



Quick Response Crisis Communication Strategies Insights from Public Relations PT. KAI DAOP 2 Bandung's Train Accident Response

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ABSTRACT

A crisis that occurs in a company has the potential to damage the company's reputation. However, if the crisis can be handled properly, then the crisis will not harm the company. The purpose of this research is to find out the crisis communication steps and efforts made by the Public Relations of Daop 2 Bandung in dealing with the crisis situation caused by the train accident. Researchers use a descriptive analysis approach because it is considered capable of describing something clearly and each part can be studied one by one, so that the facts of a case can be revealed transparently. Data collection techniques in the form of interviews, in this study the data source consists of primary data and secondary data. Primary data was obtained from interviews with Mr. Ayep Hanapi as Public Relations Manager of PT KAI Daop 2 Bandung. The results showed that PT KAI Public Relations has made several efforts to maintain the company's image, namely: First, pre-crisis PT KAI applies the zero accident principle by increasing employee competence and discipline as well as maintaining facilities and infrastructure. Second, PT KAI's crisis team collaborates with stakeholders, provides solutions, is responsive in serving the media by preparing accurate data and fact information. Third, post-crisis to improve the image by providing

compensation to employees and accident victims and conducting evaluations to improve train safety and security in the future.

Keywords: Crisis Communication, Indonesian Railways, Public Relations

INTRODUCTION

Congestion in Indonesia is an event that is difficult to avoid. According to the Tomtom Tropic ranking index 2021, congestion in the city of Jakarta itself is ranked 46th with a congestion index of 34% out of 404 cities in 56 countries (detiknews.com 11 February 2022). For this reason, the most effective way to minimize traffic jams is by switching the use of transportation from private transportation to public transportation. The existence of transportation facilities is important and strategic in economic growth. Public transportation has become the backbone of connectivity between cities and provinces, one of which is trains (Anderson, 2014).

The train is a means of transportation that has its own characteristics and also advantages, namely minimal pollution, avoids traffic jams, is public, the fares are more affordable, and can shorten travel time (Wijayanto, 2019) . In addition, trains not only provide an efficient travel alternative but also have an impact on economic development and relations between regions.

Service development is always carried out by PT. KAI such as developing the KAI Access application to maximize services to the community. Development must continue to be carried out in a sustainable manner because trains are an important means of transportation for Indonesian society today, this has a significant impact on the economy and community mobility (Lanori & Supriyanto, 2023). Behind the perceived benefits there are also risks faced, one of which is an accident, as happened recently.

Quoted from Kumpran.com, it explains the chronology of the Turangga train accident with CL Bandung Raya, that on January 5 2024 at 06.03 WIB there was a collision between the Turangga train (train) departing from Surabaya Gubeng Station bound for Bandung and the Bandung Raya Local Commuter Line train departing the station. Padalarang destination Cicalengka Station. The collision occurred on the single track between Haurpugur Station and Cicalengka Station, previously PPKP (Centralized Train Travel Controller) determined the crossing of the two trains at Haurpugur Station to PPKA (Train Travel Controller) Cicalengka Station. The Turangga train is scheduled to arrive at Cicalengka Station at 05.50 WIB and CL Bandung Raya arrives at 06.02. However, the Turangga train experienced delays, but PPKA from Haurpugur Station saw a safe signal from Cicalengka Station, so CL Bandung Raya departed from Haurpugur Station. At 05.59 WIB the Turangga train arrived at Cicalengka Station and the PPKA gave instructions to leave immediately. After that, at 06.03 it was reported that the Turangga train crashed into CL Bandung Raya at KM 181 +5/4 in Babakan Village, Cikuya Village, Cicalengka - West Bandung ([kumpran.com](https://www.kumpran.com) , 5 January 2024)

This incident can be said to be serious, because it has claimed lives and concerns the safety of passengers (Kharoufah et al., 2018). Or in other words, this incident is a crisis situation for PT. KAI, in which case it can cause negative news for PT. KAI, therefore proper crisis management is needed in handling this case. Crisis management is an effort to overcome or control a crisis to improve the company's image (Ayub, 2017) .

For companies, image is important for sustainable relations with the public. Therefore, the role of public relations is needed in the management function by implementing crisis communication strategies in dealing with issues that cause damage to the company's image (Widyastuti & Ekopotro, 2023) . Public relations has several main tasks, namely: First, creating a good impression of the company. Second,

knowledge and understanding, namely providing accurate information to the internal and external public. Third, create public interest in the company (Chen & Hsieh, 2015). Fourth, public relations must accept and be responsible for providing understanding to the public with a calm attitude that can change the public's attitude to one of understanding and acceptance. Fifth, Sympathy, public relations must be able to gain public sympathy (Ayudia & Wulandari, 2021) . Good crisis management must be accompanied by good crisis communication because effective communication is the key to carrying out crisis management such as helping convey information to stakeholders, managing the organization's image and building trust. On the other hand, good crisis management provides a strong basis for timely communication and accurate, ensuring efficient coordination and targeted response (Sellnow & Seeger, 2021).

Researchers are interested in examining how communication strategies and efforts to manage PT crisis communication strategies. KAI Public Relations Daop 2 Bandung. Therefore, in this research the author has two problem formulations, namely: (1) what is the crisis communication strategy implemented by PT. KAI during a crisis situation occurs, (2) PT KAI Daop 2 Bandung Public Relations Crisis Communication Strategy Management Efforts . It is hoped that this research can add new insights that are useful for the scientific practice of crisis management and communication in the transportation sector, especially in the railway industry. Therefore, researchers are interested in studying more deeply regarding PT's crisis communication efforts and strategies. KAI is applied during an accident situation.

RESEARCH METHODS

In qualitative research, the researcher acts as a key instrument in collecting and interpreting data with descriptive presentation. Researchers use a descriptive analysis approach because they are considered capable of describing things clearly and each part can be studied one by one, so that the facts of a case can be revealed transparently. The data collection technique is in the form of interviews, in this research the data sources consist of primary data and secondary data. Primary data was obtained from interviews with Mr. Ayep Hanapi as Public Relations Manager of PT. KAI Daop 2 Bandung. then secondary data was obtained from documentation and literature studies with the support of print media and internet media in the form of online news related to accidents and press releases. In this research the author used data analysis with the Milles and Heberman interactive analysis model which consists of four stages, namely: data collection, data reduction, data presentation and conclusion drawing.

RESULTS AND DISCUSSION

This research is research that focuses on Crisis Communication carried out by Public Relations Daop 2 Bandung in dealing with crisis situations related to the Turangga – CL Bandung Raya train accident. As material for studying research data, researchers carried out data search activities through in-depth interviews with the Public Relations manager of Daop 2 Bandung. There are things that were obtained from the results of the interview, as follows.

A. Daop 2 Bandung Public Relations Crisis Communication Strategy on the Turangga – CL Bandung Raya Train Accident

The main task of being a publicist is to build and maintain the company's image. For this reason, a publicist must be a "humanist" who pays attention to whether external and internal relations are running well, for example establishing good relations with external parties such as the media, community, all stakeholders, be it local government or regional government. Apart from that, public relations must also run certain events such as safety outreach at crossings, outreach to schools, etc. Then from the internal side, public relations must prepare press releases, hold press conferences, carry

out adventitious visits to the media. According to Coombs (2010) quoted from (Kriyantono, 2015) crisis communication strategies must be equated with the stages of the crisis:

Pre-crisis

In the pre-crisis phase or also called the pre-crisis period, in this phase a company should share information with the public, especially related parties who have an interest in the potential crisis that could occur (Ndlela, 2018). From the results of research observations, it was found that in dealing with the potential risk of accidents on PT trains. KAI implements the zero accident principle, one of which is by implementing PT KAI implementing 5 safety cultures including, safety briefing before work, using SOPs, using personal protective equipment, reporting potential dangers and caring for the work environment (Fernando et al., 2022). The risk of accidents occurs because there are several factors, including external factors, such as people not obeying the rules for crossing at level crossings, theft of railway track assets, building illegal buildings around the tracks, and throwing train windows. To overcome this, PT KAI always holds safety outreach to the community, groups regions, and collaborates with stakeholders (Laapotti, 2016).

Apart from that, to minimize dangers originating from internal factors of PT. KAI such as unreliable facilities and infrastructure and human error. To overcome this, PT KAI carried out procedures for checking the suitability of facilities and infrastructure which must be carried out within a certain period of time, as well as improving the communication system. If seen from the human resources side, increasing employee competency and discipline is also carried out by PT KAI, such as holding express education (DIKLAT), field education (DIKLAP), workshops, Focus Group Discussions (FGD), and railway HR certification by authorized institutions. Meanwhile, in digital media, PT KAI has the SRI (Safety Railway Information) application, namely a potential danger reporting application. With this application, every KAI employee can report various potential dangers and employees can also get information related to safety and weather forecasts in all operational areas. Apart from the SRI application, reporting potential dangers can also be done through the KAI accident prevention reporting contact center.

Crisis

This stage is the most important thing, because in this situation an accurate crisis communication strategy is needed in responding to the crisis that is occurring, in this case the delivery of information and actions taken by a company can have an impact on the sustainability of the company's reputation or image in the future. The crisis communication strategy implemented by PT KAI when facing the crisis caused by the Turangga - CL Bandung Raya train accident consisted of being responsive in serving the media supported by accurate data, making press releases and conducting interviews with the media.

KAI conveys messages consistently on social media and on the official KAI website, PT. KAI provides detailed information regarding developments in the Turangga-CL Bandung Raya train accident information. Crisis communication delivered by PT. KAI includes the following, namely: (1) KAI and KNKT formed an investigation team to investigate the accident, in this case KAI collaborated with KNKT to transparently reveal the cause of the Turangga-CL Bandung Raya train accident, namely because there was the involvement of human contributing factors. human confirmation bias occurred which influenced the PPKA Cicalengka Station and Haurpugur Station decision making process to dispatch trains from each station and there were problems with the signaling system (uncommanded signal), (2) To overcome the impassable southern route, PT KAI carried out route engineering by diverting to the northern route and providing other transportation facilities, (3) Repairing the route, (4) Providing compensation to employees who lost their lives from the Turangga - CL Bandung Raya train accident, providing guarantees for treatment costs to injured victims, and providing compensation to passengers who experienced delays in departure as a result of the Turangga and CL Bandung Raya train accidents, (5) Conduct evaluations with relevant stakeholders to improve train travel safety in the future .

Post – Crisis

So in this case the strategy on. Public Relations has full responsibility in overcoming every problem so it tries to find ways to restore the public's image and trust (Anggraeni et al., 2014) . The company should always have a plan to deal with crisis situations and avoid decisions that will cause the company to fall further into crisis. The final part in facing this crisis, it is necessary to pay attention to how the company takes action to build and maintain the company's good name. If a crisis occurs again in the company, the thing that must be done is to prepare oneself to be better in the future. At this post-crisis stage, PT. KAI has resolved all problems related to accidents that have occurred, both related to the victim's family and other parties.

PT KAI collaborated with the Ministry of Transportation after the cause of the accident was revealed by following up on this to prevent a similar incident from occurring. Doing several things such as completing the signal transfer from mechanical to electrical on the Cicalengka – Haurpugur route. Apart from that, the Ministry of Transportation is also working to complete the construction of a double track. Then PT KAI collaborated with Jasa Raharja in providing protection to passengers and workers and PT KAI has ensured that the route between Cicalengka Station and Haurpugur Station is sterile and can be passed by trains but with a speed limit of 20 km/hour.

KAI is also committed to improving safety. The accident that occurred in Cicalengka, Bandung Regency, is a joint evaluation to improve train safety and security in the future. To give a good impression to customers during Christmas 2023/2024, KAI has presented various innovations such as the inauguration of the Luxury Lounge at Surabaya Gubeng Station, Purwokerto, Kertosono and the skybridge at Purwokerto Station. KAI also gives appreciation to customers by holding a snack for kids program, free merchandise, Mother's Day gifts and free Tumblr.

B. Efforts to Manage Crisis Communication Strategy for Daop 2 Bandung Public Relations in the Turangga – CL Bandung Raya Train Accident

As for the management efforts carried out by Daop 2 Bandung Public Relations in handling crisis situations, according to Ayep Hanapi's statement, the first thing the public relations team did was to immediately visit the incident location to look for data and facts at the location of the incident, then carry out an analysis of the problems according to what was found in the field, after that carry out planning, and the information obtained will be summarized to be submitted to the head office for immediate decision. In searching for data and facts, coordination with related parties is also required, for example in this case collaborating with the NTSC in efforts to investigate the causes of accidents. To obtain accurate information Daop 2 Bandung Public Relations Formed a crisis center in the form of a special internal team assigned to collect data and facts (Pramono, 2021). Accurate data is an important foundation in making decisions for the Company. Because if the data taken is inaccurate it can lead to strategic errors and damaged reputation. On the other hand, accurate data allows companies to make better and more efficient decisions.

The last effort made by Public Relations of Daop 2 Bandung was to carry out an internal evaluation. Public Relations of Daop 2 realized that there were deficiencies in the crisis communication carried out, such as not to be provoked by the media because they were afraid that the media would ask provocative questions because they were worried that they only wanted to take advantage of the current situation. As explained above, an organization, whether profit or non-profit, tends to have the potential to face a crisis. A crisis that occurs in a company will indirectly impact all stakeholders.

A crisis that is not handled well will be detrimental to the company's sustainability, but if a company manages to overcome the crisis well then the crisis will not have a negative impact on the company's sustainability in the future. So public relations is needed because it has an incentive to try to create a

good relationship between the company and the public (Sura & Sudilah, 2015). This effort can give a good impression, thereby generating public opinion which is useful for the company's survival. A company's ability to face and control a crisis can be prepared by forming a crisis management plan. Or in the sense that when a company is in crisis it should maintain active communication with stakeholders. A company's crisis control planning is the main reference so that the communication carried out can provide understanding for related parties so that good relations can be maintained. But in reality, there are many companies who are confused about forming crisis communication strategies and tactics. According to Wasesa, quoted from the book *Public Relations as a solution to crisis communication* (Silviani, 2020), it states that crisis communication is a strategy for communicating what you want to say, what you want to do and what the organization has done in responding to the crisis.

Information coming from a company related to the crisis that is occurring can minimize the damage that impacts the company's image. In conveying information, companies are required to be transparent and provide accurate data regarding the crisis that is occurring, because accuracy and consistency in conveying information will increase the company's credibility. In this case, KAI is always consistent in conveying information developments. It is hoped that the reports issued by journalists will be able to prevent the emergence of false information and rumors that could be detrimental to the company which might arise when the company is not transparent in conveying information.

CONCLUSION

In maintaining the company's image, PT. KAI implemented a crisis communication strategy regarding the Turangga – CL Bandung Raya train accident which resulted in casualties and several losses for passengers. In this research, the researcher explains the steps taken by KAI in dealing with crisis situations, which are divided into three phases, namely; First, Pre-crisis, KAI implements zero accidents by prioritizing safety. Second, Crisis, in this phase KAI makes efforts to handle the accident caused by the Turangga - CL Bandung Raya train, such as passenger evacuation, number of fatalities, cancellation information and changes to departure schedules. , as well as providing compensation to fatalities and injured victims. The crisis strategy carried out in this phase is being responsive in serving the media supported by accurate data, making press reports to be sent to the media and conducting interviews with the media. Third, Post crisis PT KAI collaborated with the Ministry of Transportation after the cause of the accident was revealed and followed up to prevent a similar incident from occurring. Apart from that, collaborating with the services of Marga to provide protection to passengers and workers. The results of this research show that KAI is committed to providing accurate data and facts to the public by establishing a crisis center for the community. Apart from that, in this research, PT. KAI was quick to respond in providing information to the media, which is also one of the keys to crisis communication.

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