) argues that organizational legitimacy can be interpreted as something that society gives to organizations and organizations want or seek from the community. So that legitimacy has benefits to support the survival of an organization.

Organizational Legitimacy

Legitimacy is a concept that explains the existence of a boundary line between the organization and the socio-cultural environment in which the organization exists and operates. A legitimized organization represents the evaluation of the organization by the social system. Organizational legitimacy is a form of appreciation from stakeholders who judge that the organization follows specific standards or models.

There are two approaches in understanding the existence of legitimacy, namely strategic and institutional (Suchman, 1995). The strategic approach views legitimacy as an operational resource that an organization derives from its social environment and then uses to acquire other resources (Suchman, 1995; Dowling & Pfeffer, 1975). On the other hand, the institutional perspective adopts a more passive view of organizations, which assumes that the social environment determines organizations and managerial decisions are shaped by accepting broad belief systems (Suchman, 1995).

Regulation

The legitimacy comes from regulations in conformity with regulations, standard rules, and laws (Zimmerman & Zeitz, 2002), which by definition have a formal character. In general, legal organizations such as governments, associations, professional organizations, and others have established explicit regulatory processes, including rules, monitoring, and sanctions in case of non-compliance (Zimmerman & Zeitz, 2002). These three dimensions are measures of applying regulation elements within the organization. Thus, the rule of law and regulation is a formal institution representing the source of the legitimacy of regulations. The government bodies that provide that authority are state institutions at various regional, local, national, and international levels.

Norm

Norm-based legitimacy is adherence to widely accepted informal norms and values (Scott, 2003). In this case, normative legitimacy is considered an informal social construction developed and institutionalized over time and needs. Scott defines values as concepts of desirable that relate to standards for any existing structure or similar behavior. Norms contain an understanding of how something should be done. In other words, values are general moral principles, and norms are concrete instructions for behavior. Norms are formed from the values adopted, which become the rules about whether an action is allowed.

Cultural Knowledge

Legitimacy based on cultural knowledge is conformity with widely held cultural beliefs and practices that are taken for granted (Scott, 2003). Knowledge/cognitive elements can be described as rules that determine the types of actors that may exist, what structural features are used, what procedures they can follow, and what meanings are associated with these actions.

The sources of cultural knowledge in legitimacy are assumptions taken for granted in social systems (Scott, 2003), which have an informal character. According to Suchman (1995), the dimension of cultural legitimacy knowledge is the subtlest and the most powerful and the most difficult to obtain and manipulate. Davis & Greve (1997) explain that this approach focuses on shared frameworks for interpreting actors, which allows them to obtain a general definition of a particular situation.

Thus, legitimacy comes from adopting a general frame of reference consistent with that prevailing in the social system. However, it should not be misunderstood from the perspective of cognitive or cultural knowledge. The focus of the study is not on individual

cognition but on the reality of taken-for-granted social constructions that guide organizational action (Zucker, 1977).

Reputation

Reputation is a public perception of the organization's past actions and the organization's prospects in the future, of course, compared to similar organizations or competitors. Reputation is related to what the organization has done and is believed by the target audience, based on their own experiences and those of others (Fombrun, 1996). Doorley & Garcia (2007) define reputation as a combination of behavior, performance, and organizational communication. According to them, reputation is influenced by the perception and image of various stakeholders. Then, the combination of the performance and attitude of the organization is added with communication.

Reputation Element

According to Fombrun (1996) in the book *Reputation: Realizing Value from the Corporate Image*, reputation is built by four elements, including:

a) Credibility

Organizations are expected to have credibility in three respects, including organizations showing good performance/profits, maintaining organizational stability, and having good prospects for organizational growth/development. The National Police, as a government institution, has few similar competitors. Still, its credibility can be seen through how the achievements of the Police, especially those that show overachievement/performance exceed the operational funds budgeted using public money.

b) Reliability

Reliability is the expectation of the users of the organization's services/products. Organizations are always expected to maintain the quality of their products and services and ensure excellent service received by their users. The National Police, as a government administrative agency, does not have many similar competitors. Still, the unique services provided by the National Police can be used as a benchmark for the services of the National Police organization. Both in driving license/ vehicle registration certificate services, demo security, legal case settlement, terrorism disclosure, and other tasks.

c) Trustworthiness

Trustworthiness is the expectation of the members of the organization. Organizations are expected to be trusted, organizations can create a sense of belonging and pride for all their members. This expectation can be seen in how members take pride in their duty to wear uniforms that show their organizational identity. It can also be seen from how

members of the National Police participated in making official content from the Police Instagram viral as a form of sense of belonging to their organization.

d) Responsibility

Responsibility is the expectation of the community around the organization. It is defined by how much or meaningful the organization is in helping the development of the surrounding community. Responsibility can be seen in how much the organization cares about the community and its environment. It can also be assessed from the impact on the surrounding environment to make life in the environment better.

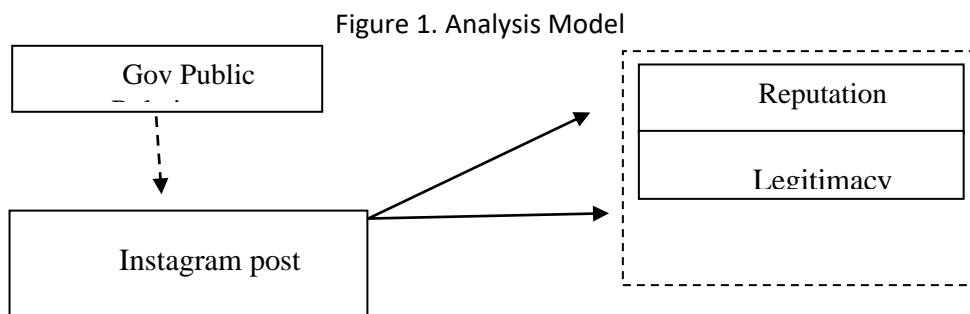
Public Relations

Public Relations, which in Indonesian is defined as Public Relations according to Jefkin (2004), are all forms of planned communication, both internal (inward) and external (outward), between an organization and all its audiences to achieve specific goals based on mutual understanding.

Cutlip et al. (2016) mention, "Public relations is the distinctive management function which helps establish and mutual lines of communications, understanding, acceptance, and cooperation between an organization and its public." Public Relations is a unique management function that supports the formation of mutual understanding in communication, understanding, acceptance, and cooperation between organizations and their various publics (Ardianto & Soemirat, 2008).

Relationship Between Variables

The relationship between the variables in this study is that variable X indicates the frequency of @Divisihumaspolri's Instagram posts to variable Y, where Y1 is the reputation dimension, and Y2 is the legitimacy dimension that appears on Instagram @Divisihumaspolri. Researchers measured @Divisihumaspolri's Instagram posts on reputation and legitimacy through the number of likes, positive comments, and negative comments. So, it will be concluded whether there is an influence between the @Divisihumaspolri Instagram account posts on the legitimacy and reputation of the Indonesian National Police organization. The data that has been analyzed can determine the communication strategy implemented by the Police Public Relations Division in increasing the legitimacy and positive reputation of the Indonesian National Police organization.



Source: Processed by the Author

Government Public Relations, in this case, the Police Public Relations Division, carries out public relations activities, one of which is through the Official Instagram Post @Divihumaspolri. This research focuses on the effect of these posts on reputation and legitimacy, both of which can be said to be the primary goal of Government Public Relations, which does not sell products but achieves these two things.

Theory Hypothesis

Theoretical hypotheses are formulated based on the interrelationships between variables built within the theoretical framework. In this study, the hypotheses are:

- a. There is a relationship between the post variable on the National Police @Divisihumaspolri Instagram and reputation.
- b. There is a relationship between the post variable on Instagram @Divisihumaspolri and the legitimacy variable.
- c. There is a relationship in the National Police @Divisihumaspolri Instagram between posting variables and reputation and legitimacy variables.

METHOD

The research method is a technical explanation of the methods used in a study (Muhadjir, 1996). The research method covers the whole thinking process that starts with finding the problem. The researcher describes it in a specific framework and collects data as material for empirical testing to explain the social phenomena studied (Hasan, 2002).

This research approach uses an explanatory quantitative approach. First, the approach used to explain the relationship between two variables, namely hoax declarations with legitimacy and reputation in Instagram texts/posts. This was carried out by calculating the volume and frequency of the unit of analysis of the content observed quantitatively.

More narrowly, this research is explanatory, associative research that compares two variables. In other words, it is a study that tries to explain the correlation between one social phenomenon (variable x) and another social phenomenon (variable y) and answer why it occurs through hypothesis testing (Kriyantono, 2014).

The research method used in this study is content analysis, which aims to describe the aspects and characteristics of a message (Eriyanto, 2011; Zellatifanny et al., 2021; Susilo & Putranto, 2021). Meanwhile, according to Budd, content analysis is a systematic technique for analyzing message content and processing messages or a tool for analyzing, observing, and analyzing the content of open communication behavior of selected communicators (Kriyantono, 2014; Parinussa et al., 2021). The unit of analysis in this study is the Instagram post @Divisihumaspolri from January 1, 2018, to June 31, 2018.

RESULTS

Reliability and Validity Test

Content analysis research is conducted objectively, so there should be no interpretation between one coder and another. The type of reliability used in this study is inter-coder reliability. According to Eriyanto (2011), reliability wants to see the similarities and differences in the results of different coding measuring tools. As the name implies (inter-coder), the reliability calculation requires two or more coders. Each coder will be given a measuring instrument in the form of a coding sheet and asked to rate it according to the instructions in the coding sheet. Then, the results of filling in the coder will be compared to see how many similarities and differences there are.

The study used Microsoft MS Excel software and SPSS (Statistical Program for Social Science) version 24 in 2016 to determine the relationship between the effects of posting on legitimacy and reputation on the @Divisihumaspolri Instagram account, as well as conclusions based on the hypothesis test used. In the first part, the researcher analyses all types of comments, the character of each account that submits comments, then continues by measuring the level of reliability of each indicator in the dimensions.

In this content analysis research, the formula (formula) used to calculate the degree of reliability is the Holsti formula. The Holsti formula is an inter-coder reliability test that is widely used in addition to the approval percentage. Reliability is shown in the percentage of the agreement to see how much the percentage of inter-coder equality is when assessing a content. In the first part, the researcher analyzed all types of posts, classified them, and then measured the level of reliability of each indicator in the dimensions. The results of the reliability test for each category are as follows:

Table 1. Results of the Legitimacy Dimension Reliability Test

Variable Dimension	Coder Second Coding Results		
	Coder A	Coder B	Amount of Coding Approved by Both Coders
Regulation	29	30	29
Norm	454	451	451
Cultural Cognition	857	859	857
TOTAL	1340	1340	1337

The table shows that coder A in the regulation dimension is coding as many as 29 and coder as much as 30, so both coders' number of codes approved is 29. Meanwhile, in the norm dimension, it can be seen that coder A has coded 454, and coder B has coded 451, so the total number of codes approved by the two coders is 451 codes. Meanwhile, in the dimension of cultural cognition, it can be seen that coder A has coded 857, and coder B has coded 859, so the total number of codes approved by both coders is 857 codes. Finally, by using the Holsti formula, the researchers conducted a test of calculating the reliability of the data as follows:

$$\begin{aligned}
 CR &= \frac{2M}{N1+N2} \\
 &= \frac{2(1337)}{1340+1340} \\
 &= \frac{2674}{2680} \\
 &= 0.99 \text{ (99\%)}
 \end{aligned}$$

From the results of calculations using the Holsti coder reliability formula, it shows that the reliability coefficient is 0.99 or 99%, so it has a sufficient and acceptable correlation because the reliability number exceeds the minimum tolerated, which is 70% or with the calculation results above 0.7 (Eriyanto, 2011).

Table 2. Reliability Test on Reputable Dimension Variables

Variable Dimension	Coder Second Coding Results		
	Coder A	Coder B	Amount of Coding Approved by Both Coders
Credibility	2	4	2
Reliability	7	8	7
Trustworthiness	38	33	33
Responsibility	7	9	7
TOTAL	54	54	49

The table shows that coder A on the credibility dimension has 2 2 codings and four coders, so the number of codes approved by the two coders is two codings. Meanwhile, in the Reliability dimension, it can be seen that coder A coded seven and coder B coded 8, so the total number of codes approved by the two coders is seven codes. Meanwhile, in the trustworthiness dimension, it can be seen that coder A has coded 38 and coder B has coded 33, so the total number of codes approved by the two coders is 33 codes. Meanwhile, on the responsibility dimension, it can be seen that coder A coded seven and coder B coded 9, so the total number of codes approved by the two coders is seven codes. By using the Holsti formula, the researchers conducted a test of calculating the reliability of the data as follows:

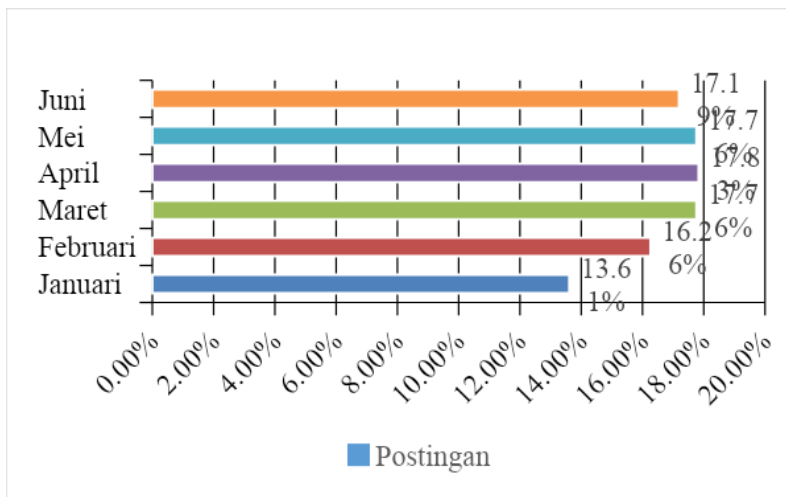
$$\begin{aligned}
 CR &= \frac{2M}{N1+N2} \\
 &= \frac{2(49)}{54+54} \\
 &= \frac{98}{108} \\
 &= 0.90 (90\%)
 \end{aligned}$$

The calculations using the Holsti coder reliability formula show that the reliability coefficient is 0.90 or 90%. So it has a sufficient and acceptable correlation because the reliability number exceeds the tolerable minimum, which is 70%, or with the calculation results above the minimum tolerable number 0.7, namely 70% or with the results of calculations above the number 0.7 (Eriyanto, 2011).

Data Analysis Results

The diagram below shows the number of posts uploaded on @Divisihumaspolri Instagram account between Jan. 1, 2018 to Jun. 30, 2018. The total is 1396.

Figure 2. Post Frequency Diagram by Month



In January 2018, there were 190 posts with a percentage of 13.61%. There were 221 posts in February 2018, or 16.26%. In March and April 2018, the post numbers were 248 (17.76%) and 249 (17.83%). The percentages of posts in May and June were 17.76% (248 posts) and 17.19% (240 posts).

Bivariate Analysis

Relationship Test Results (Chi-Square) – To Answer Research Questions

H1: There is a linear relationship between legitimacy and reputation in @Divisihumaspolri's Instagram posts

Table 3. Results of Relationship Test (Chi-Square) – To Answer Research Questions

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	158.555 ^a	90	.000
Likelihood Ratio	94.479	90	.353
Linear-by-Linear Association	12.318	1	.000
N of Valid Cases	119		

a. 106 cells (96.4%) have expected count less than 5. The minimum expected count is .02.

The significance of asymp ($0.000 < 0.05$) confirms a significant relationship between legitimacy and reputation. Furthermore, legitimacy has a positive relationship and significance to reputation because the correlation coefficient is positive.

Effect Test Results – To Answer Research Questions

RQ2: Do the legitimacy and reputation variables in @Divisihumaspolri's Instagram post influence each other?

Table 4. Effect of Test Results –
To Answer Research Questions

Coefficients ^a		Unstandardized		Standardized	t	Sig.
Model		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	6.954	1.091		6.374	.000
	TR	.286	.077	.323	3.693	.000

a. Dependent Variable: TL

As shown in Table 4, the significance level was $0.000 < 0.05$, which means a significant influence between legitimacy and reputation. Based on the theory of legitimacy, the police consider legitimacy is important as a strategic factor for the institution's development in the future. Thus, legitimacy has benefits to support the survival of the Police.

Legitimacy is obtained through @Divisihumaspolri's Instagram post about when there is a match between the presence of the Police that is not disturbing or congruent with the existence of a value system that exists in society and the environment, such as Indonesian National Police's activities in the community. Indonesian National Police's performance in resolving cases, arrests of drug offenders, speeches, hatred, etc. When there is a shift towards non-compliance, the legitimacy of the Police can be threatened. However, the Police will continue to exist if the public realizes that the Police operate for a value system commensurate with the community's value system.

DISCUSSION

Posts and the Role of Digital Communication Public Relations Police

Instagram as a social media cannot be separated from the interests and messages that have been structured and prepared in advance by communicators, according to Jefkin's

(2004) theory. These messages are made for external and internal audiences to achieve specific goals. In the context of this research, posts uploaded by the @Divisihumaspolri account cannot be separated from the number of institutional/government working days. Through the results of the analysis of the contents of the Indonesian National Police's Instagram posts, it was found that there was a tendency for the number of posts in January and February to be no more than March to June. This happens because the number of working days in these two months was less than in the other four months. So, it can be seen that the posting frequency is relatively high only on weekdays.

In carrying out the daily work of Indonesian National Police personnel, it turned out that several posts were able to attract the attention of the account's followers. It can be seen in the chart of the frequency of positive comments that accumulated a lot in April and May. The highest comments and likes occurred on April 30, 2018, May 17, 2018, and May 20, 2018. On April 30, 2018, there was a video post featuring a Tulungagung Policeman became a garbage collector in his spare time. This post got 8030 likes and 40 positive comments.

Picture 3. Instagram post @Divisihumaspolri April 30



The content of the message that raises the irony side becomes a paradox in the view of the followers of the @Divisihumaspolri account. According to Pavio's theory, the picture superiority effect, images can arouse the emotions of the message readers. The short video increased community engagement with the police organization through Police Sub-Inspector First Class Trisih Setyono. Another post of the day was the following image:

Figure 4. Instagram post @Divisihumaspolri



Carrying the caption "The world needs a generation that dares to dream and dares to make it happen" generated 1837 likes 51 positive comments. This content that has been designed shows small children, who still have many hopes and dreams attached but are wrapped in the symbol of the National Police uniform. It succeeded in bringing the audience and the Police closer together in motivation.

Dimensions of Legitimacy in the Perspective of Government Public Relations

Legitimacy in O'Donovan (2000) is like two sides of a coin. On the one hand, legitimacy is something that the community gives to organizations, but from the perspective of organizations, especially the Police, legitimacy must be obtained from the community. Meanwhile, in the view of Government Public Relations, Effendy (2006) stated that Government Public Relations aims to inform the public how the institution carries out its rights and responsibilities. In the series of processed data in the previous chapter, it was shown that one of the elements of legitimacy, namely regulation, was relatively high in March and June. Both are related to the legal education content "did you know?" to society.

Another element in building legitimacy is norms. The norm was relatively high in May in the processed data, in line with the highest number of likes and comments in the research period, May 17, 2018. On that date, there was a terrorist attack against the Riau Police. One of the posts shows the Chief of Indonesian National Police giving an extraordinary promotion to two Riau Police personnel who crippled four terrorists, gaining 1407 likes and simultaneously with the arrest of three terrorists by the Special Detachment in Probolinggo, gaining 2980 likes and 139 positive comments.

Figure 5. Instagram post @Divisihumaspolri



Figure 6. Instagram post @Divisihumaspolri



A total of 133 posts (29.29%) show the professionalism of the Indonesian National Police in suppressing terrorists in Riau and Probolinggo. The element of norms in obtaining legitimacy must display instructions, evaluations, and institutional obligations to achieve more than what is expected by general social norms and become standards for various professional aspects (DiMaggio & Powell, 1983). Maggio's opinion has been balanced with a lot of feedback on community appreciation for the achievements of the Police, but there is still another element, namely cultural knowledge. The data processing elements

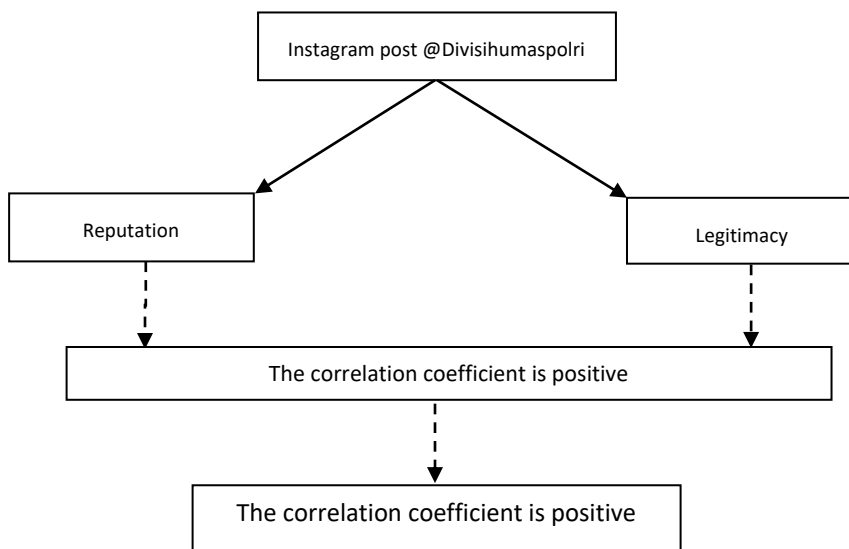
of cultural knowledge, which stood out in February, included 173 posts (20.18%). The dominant posts are about humanitarian assistance carried out by the Police for the community. Assistance from the Police to the community, especially the urban community, is not taken for granted. Still, messages that are designed and taken for granted can be created in a series of pictures and captions to generate sympathy and justification from the community.

Through these three elements, when juxtaposed with data on the accumulation of positive comments in May, it is found that the Police are trying to gain legitimacy from the community by displaying messages that are in line with norms. The police also gains legitimacy by showing assistance to other functions, one of which was the police anti terrorist unit Special Detachment 88 through the message of terrorist arrest. The police also show message about its role in community development. In line with the opinion of Cutlip et al., (2016) Public Relations is a management function that specifically supports the formation of mutual understanding in communication, understanding, acceptance, and cooperation between organizations and their various publics.

Dimensions of Reputation in the perspective of Government Public Relations

According to the reputation frequency data on the reliability dimension by coder 1, it was found that there were only two posts in February and the remaining months, only one post each. So, if it is drawn from the opinion of Doorley & Garcia (2007) that reputation is a combination of behavior, performance and organizational communication, the posting data does not reflect the combination of the three. Most of the posts are still dominated by information about regulations, not many have shown excellent service. It only slightly portrays the reliability of the organization. If this is taken further from the perspective of an image or picture of mind, then only a small picture will be shown. Public Relations institutions are too focused on gaining community legitimacy, thus forgetting the role of Public Relations as an image maker (Ruslan, 2018).

Figure 7. Finding the Model



Source: Processed by the Author

Another trustworthy dimension is also lame in frequency—twenty posts in March, 17 posts in April and zero in February. The irregularity of this data shows that the target of building a reputation within the internal scope of the National Police is still not well designed, because trustworthiness is building an image of pride with organizational identity so that it creates a sense of belonging to its personnel (Fombrun, 1996). The post was high in March because it coincided with the registration opening for the recruitment of Indonesian National Police personnel. Coinciding with the momentum, postings were boosted, while those targeted in the recruitment plan were the external public. Suppose this is carried out according to the annual schedule. In that case, further research can be carried out to see whether the ups and downs of the Indonesian National Police's performance are related to the lack of self-image of trustworthiness in the Indonesian National Police.

Another dimension variable is responsibility. The number obtained is relatively small, two posts in March and only one. Through this data, if further conclusions are drawn, it can be assumed that the Police Public Relations Division has not developed community/environmental maintenance. The numbers are still too small compared to thousands of posts over those six months. Having an impact and making the life of the environment better is one of the duties of Public Relations as an intermediary between the leadership and the public, one of which is the external public. This public is not only the media but also other communities or environments that have direct contact with the Police. The complex and even distribution of the National Police in Indonesia makes the

external public scope of the National Police quite large. However, Instagram media should target who is ready for the public to access the media. This side has not been worked out properly by the Police Public Relations Division.

CONCLUSION

Answering the formulation of the problem in this study, the researcher suspects an influence between the posting of the @Divisihumaspolri Instagram account on the legitimacy and reputation of the Indonesian National Police organization. The value of the effect is 0.38 in the SPSS test, which indicates an influence. So based on the research that has been done, the results show that there is an influence between posting to the Instagram account @Divisihumaspolri on the legitimacy and reputation of the Indonesian National Police organization because the relationship coefficient is positive, which means that legitimacy is positively related and significant to reputation. Thus, the post of @Divisihumaspolri affects legitimacy variables, including regulations, norms, cultural knowledge, and reputation variables, including credibility, reliability, trustworthiness, and responsibility.

In addition, there is a significant effect of legitimacy on reputation. Thus, the legitimacy variables, including regulations, norms, and cultural knowledge, have a significant influence on the reputation variables, including credibility, reliability, trustworthiness, and responsibility. Therefore, answering the second problem formulation about the communication strategy in increasing legitimacy and positive reputation, it was found that the strategy performed by Indonesian National Police was through postings about positive activities of the Indonesian National Police in the community.

In the period between January to June 2018, the researchers found that most public comments on @Divisihumaspolri's Instagram posts received positive comments. Even in April, May, and June, there were almost no negative comments from the public. From January to June 2018, the most positive comments from @Divisihumaspolri's Instagram posts were in May. Most negative comments from @Divisihumaspolri's Instagram posts in March. Meanwhile, the highest number of likes from the post was in May.

Researchers considered that Instagram posts in May were the posts that received the most positive responses from the public where Instagram posts in May were dominated by posts that smelled of motivation, declarations of anti-drugs and anti-hoaxes, declarations against terrorism, where these things are currently being discussed topics in society.

The theoretical implication of the findings of this research data confirms that the function of Public Relations in government organizations (Government Public Relations) is still centered on maintaining legitimacy (related to power), which tends to be normative, top-down, and repetition of previous Public Relations models. In this study, it is also seen that between the variables of legitimacy and reputation in the Public Relations model of government organizations, in the context of this research, the Instagram social media accounts of the Police Public Relations division influence and support each other.

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