Volume 4 Number 2 (2026)
July-December 2026
Page: 2816-2826

Journal of Creative Power and Ambition (JCPA)
https://edujavare.com/index.php/jcpa
E-ISSN: 3031-4054
DOI: 10.70610/jcpa. 2018

# Public Relations Strategy of the Ministry of Communication and Digital in the Use of Instagram Posts as a Medium for Disseminating Information

**Farhan Fahrezi[1], Ayu Larasati[2], Detya Wiryany**
[12] Universitas Esa Unggul, Indonesia
* Correspondence e-mail; farhanfahrezi663@gmail.com

**Article history** Submitted: 2026/07/03; Revised: 2026/07/15; Accepted: 2026/08/31

**Abstract**

This study examines the public relations (PR) strategy of the Ministry of Communication and Digital (Komdigi) of the Republic of Indonesia in utilizing official Instagram posts (@kemkomdigi) as a medium for public information dissemination and explores the causes of dominant negative public responses in the digital sphere. Using a constructivist paradigm and Robert K. Yin's qualitative single-case study method, the study applies James E. Grunig and Larissa A. Grunig's Relationship Management Theory and Four Models of Public Relations. Primary data were collected through in-depth interviews with key social media staff and management, observation of 24 selected posts and public comment threads from January to December 2025, and official documentation. The findings show that Komdigi's PR strategy predominantly employs the Public Information and Two-Way Asymmetrical models. Information is verified through a multilayered process to ensure accuracy, while comment monitoring and monthly analytics guide message framing and content strategies. However, Two-Way Symmetrical communication remains constrained by bureaucratic hierarchies and public skepticism. The study recommends agile teams, streamlined response procedures, and empathy-driven narratives to strengthen digital public trust.

**Keywords** Public Relations Strategy, Social Media, Instagram, Public Communication, Relationship Management Theory, Negative Response, Ministry of Communication and Digital

**© 2026 by the authors**. This is an open access publication under the terms and conditions of the Creative Commons Attribution 4.0 International (CC BY SA) license, https://creativecommons.org/licenses/by-sa/4.0/.

## INTRODUCTION

Rapid advances in the information and communication technology sector have fundamentally changed the global and national public communication landscape. Social media is no longer merely a means of interpersonal entertainment but has transformed into the primary stage for government agencies to convey public information, socialize regulations, and promote the country's strategic work programs. In Indonesia, the Instagram platform occupies a highly vital position due to its dynamic visual characteristics,

interactivity, and extensive user base across age demographics (Puri, 2025; Maya et al., 2025). The use of Instagram by ministries and state agencies is expected to support the realization of open, transparent, and accountable governance.

The Ministry of Communication and Digital (Komdigi) of the Republic of Indonesia is a central government agency that plays a pivotal role in managing government affairs in the fields of communication, informatics, and digital transformation. Formed based on Presidential Regulation Number 140 of 2024 concerning the Organization of State Ministries and Presidential Regulation Number 174 of 2024 concerning the Ministry of Communication and Digital, Komdigi holds strategic authority including the development of national digital infrastructure, supervision of digital spaces, protection of personal data, and management of public communication and mass media. As the vanguard of national digital transformation, Komdigi manages the official Instagram account @kemkomdigi to distribute various crucial policies, including the Government Regulation on Child Protection in the Digital Space (PP Tunas), the handling and blocking of online gambling (#JudiPastiRugi), SIM card registration based on biometric identification, e-SIM migration, and the development of internet networks in 3T areas (Disadvantaged, Frontier, and Outermost).

However, the dynamics of public communication that take place on the official Instagram account @kemkomdigi reveal a phenomenon that is inversely proportional to ideal public communication theory. Throughout the period from January to December 2025, the majority of Komdigi's official uploads actually reaped a wave of negative responses from social media users (netizens). These responses manifested in the form of sarcastic comments, sharp cynicism, accusations of "propaganda," accusations of formality, and a low level of trust in published compliance data and performance achievements. This phenomenon creates a wide gap between institutional expectations for harmonious and participatory digital communication and the empirical reality where citizens respond to government messages with skepticism and narrative resistance.

Theoretically, effective government public relations practices require the implementation of a holistic communication management function. As formulated by Cutlip, Center, and Broom (1982), Public Relations needs to traverse four main stages: fact-finding, planning, communication (action and communication), and evaluation. The inability to manage these four stages dialogically can trigger a crisis of public trust in the digital space (digital trust crisis). In the scientific context of public communication and public relations, reliance on rigid one-way communication models is no longer sufficient to deal with the characteristics of modern netizens who are critical, responsive, and demand radical transparency (Abdilah & Purnamasari, 2024; Ningsih, 2025).

Based on this problem background, this study focuses on the main question: What is the Public Relations Strategy of the Ministry of Communication and Digital in the use of Instagram posts as a medium for disseminating information? The analysis is carried out by integrating the framework of Relationship Management Theory and the Four Public Relations Models developed by James E. Grunig and Larissa A. Grunig (1984), in order to

describe the extent to which Komdigi Public Relations practices apply the Press Agentry, Public Information, Two-Way Asymmetrical, and Two-Way Symmetrical models in the digital communication era (Grunig & Hunt, 1984). The novelty (state of the art) of this study lies in focusing on the digital communication crisis in a central government agency (Komdigi) after the recrystallization of the ministry structure in 2024–2025, by exploring in depth why negative public responses remain dominant even though the Public Relations team has implemented digital insight analysis. This research fills the literature gap by linking internal bureaucratic obstacles with relationship outcomes on social media (Pratama, 2025; Fahrezi & Larasati, 2026). In contrast to previous studies that have largely highlighted the successes of local government communication strategies (Puri, 2025; Maya et al., 2025; Ningsih, 2025), this study specifically examines the contradictory dynamics in which well-planned public relations efforts encounter significant public resistance. Using Robert K. Yin's single case study approach, this research seeks to uncover the roots of the dominance of netizens' negative responses and to identify which Grunig models dominate Komdigi's public relations practices, while also examining the obstacles that prevent the realization of ideal two-way symmetrical communication in the digital space.

**METHODS**

This research is built on the constructivism paradigm, which ontologically views the reality of government public communication not as a single and objective truth but as a result of social meaning construction formed through interactive meanings between communicators (Komdigi Public Relations) and communicants (netizens), while epistemologically, knowledge is obtained through interactive involvement between researchers and research subjects in a natural context. The type of research used is descriptive qualitative which aims to describe systematically, factually, and in-depth the public relations strategy of Komdigi on Instagram. The research design applies the Single-Case Holistic Design method formulated by Robert K. Yin (2020), with the reason for choosing a single case being that the Ministry of Communication and Digital of the Republic of Indonesia is a single policy-making institution in the field of national digital communication, thus its public relations activities possess unique characteristics that have a wide impact on a national scale, with the research analysis unit focusing on planning, verification, production, publication, and monitoring of comment responses on the @kemkomdigi Instagram account during the period from January to December 2025.

The selection of informants was carried out through purposive sampling based on criteria of direct involvement in the production workflow and social media communication decisions of Komdigi Public Relations, divided into two categories: key informants and supporting informants. The key informants consist of Viskayanesya as PIC New Media Team (Content Planner & Verifier) and Helmi Fajar Andrianto as Head of the Media Management Team (Decision Maker & Evaluator), while the supporting informant is Adista Winda Rizka as Graphic Designer of the New Media Team (Visual Executor). Data was collected through three main qualitative techniques: in-depth interviews conducted face-to-face at the Office of

the Ministry of Communication and Digital, Central Jakarta, using structured interview guidelines developed from the Four Grunig Public Relations Model indicators to explore strategic decisions, approval flows, and bureaucratic constraints; direct passive observation of the @kemkomdigi Instagram account throughout 2025 including sample analysis of 24 high-performance/critical posts and screenshot documentation of public comment threads; and documentation of official supporting documents such as Presidential Regulation No. 140/2024, Presidential Regulation No. 174/2024, Ministerial Regulation of Komdigi No. 9/2025, internal press releases, and Komdigi Brand Social Media guidelines.

The validity of the data was tested using source triangulation, which involves comparing interview results between implementing staff (I1 and I2) and the team leader (I3), and confirming these findings with empirical observation data from Instagram comments and official policy documents. The data analysis technique applies the interactive model of Miles, Huberman, and Saldana (2014) which includes four stages: data collection, data reduction, data presentation in the form of matrices/tables, and conclusion drawing and verification. This comprehensive methodological framework ensures that the research captures both the procedural aspects of Komdigi's public relations practices and the underlying dynamics of public response, while maintaining scientific rigor through systematic triangulation and interactive analysis.

## RESULTS AND DISCUSSION

### Overview of Public Relations of the Ministry of Communication and Digital

Based on Presidential Regulation Number 174 of 2024, the Public Relations Bureau of the Ministry of Communication and Digital has the task of coordinating and implementing public relations activities, public information services, digital publications, documentation, and library management. Structurally, the Public Relations Bureau is under the Secretariat General of Komdigi. Daily social media management operations are under the leadership of the Chairman Media Management Team, which oversees the functional PIC of the New Media Team, *social media specialist*, and graphic and multimedia design teams.




Figure 1. Hierarchy Flow of Approval of Komdigi Public Relations Social Media Content

As shown in Figure 2, the content publishing flow at Komdigi passes through five layers of the approval hierarchy. The length of this bureaucratic flow is one of the main determinants of how Komdigi's public communication characteristics are formed on the

Instagram platform.

**Analysis of the Implementation of Four Gruning Public Relations Models at Komdigi**

**Press Agentry Model**

The Press Agentry model focuses on efforts to gain public attention (*awareness*) and disseminate the message massively. In the context of Komdigi Public Relations, this element of the model is found in the planning of socialization content of government priority policies that require a wide reach. Informant Viskayanesya (I1) explained:

> *"... If we have to inform the public about the policies that we do massively have... there will definitely be a series of content that we deliberately make so that the public is informed. For example, PP Tunas, socialization of online gambling handling, biometric registration... we package the title so that it is easy to understand, for example 'Simple Steps to Help Children Stay Safe in the Digital Space'." (Interview I1, 2026).*

From a visual point of view, graphic designer Adista Winda Rizka (I2) added that Komdigi is moving from using vector illustrations to real photos to increase the visual appeal of the public:

> *"Now we are more focused on using photos... Our internal research shows that photos can attract more attention to the audience than vector illustrations that seem too childish." (Interview I2, 2026).*

These findings show that Komdigi applies the principle of Press Agentry in terms of packaging attractive visual narratives in order to win public attention (*attention-grabbing*). However, it is different from the classic concept. The Press Agency , which often ignores the truth of data for the sake of publicity, continues to limit itself to the facts of official state policies because of its position as a government institution.

**Public Information Model**

> *"... We really avoid not being a source of misinformation. Because we are Komdigi, yes, we have a moral burden for whatever information comes out of us must be valid, the source must be official... Our sources are official press releases, legal regulations, statements by Ministers, or research from world institutions such as UNICEF and the United Nations. We do not directly use mass media data before it is confirmed to the relevant technical directorates." (Interview I1, 2026)*

The Public Information Model is the most dominant and inherent approach in Komdigi's public relations. As a public body, Komdigi bears a moral and legal responsibility to ensure that any information published to the public is valid, accurate, factual, and legally accountable. Informant Viskayanesya (I1) confirmed the data verification procedure: The characteristics of the Public Information Model are characterized by a tiered data verification flow. Each draft *copywriting* and visuals are checked by PIC Media Baru, reviewed by the Team Leader, approved by the Head of the Public Relations Bureau, until final approval is obtained from the Ministerial Team. The main focus of the post is to convey the substance of the country's official information in a formal-conversational language style. This style of communication is seen as important to maintain the official institution identity of the government, although the risk seems rigid for some social media netizens.

**Two-Way Asymmetrical Model**

Komdigi implements asymmetrical two-way communication through the monitoring of public feedback and the use of social media analytics. The social media team consistently evaluates weekly comments and monthly *insights* reports (*likes, shares, reach, save, follower demographics*). Key Informant Helmi Fajar Andrianto (I3) explained the purpose of the monitoring:

> *"The Social Media team routinely monitors the movement of issues and opinions, especially in the comment column on the Instagram account @kemkomdigi... Evaluation is carried out by inventorying opinions and inputs. These opinions are material for the social media team to respond both through answers in the comment column and post content that answers the problems discussed by the public." (Interview I3, 2026).*

However, the application of this model is **asymmetrical** because the feedback and wave of negative comments from the public **never change the substantive policies of the ministry internally**. Netizens' feedback is only used tactically operationally by the Public Relations team to:

1. Adjust the language style and narrative emphasis (*message framing*);
2. Changing the format of content execution (e.g. turning a carousel material that is empty of enthusiasts into a video Reels);
3. Determining the optimal prime time publishing;
4. Postpone the broadcast of certain content (*holding content*) if the emotional situation of netizens is experiencing a peak due to an external issue crisis.

As emphasized by Helmi Fajar Andrianto (I3): *"Negative comments do not holistically change the communication strategy that has been designed beforehand. Adjustments are only to the communication message, implementation time, and message format." * (Interview I3, 2026). This proves that public feedback is used to strengthen the effectiveness of the organization's message delivery, not to reform ministry policies.

**Two-Way Symmetrical Model**

The Two-Way Symmetrical Model is oriented towards equal, participatory, and mutual understanding dialogue between organizations and the public. The findings of the study show that the implementation of the symmetrical model in Komdigi is still experiencing **big obstacles and is very limited**. Although Komdigi provides interaction features such as *Call to Action* (CTA) on captions and interactive stickers on Instagram Stories, the PR team **very rarely replies to individual netizens' comments** directly** in the comment column. Informant Viskayanesya (I1) revealed the fundamental reason behind the limitations of the dialogue:

> *"... Now the approval process is quite layered, all the way to the ministerial team. So that's one of the factors that makes us somewhat limit interaction with the public. The fear is that it will even backfire or be considered as unapproved... In addition, the sensitivity of netizens to us is very high. Whatever we say often gets sarcasm. So our decision, instead of replying to comments one by one that is at risk of blunder, we prefer to answer all of them through new content posts whose information is complete and approved." (Interview I1, 2026).*

This approach shows that Komdigi avoids spontaneous dialogue in the comment column for risk avoidance considerations. Responses to netizens' complaints are diverted to content posts macro clarification. This practice confirms that equal symmetrical communication has not been ideally realized, as the space for negotiation and direct response is hampered by bureaucratic rigidity.

Table 1. Mapping Komdigi's Public Relations Strategy Based on Four Gruning Models

| Public Relations Model | Implementation Rate | Indicators & Operational Evidence at Komdigi | Implications for Relationship Quality |
|---|---|---|---|
| Press Agentry | Height | Massive series of content design for PP Tunas, online gambling, and biometric registration; use of real photos; communicative headlines. | Increase awareness of work programs, but risk being perceived as imagery if not accompanied by real evidence. |
| Public Information | Very Dominant | Layered data verification (*5 tier approval*); must be sourced from official press releases/regulations; maintain data accuracy & official identity. | Ensuring the validity of public facts, but producing a communication style that seems rigid, formal, and cold. |
| Two-Way Asymmetrical | Height | Weekly comment monitoring & monthly insights; tactical adjustments to formats (carousels to Reels), posting schedules, and postponement of crisis issues. | Improve the efficiency of the organization's message distribution, but public aspirations do not change the internal policies of the ministry. |
| Two-Way Symmetrical | Medium / Limited | Provision of CTAs and Stories features; clarification of crises via new content posts; restriction of direct comment replies | The lack of dialogue equals; it triggers public frustration because they feel unheard, so that negative responses persist. |

**Exploring the Root Causes of the Dominance of Netizens' Negative Responses**

Based on the observation of a sample of 24 '@kemkomdigi' Instagram posts during

2025 as well as the results of data triangulation analysis, it was revealed the systemic factors that cause the high level of negative public response (such as circus comments, sarcasm, and propaganda accusations):

Pre-existing Public Skepticism: Key Informant Helmi Fajar Andrianto (I3) emphasized that public perception of Komdigi on social media has been dominated by negative sentiments due to accumulated past crisis issues (such as cybercrime cases, personal data leaks, and blocking of controversial digital sites). As a result, posts of positive achievements, no matter how good they are, are often interpreted by the public as "propaganda" or mere imagery. The Gap Between Content Narrative and Field Reality (*Reality Gap*): Observation of comments on posts themed *"Meaningful Achievements of Komdigi Transformation"* and *"Fast Internet for People's Schools"* showing the anger of the public who feel that the reality of internet access in remote areas/3T is still slow and expensive, or the rampant online gambling advertising that is still penetrating digital platforms. When the content shows off the success of statistics while the public experiences daily technical problems, netizens respond with sarcastic scorn.

Absence of Spontaneous Dialogue due to Bureaucratic Bottleneck: The tightness of the 5 layers of approval flows makes the Public Relations team not have access to space to respond to public complaint comments quickly and empathic. When the public's technical questions are ignored in the comment column, the public feels that the communication is one-way lecture, thus triggering more destructive follow-up comments. Official-Ceremonial-Oriented Content Approach: The social media public tends to like content that focuses on practical solutions (*solution-oriented*). However, internal demands of the ministry often require the publication of photos of ceremonial activities of officials or leaders, which are less interesting and are considered not to provide direct added value for netizens.

**CONCLUSION**

Based on the results of data analysis and discussion, this study concludes that the Ministry of Communication and Digital's Public Relations Strategy in utilizing Instagram posts @kemkomdigi is carried out by combining four James E. Grunig public relations models, where the Public Information Model and the Two-Way Asymmetrical Model are the two most dominant approaches. The dominance of the Public Information Model is realized through the implementation of a five-layered data verification flow to validate the accuracy of official state policy information, while the Two-Way Asymmetrical Model is applied through regular monitoring of comments and digital insights to tactically adjust content formats, writing styles, and posting times operationally. However, the implementation of the Two-Way Symmetrical Model at Komdigi is still experiencing major obstacles and is running very limited, as the handling of public responses is more solved through the creation of macro clarification content posts rather than direct dialogue interactions in the comment column due to strict bureaucratic considerations and crisis mitigation. The main root of the rampant negative response from netizens on Komdigi's Instagram account is due to the high accumulated public skepticism, the gap between the success narrative and the technical

reality in the field, and the absence of direct empathic dialogue due to bureaucratic barricades of approval.

In order to improve the effectiveness of public communication strategies and rebuild digital public trust, this study proposes practical recommendations for Komdigi Public Relations including the establishment of an agile social media structure by trimming the approval flow specifically for daily interaction responses and delegating authority to social media specialists, adopting empathetic language and narrative styles that shift from formal announcements to solution-oriented and empathetic narratives, optimizing Instagram Live features periodically for open dialogue with technical officials, and reducing ceremonial content in favor of public education content and practical digital security guidance. For academic recommendations, further research is encouraged to adopt quantitative approaches to complement existing qualitative findings, including the use of automated sentiment analysis tools to process large volumes of comments and objectively measure the proportion of positive, negative, and neutral sentiments; large-scale surveys using Likert scales to measure public perceptions and trust levels; analysis of demographic and psychographic factors to identify critical audience segments; hypothesis testing through regression analysis to statistically examine correlations between negative perceptions and responses; and quantitative comparative studies with other government institutions to identify effective strategies in minimizing negative responses. This integrated approach will provide stronger empirical evidence and broader generalizations, resulting in more comprehensive and data-driven strategic recommendations for Komdigi Public Relations.

## BIBLIOGRAPHY

Abdilah, S., & Purnamasari, H. (2024). The effectiveness of public information dissemination through Instagram by the Karawang Regency Communication and Information Office. *Moderate: Scientific Journal of Government Science, 10*(2), 334-350.

Abdullah, R., Risa Kamal, S. A., Prasetyaningtyas, H., Rosyidi, U., & Takdir, M. (2024). Public relations and social media as the art of building school reputation in the post truth era: Systematic literature review. *Journal on Education, 7*(2), 9029–9039. https://doi.org/10.31004/joe.v7i2.7815

Agustina, N. L. (2021). Public communication. *Public Communication*. https://diskominfo.banyuwangikab.go.id/halaman/humas-dan-information-public-communication

Ayu Kalista, N. L. M., Fatonah, S., & Mahendra, D. C. (2026). Evaluation of AFT CSR communication strategy Adi Sumarmo Sobokerto community care for Cengklik Reservoir. *Interaction Communication Studies Journal, 2*(4), 16. https://doi.org/10.47134/interaction.v2i4.5606

Cutlip, S. M., Center, A. H., & Broom, G. M. (1982). *Effective public relations*. Prentice-

Hall.

Dhamayanti, M. (2022). Public relations communication strategies in building a positive image of government agencies. *Journal of Public Relations & Public Communication, 3*(1), 45-58.

Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. Holt, Rinehart and Winston.

Juhji, J. (2020). Public relations management in the digital age. *Journal of Educational Communication, 4*(2), 89-101.

KOMDIGI. (2025). History Komdigi, Minister Communication and Digital. https://www.komdigi.go.id/profil/daftar-pejabat

KOMINFO, B. P. (2026). KOMDIGI strengthen competencies prahum and public relations organizations. https://portal.katingankab.go.id/berita/read/komdigi-pekuat-kompetensi-prahum-dan-public-relations-organizations

Mahmudah, S. M., & Rahayu, M. (2020). Corporate social media content management on Instagram in a shopping center. *Journal of Communication of the Archipelago, 2*(1), 1-10.

Maya, O. S. B. K. D. (2025). Public relations strategy of the Directorate General of Digital Infrastructure in the utilization of Instagram Reels as a media for spreading information. *Nivedana: Journal of Communication and Language, 6*(3), 617-627.

Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). SAGE Publications.

Nanda, M., Syafa R, N. A., Ginting, N. B., Rizka F, S., & N.H, H. I. (2025). The relationship between environmental hygiene and sanitation and fly density in the Padang Bulan Culinary Center, Medan Baru District. *PREPOTIF: Journal of Public Health, 9*(2), 6906–6914. https://doi.org/10.31004/prepotif.v9i2.47388

Nasution, A. F. (2023). *Qualitative research methods*. CV. Harfa Creative.

Ningsih, N. N. R. (2025). *Public relations strategy for the ease of information services through social media at the Ministry of Religion of Malang City* [Unpublished undergraduate thesis]. Maulana Malik Ibrahim State Islamic University.

Nugraha, A., et al. (2022). Government public relations communication strategy in facing the digital era. *Journal of Communication & Public Relations, 5*(2), 112-125.

Pratama, R. Y. (2025). *The strategy of the Public Relations Division of the Purbalingga Resort Police in improving the positive image of the police in the community of Purbalingga* [Unpublished undergraduate thesis]. State Islamic University Prof. K.H. Saifuddin Zuhri.

Presidential Regulation of the Republic of Indonesia Number 140 of 2024 concerning the Organization of State Ministries.

Presidential Regulation of the Republic of Indonesia Number 174 of 2024 concerning the Ministry of Communication and Digital.

Puri, D. A. A., & Setianingrum, V. M. (2025). Public communication strategies and statistics through the use of the @Surabaya Instagram platform (Case study on the Surabaya City Communication and Information Agency). *The Commercium, 9*(1), 195-204.

Regulation of the Minister of Communication and Digital of the Republic of Indonesia Number 9 of 2025 concerning Guidelines for the Implementation of Functional Positions of Public Relations Institutions.

Sepdiansyah, W. M. (2022). The use of Instagram social media as a government information service at the West Bandung Regency Communication, Informatics and Statistics Office. *Straightforward Journal, 4*(1), 9-16.

Sumbodo, Y. P., Marzuki, Yudhantara, M., & Widiastuti. (2024). *Research methods: A complete guide for quantitative, qualitative and mixed research*. PT Remaja Rosdakarya.

Tongkotow, L., Waani, F. J., & Lasut, J. J. (2022). The role of social media in strengthening interactions between families. *Journal of the Scientific Society, 2*(1), 1-12.

Yin, R. K. (2020). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.