

Assessing the Indonesian National Police Crisis Communication in the Ferdy Sambo Case: Media Strategy, Online Engagement, and SOSTAC Model Evaluation



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<p>Article history</p> <p><i>Received: January 08, 2024</i></p> <p><i>Revised: February 06, 2024</i></p> <p><i>Accepted: October 28, 2024</i></p> <p>Keywords</p> <p><i>Crisis Communication</i></p> <p><i>Media Strategy</i></p> <p><i>Online Engagement</i></p> <p><i>SOSTAC Model</i></p> <p><i>Ferdy Sambo</i></p>	<p>This study aims to evaluate the crisis communication strategies used by the Indonesian National Police to manage the high-profile Ferdy Sambo case, which negatively impacted the institution's reputation and public trust. By analyzing media coverage from August 2022 to March 2023, this research employs a post-positivistic paradigm and qualitative methods, including interviews with key personnel, to understand how the Indonesian National Police executed its crisis communication strategy. A summative evaluation approach is also used to assess the effectiveness of these efforts through public feedback, media responses, news analysis from Kompas.com, and internal evaluations. Additionally, the study explores the role of internal organizational communication in aligning management actions with institutional objectives. The findings reveal both strengths and limitations in the strategies the Indonesian National Police applied, highlighting successful approaches used to repair and improve public perceptions of the institution, with the importance of transparency, rapid responsiveness, and consistency in communication. This study concludes with recommendations to enhance public relations practices, such as press or media relation strategy to sustain and build the institution's reputation.</p>
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INTRODUCTION

The reputation of a law enforcement institution is essential for maintaining public trust and ensuring its operational legitimacy. In Indonesia, the Indonesian National Police encountered significant challenges to its public image following the controversial Ferdy Sambo case. This high-profile case, which attracted extensive public attention and media scrutiny, exposed weaknesses in the institution's internal management and communication strategies. Unfolding between July 2022 and March 2023, the incident caused considerable damage to the Indonesian National Police's reputation. However, crises are unavoidable for any organization, even if predicted in advance. It is characterized by an increased level of uncertainty, necessitating direction, action, clear information, and accountability (Rahmawati et al., 2024).

The erosion of public trust poses a serious threat to any law enforcement agency, as legitimacy depends on public trust in the agency's capacity to uphold law and order. Poorly managed communication can deepen mistrust and inflict lasting harm on an institution's credibility (Coombs, 2015). Given the Indonesian National Police's prominent position in Indonesian society, examining how their communication efforts during this crisis affected public opinion and trust is crucial to understanding both the impact of their strategies and the potential for restoring their reputation. It is vital to scrutinize how their communication practices during this particularly damaging crisis influenced public opinion and trust (Sari & Nugrahani, 2019).

Studies highlighting the critical role of communication in crisis management within law enforcement agencies further emphasize the urgency of this research. McQuail (1992) notes that effective communication fosters transparency, accountability, and trust, while ineffective communication can intensify a crisis. Additionally, Fleur et al. (2022) emphasize that clear and proactive communication can help reduce the negative impact of institutional crises. A crisis usually becomes a public conversation topic and will become bigger if the media intensively reports on it (Amali, 2019).

Therefore, analyzing the Indonesian National Police's communication strategies during the Ferdy Sambo case is both timely and essential.

While previous research has examined communication strategies in law enforcement, there is a lack of specific focus on how the Indonesian National Police have handled significant institutional crises. Most studies concentrate on general crisis communication strategies or case studies from other countries, leaving an important gap regarding how Indonesian law enforcement manages communication crises and the subsequent impact on public trust, especially in high-profile cases like the Ferdy Sambo incident. This gap underscores the need for localized studies that analyze the Indonesian National Police's communication efforts and assess their effectiveness within Indonesia's distinct sociopolitical and media landscape. Addressing this gap will deepen our understanding of communication strategies in Indonesian law enforcement.

This study's novelty lies in its focused examination of the Indonesian National Police's communication strategies during the high-profile Ferdy Sambo case. This crisis captivated public attention nationwide and significantly impacted the institution's reputation. Unlike previous research that tends to explore crisis communication in law enforcement more broadly, this study zeroes in on a single, highly impactful event (Tua, 2021). Offering a more nuanced and context-specific understanding of how the Indonesian National Police's communication efforts shaped public perception and trust. Through this targeted analysis, the study provides deeper insights into both the strengths and weaknesses of the Indonesian National Police's crisis response strategies, highlighting specific communication techniques that either supported or hindered their efforts to rebuild credibility.

A key objective of this study is to evaluate the Indonesian National Police's communication strategies and their effects on the institution's public image during and after the Ferdy Sambo case. Beyond merely documenting communication tactics, the study seeks to analyze their effectiveness in real-time crisis management and assess how they may have either alleviated or intensified the public's distrust. This objective includes collecting foundational data to support the rebuilding of the Indonesian National Police's image post-crisis, offering recommendations to improve future communication approaches, and contributing to the broader understanding of how law enforcement agencies can leverage communication to rebuild public trust after major reputational damage.

Additionally, this research seeks to address a critical gap in the existing literature by focusing on a real-world case with unique cultural, political, and media dynamics relevant to Indonesia. By doing so, it aims to yield actionable insights into how law enforcement institutions can effectively manage crises within the framework of Indonesian society. This focus on the Indonesian National Police's experience with a high-stakes crisis not only enriches academic discussions about crisis communication but also provides practical recommendations for law enforcement agencies facing similar challenges, particularly where unclear or delayed communication may jeopardize public trust. Ultimately, the study aims to contribute to both theoretical advancements and practical improvements in managing communication strategies for law enforcement institutions operating in complex and highly scrutinized environments.

METHOD

This study utilizes qualitative methods to examine the internal and external impacts of communication strategies implemented by the Indonesian National Police during the Ferdy Sambo crisis. Using a post-positivistic paradigm, the study emphasizes critical analysis and in-depth understanding, recognizing that absolute certainty in findings may be unattainable (Agustia & Anisah, 2018). A summative evaluation approach is applied to assess the effectiveness and outcomes of these strategies, providing a structured means of evaluating their impact. The methodology includes qualitative interviews with key figures within the Indonesian National Police Headquarters who were directly involved in managing this high-stakes case. These interviews offer crucial insights into the organization's communication structure during the crisis and the feedback mechanisms employed to manage public and internal responses (Mulyana, 2003). By closely analyzing these internal perspectives, the study aims to reveal how the strategies were structured, executed, and received, contributing to a more comprehensive understanding of law enforcement crisis communication.

Moreover, the organizational communication process is further analyzed through socio-psychological and cybernetic traditions, which highlight how social dynamics and feedback mechanisms influence public perception and institutional image (Fleur et al., 2022). These factors are essential in understanding the broader impact of the Indonesian National Police's communication strategies on the public's trust and the institution's credibility. Moreover, a case study design allows for a focused examination of the Ferdy Sambo case, offering an in-depth analysis of the Indonesian National Police's organizational communication processes during the crisis. This approach includes an analysis of media coverage, press releases, and public feedback to gauge how these communication efforts influenced public opinion and the overall trust in the police (McQuail, 2011). The use of data from a range of sources, such as news articles from Kompas.com, media coverage, Indonesian National Police's official press releases, and other documents, enriches the understanding of how information was conveyed to the public and how media narratives shaped public perception of the case.

Furthermore, the Presesi website, managed by the Indonesian National Police, served as a crucial platform for integrating services and consolidating communication efforts. The Presesi system allowed for the creation and standardization of services from upstream to downstream, ensuring that public feedback loops contributed to improving service delivery and communication during the case. The system's role in facilitating feedback and ensuring accurate public communication is a central focus of the study. The study draws on interviews with key police officials, such as Inspector General Police. Dr. H. Sandi Nugroho, Head of the Public Relations Division, and Brigadier General Police. Dr. Indarto, who oversaw the Information Technology Division. These interviews reveal how communication strategies evolved over time and the specific tactics employed by the Indonesian National Police to maintain control over the public narrative. By synthesizing data from these varied sources, the study provides a comprehensive evaluation of the effectiveness of the Indonesian National Police's communication strategies during the case. It offers recommendations for improving communication management in future incidents (Kovach & Rosenstiel, 2006).

FINDINGS AND DISCUSSION

A. Media and Communication Strategy

The Indonesian National Police implemented a comprehensive communication strategy in response to the Ferdy Sambo case, utilizing various channels to ensure widespread and effective dissemination of information. They combined traditional methods like press conferences and media releases with digital platforms, such as social media and their official website Presesi, to reach both the media and public. This multifaceted approach aimed to provide accurate, timely updates (Wilson & Ogden, 2008). Transparency was a key element in the Indonesian National Police's communication strategy. They provided regular updates, aligning with public expectations for openness, which helped to rebuild trust in the institution. By ensuring accountability and sharing case progress, the Indonesian National Police aimed to restore public trust.

Maintaining consistent messaging was crucial in their efforts to manage the crisis. The Indonesian National Police ensured that the information provided to the media and the public was coherent, aligned with their objectives, and free from contradictions. This consistency helped stabilize public perception and prevent confusion during the case's uncertain moments. Proactive communication played an important role as well. Indonesian National Police quickly responded to media and public inquiries, using platforms like *kompas.com* to address questions and present their narrative. This timely approach helped them manage the flow of information and avoid the spread of misinformation due to the wide variety of news types and formats, as well as the wide and quick propagation of fake information in social networks (Zhang & Ghorbani, 2020). Ultimately allowing them to influence public discourse effectively.

In addition to digital engagement, the Indonesian National Police actively used social media platforms like Twitter, Facebook, and Instagram to communicate directly with the public in real-time. This strategy helped manage the flow of information and address public concerns promptly. They also maintained strong relationships with trusted media outlets like *Kompas.com*, ensuring accurate and transparent coverage of the case (McQuail, 1992). Finally, the Indonesian National Police's communication adhered to legal and human rights standards, especially given the involvement of a senior police officer. Ensuring compliance with these standards demonstrated their commitment to accountability and ethics, reinforcing the rule of law and aiding in the restoration of the institution's reputation.

B. Media Relations and Strategy Evaluation

The Indonesian National Police successfully utilized both mass media and social media to control the narrative and provide transparent communication, which was crucial for rebuilding public trust in the institution following the Ferdy Sambo case (Dila et al., 2020). However, this study also notes the necessity of continuous monitoring and evaluation of these strategies. As the media landscape and public expectations evolve, the Indonesian National Police must continually adjust their communication methods to remain aligned with democratic values, public accountability, and legal frameworks. Feedback mechanisms, transparency, and active engagement with the public should remain priorities in handling similar cases in the future to avoid further reputational damage (Clumpitt, 2005).

This finding illustrates how strategic media relations and communication play a vital role in mitigating the impact of the Ferdy Sambo case (Gamson & Modigliani, 1989a); through timely, consistent, and transparent engagement with both mass and social media. By actively engaging with both mass and social media platforms, the Indonesian National Police maintained a visible and approachable presence, which helped to shape public narratives, counter misinformation, and demonstrate accountability. Nonetheless, ongoing refinement of communication strategies is essential for effectively addressing future crises (Rangkuti, 2014).

C. SOSTAC Communication Strategy Model

The SOSTAC model (Situation, Objective, Strategy, Tactics, Action, and Control) is a structured framework useful for analyzing communication strategies, particularly for public institutions like the Indonesian National Police during

high-stakes situations such as the Ferdy Sambo case (Prisgunanto, 2006). The model enables a comprehensive review of the Indonesian National Police's approach to addressing the communication challenges posed by this incident, which had substantial implications for public perception. In the Situation phase, the model examines the context, challenges, and opportunities. The Ferdy Sambo case brought significant reputational risks for the Indonesian National Police amid heightened media coverage, particularly from influential outlets like Kompas.com. The intense public attention created a demand for an effective communication approach that would manage sentiment, assure transparency, and respond to media narratives in real-time (Zong et al., 2023)

The Indonesian National Police's main Objective was to protect and restore its public image while demonstrating accountability and professionalism. By openly sharing their actions in handling the case, the Indonesian National Police aimed to regain public trust and fulfil the public's expectation for timely, transparent information. These efforts sought to prevent misinformation and uphold institutional integrity during a crisis involving serious internal misconduct (Wilson & Ogden, 2008). Transparency was vital in demonstrating the Indonesian National Police's dedication to justice. To achieve these goals, the Indonesian National Police crafted a Strategy that emphasized transparency and multi-channel communication to engage diverse audience segments and maintain message consistency. This strategy included regular updates via press releases and conferences and responsive engagement with the public. Working with reputable media outlets like kompas.com helped the Indonesian National Police ensure factual, balanced reporting, thereby reducing rumours and misinformation.

Tactically, the Indonesian National Police implemented its strategy through various channels, including media briefings, press conferences, and social media updates, all aimed at keeping the public informed and addressing their concerns. Collaborations with Kompas.com and other online platforms expanded the reach of accurate information. Maintaining consistency across internal departments was essential to prevent mixed messaging. The Action stage involved consistently providing public updates through media outlets, the Indonesian National Police's website, and social media. The Indonesian National Police frequently interacted with the media to control the narrative while reinforcing a positive institutional image. They also monitored public sentiment and media reactions, allowing for timely adjustments to the communication strategy as needed.

Control was maintained by continuously evaluating the effectiveness of the communication strategy. Public feedback, media reports, and coverage on platforms like Kompas.com served as key performance indicators. Sentiment analysis tools enabled the Indonesian National Police to track shifts in public perception and refine their approach. Their proactive, transparent engagement helped foster trust, even amid a case involving a senior officer. Following the SOSTAC model allowed the Indonesian National Police to navigate the communication crisis surrounding the Ferdy Sambo case effectively. This structured approach not only aided in managing public perception but also helped the Indonesian National Police sustain its integrity as an institution. By adhering to SOSTAC principles, the Indonesian National Police demonstrated the importance of a well-crafted communication strategy in law enforcement, especially in crises.

D. Role of Online Mass Media

The website www.kompas.com, a trusted news portal in Indonesia, plays a critical role in shaping public perception of the Ferdy Sambo case. By collaborating with this platform, the Indonesian National Police ensures its communications are both timely and reliable, helping to protect its reputation amid controversy. The analysis of media coverage conducted from August 2022 to March 2023 underscores the importance of accurate and transparent information for effective public engagement (Prisgunanto, 2006).

Table 1. Selected News Analyze

Number of News	News Title	Publication Date	Page
News 01	National Police Chief: Inspector General Ferdy Sambo Ordered Bharada E to Shoot Brigadier J (<i>Kapolri: Irjen Ferdy Sambo Perintahkan Bharada E Tembak Brigadir J</i>)	09/08/2022	Headline
News 02	Ferdy Sambo Sentenced to Death (<i>Ferdy Sambo Divonis Hukuman Mati</i>)	13/02/2023	Headline
News 03	Supreme Court Reduces Ferdy Sambo's Death Sentence to Life Imprisonment (<i>MA Ringankan Vonis Mati Ferdy Sambo Jadi Seumur Hidup</i>)	08/08/2023	Headline
News 04	Ferdy Sambo Escapes Death Penalty, Supreme Court: Execution is Immediate (<i>Ferdy Sambo Lolos Hukuman Mati, MA: Langsung Dieksekusi</i>)	08/08/2023	Headline
News 05	Ferdy Sambo's Detention Ends on January 9, 2023, Ensured He Won't Be Released (<i>Masa Penahanan Habis 9 Januari 2023, Ferdy Sambo Dipastikan Tidak Bebas</i>)	03/01/2023	Headline
News 06	Ferdy Sambo and Others' Appeal Verdict in the Brigadier J Murder Case to Be Read Today (<i>Putusan Banding Ferdy Sambo dkk Di Kasus Pembunuhan Brigadir J Dibacakan Hari Ini</i>)	12/04/2023	Headline

Number of News	News Title	Publication Date	Page
News 07	Passed AKPOL 2023, Ferdy Sambo's Child Advised to Serve in Brigadier J's Hometown (<i>Lolos AKPOL 2023, Anak Ferdy Sambo Disarankan Bertugas Di Kampung Halaman Mendiang Brigadir J</i>)	27/07/2023	Headline
News 08	Brigadier J's Parents Sue Ferdy Sambo for IDR 7.5 billion (<i>Orangtua Brigadir J Gugat Ferdy Sambo Rp 7,5 Miliar</i>)	15/02/2024	Headline
News 09	Ferdy Sambo Denied Christmas Remission, Here's the Reason... (<i>Ferdy Sambo Tak Dapat Remisi Natal, Ini Alasannya...</i>)	27/12/2023	Headline
News 10	Allegations of Bribery in the Ferdy Sambo Case (<i>Dugaan Suap Di Pusaran Kasus Ferdy Sambo</i>)	16/08/2022	Headline
News 11	The End of Ferdy Sambo's Journey, the Former General Who Escaped the Death Penalty... (<i>Akhir Perjalanan kasus Ferdy Sambo, Sang Mantan Jenderal Yang Lolos Dari Hukuman Mati...</i>)	10/08/2023	Headline
News 12	Seven Ethical Violations That Led to Ferdy Sambo's Dismissal from the Police Force (<i>7 Pelanggaran Etik Yang Buat Ferdy Sambo Dipecat Dari Polri</i>)	26/08/2022	Headline
News 13	Ferdy Sambo's Brother Appears as a Witness in Bharada E's Trial (<i>Kakak Ferdy Sambo Dihadirkan Sebagai Saksi Di Sidang Bharada E</i>)	31/10/2022	Headline
News 14	Ferdy Sambo Sues President Jokowi and National Police Chief for His Dismissal (<i>Ferdy Sambo Gugat Jokowi dan Kapolri karena Tak Terima Dipecat</i>)	29/12/2022	Headline
News 15	Three Months of Ferdy Sambo's Drama and Awaiting Justice for Brigadier J (<i>3 Bulan Penuh Drama Ferdy Sambo dkk dan Menanti Keadilan bagi Brigadir J</i>)	17/10/2022	Headline

Source: www.kompas.com news coverage

To assess the success of the communication strategy in handling the Ferdy Sambo case, the researcher conducted a framing analysis of 15 randomly selected news articles about the case. The researcher used the framing concepts from Gamson and Modigliani, which include Framing Devices and Reasoning Devices. This analysis helps understand how www.kompas.com framed the Ferdy Sambo case in its news coverage. Framing Devices help the researcher see the visual and narrative elements used to depict events, while Reasoning Devices aid in understanding the root issues, moral principles applied, and consequences presented in each news article. This analysis provides deep insights into how the media can shape public perception through framing choices in each piece of news.

Referring directly to the source and examining various related articles and publications will provide an accurate framing analysis of the Ferdy Sambo case on www.kompas.com. According to Gamson and Modigliani's framing analysis, there are two symbolic substructures: reasoning devices and framing devices. The researcher's perspective on the pre-existing issues or phenomena is crucial when using the framing method. Framing techniques, which are similar to metaphors, convey meanings or reveal facts through analogies or metaphors (Eriyanto, 2002).

Table 2. The Concept of Framing by Gamson and Modigliani

Important Concepts to Understand Key Events Illustrating Message Content	
Framing Device	Reasoning Device
Metaphors	Roots (Causal Analysis)
Catchphrases	Appeal to Principle (Basic Moral and Ethical Principles)
Exemplar	Consequences (Potential Effects)
Depiction	Visual Image (Supporting visual elements such as images, graphics, or diagrams)

Source: Eriyanto, 2002

The use of framing devices defines reality by emphasizing certain aspects and downplaying others. Everything that has been said and everything that has been omitted must be considered. Therefore, framing is inherent in journalists' thought processes and the news itself, which reaches readers through the necessary decoding process. Gamson and Modigliani's premise on framing is that all frames have core organization or ideas that provide context to events and highlight specific issues. According to Eriyanto (2002), framing usually depicts and defines a series of locations. When evaluating media texts, framing analysis is essentially a modern version of discourse analysis. According to Sobur (2012), the concept of framing was first proposed by Beterson in 1955. In other words, framing is a technique for simplifying and shaping real-world events to make them more engaging for readers (Damayanti et al., 2016).

Moreover, according to William A. Gamson, the framing analysis model is an organized plan based on factual media coverage of trending or socially relevant topics. This packaged information serves as a plan to deconstruct message content and provide instructions upon receipt (Husna et al., 2021). The framing study of Ferdy Sambo's case coverage on www.kompas.com involves analyzing the presentation of news and the framing strategies used by the media. Identifying

trends, alignments, and editorial practices influencing news and reader understanding can be achieved by examining a range of significant articles that produce headlines.

The media's responsibility to deliver news impartially, openly, and honestly is demonstrated through the framing analysis of www.kompas.com's coverage of the Ferdy Sambo case. News coverage should adhere to professional and ethical journalism standards. Therefore, adherence to the Press Law and Press Council regulations is crucial. According to Ismartono's (2015) book: "*Press Law: Article-by-Article Commentary*," an important excerpt from the Press Law states, "Especially Article 4, news as referred to in Article 3 must adhere to journalistic principles, namely principles of integrity, accuracy, balance, and public interest while upholding decency, maintaining unity, and the integrity of the nation and state".

This excerpt highlights the importance of journalists' duty to report news fairly and balanced while considering public interest, upholding morality, and fostering national unity. Justice, honesty, and public interest must always be prioritized in journalism, as emphasized in Press Council regulations. Therefore, these guidelines must be followed in covering the Ferdy Sambo case on www.kompas.com to maintain journalistic integrity and professionalism. The conclusions drawn from the framing analysis of the Ferdy Sambo case coverage on www.kompas.com highlight several critical aspects of how the media engages with such high-profile incidents. Initially, the analysis illustrates a comprehensive understanding of news patterns, showcasing how coverage spans the full spectrum of the Ferdy Sambo case, from initial investigations to the experiences of the involved parties, as well as the legal and social ramifications of the event. This broad coverage underscores the media's role in informing the public about significant issues.

Additionally, the editorial bias evident in the organization and emphasis of the reporting reveals underlying editorial policies. Themes of justice, transparency, and police accountability emerge as consistent focal points, reinforcing the media's position as a public watchdog. This perspective is vital, as it not only informs readers but also encourages accountability within law enforcement institutions. The impact of framing on reader interpretation is another essential finding. The way a case is framed can significantly influence how readers perceive and understand its implications. By emphasizing the legal and social consequences of the Ferdy Sambo case, the media aids readers in grasping its broader significance, thus shaping public discourse. This editorial policy is integral in crafting narratives that are both fair and informative, allowing audiences to appreciate various viewpoints and potential legal outcomes.

Moreover, the analysis reveals that www.kompas.com employs a detailed and transparent approach in covering the Ferdy Sambo case, focusing on its legal and procedural dimensions. The choice of language used in the reporting is notably descriptive and formal, utilizing words like "ordered," "sentenced," "reported," and "ensured." This choice conveys a sense of objectivity and seriousness, which is crucial in maintaining the integrity of the information presented. Visual elements in the coverage further enhance the professionalism and impartiality of the reporting. Images often feature official moments from press conferences or court proceedings, depicting Ferdy Sambo in formal contexts. These visuals play a significant role in reinforcing the ongoing judicial process and maintaining a neutral tone in the narrative. The coverage emphasizes official perspectives, particularly those from law enforcement and judicial authorities. Statements from the police, details about court decisions, and procedural information are regularly highlighted, contributing to a narrative that seeks to elucidate the legal process for the public. However, the analysis also identifies instances where the voices of victims' families are given attention, indicating a bias towards community representation, which is crucial in providing a balanced view of the case's impact.

Overall, the framing analysis underscores that www.kompas.com considers both the perspectives of victims and their relatives alongside institutional viewpoints. The professional and process-oriented presentation of news reflects the editorial philosophy of the site, demonstrating its commitment to delivering reliable, neutral, and unbiased coverage. This dedication to professionalism, impartiality, and truth is articulated in the operational guidelines of www.kompas.com, showcasing the site's role in fostering informed public discourse (Hargie, 2000). By maintaining such standards, the media can significantly influence public perception and understanding of complex legal issues, particularly in high-profile cases like that of Ferdy Sambo.

The analysis of the coverage of the Ferdy Sambo case by www.kompas.com highlights its commitment to fair reporting, focusing on procedural and legal factors through formal language, connotative terms, and official imagery. This approach portrays the case as a serious and fair judicial matter, reinforcing the outlet's reputation as a reliable national media source. Similarly, the Indonesian National Police's communication strategy aligns with this perspective, emphasizing professionalism, transparency, and a commitment to justice. The media's ethical and authoritative coverage plays a crucial role in shaping public perception, presenting the case as a legitimate judicial process.

One of the key aspects of the Indonesian National Police's communication strategy is the emphasis on the legal and procedural elements of the case. This focus allows the public to comprehend that the police institution is adhering to legal standards in its handling of the matter. Through press releases, press conferences, and official statements, the Indonesian National Police consistently underscores the steps taken to ensure that investigations and prosecutions conform to Indonesian legal norms. This legal emphasis is complemented by reports on www.kompas.com, which further highlight the procedural aspects, official documentation, and expert commentary. By centering the narrative on legal protocols,

both the Indonesian National Police and www.kompas.com promote the significance of justice and accountability over sensationalism, thus ensuring that the case is presented as a serious issue that reinforces public trust in the legal system.

Moreover, www.kompas.com is recognized as a leading media outlet in Indonesia, known for its ethical journalism and dedication to providing objective and fair coverage. In its reporting on the Ferdy Sambo case, the outlet adheres strictly to its editorial policies, presenting all facets of the case in an informative and responsible manner. By avoiding biased or sensational language and relying on detailed reporting, official sources, and legal documents, www.kompas.com provides a comprehensive view of the case. The formal tone and choice of connotative language related to justice and authority bolster the perception that the matter is handled with integrity, aligning with the Indonesian National Police's communication strategy focused on transparency and legal adherence.

Visual and linguistic framing techniques are also employed by www.kompas.com to reinforce perceptions of justice and fairness. The inclusion of official images, such as courtroom scenes, legal documents, and statements from law enforcement officials, contributes to a formal and serious presentation of the case. This visual strategy emphasizes the gravity of the situation while highlighting the credibility of the legal institutions involved. Additionally, the frequent use of connotative language, terms like "judicial process," "legal accountability," and "institutional transparency", reminds readers of the fundamental principles guiding the case, further solidifying the understanding that the Ferdy Sambo case is not merely a criminal investigation but a critical moment for upholding justice and restoring public trust in the police.

The success of www.kompas.com in its reporting can also be attributed to its rigorous editorial policies that prioritize ethical and professional journalism. Each news item undergoes thorough review to ensure high standards of accuracy, objectivity, and responsibility are met. This editorial discipline aligns seamlessly with the goals of the Indonesian National Police's communication strategy, which seeks to present the institution as open and accountable to public scrutiny. The outlet's commitment to ethical journalism is evidenced by its avoidance of speculative or sensationalist perspectives, opting instead for verified information and reliable sources. Adhering to professional standards is vital to ensure that the coverage of the Ferdy Sambo case is viewed as credible, fair, and in line with justice principles. In doing so, www.kompas.com enhances its reputation as a trusted national media source while simultaneously supporting the Indonesian National Police's efforts to manage public perception effectively.

Through strategic communication efforts and media partnerships, particularly with www.kompas.com, the Indonesian National Police has successfully shaped public understanding of the Ferdy Sambo case as a legitimate and fair legal process. Drawing on the concept of *media framing* (Gamson & Modigliani, 1989), this media relations ensured that the case was framed as a matter of legal justice, emphasizing fairness and accountability. Balanced reporting, as proposed in framing theory, enables the media to highlight particular aspects of a story, thus influencing public perceptions and opinions (Entman, 1993). By framing the Ferdy Sambo case through a lens of legal justice, both the Indonesian National Police and www.kompas.com reinforced the message of legitimacy, which is crucial in maintaining public trust. According to Iyengar (1991), news framing can significantly impact trust in institutions. By presenting the case as a fair legal process, www.kompas.com helped reassure the public, highlighting the seriousness of the situation and emphasizing institutional integrity.

In conclusion, through its communication framework and media partnership with www.kompas.com, the Indonesian National Police has effectively managed public perception surrounding the Ferdy Sambo case. By emphasizing legal procedures, maintaining a balanced approach, and adhering to strict editorial standards, www.kompas.com has ensured that the case is presented as a credible and serious legal process. This alignment with the Indonesian National Police's objectives of upholding institutional integrity and rebuilding public trust illustrates the importance of transparent, ethical, and professional communication in the handling of high-profile legal cases.

E. Functions and Roles of Photos

Photos, as visual tools, play a vital role in mass media, particularly in news reporting. Beyond enhancing the presentation of news, they are critical in conveying and reinforcing the message or narrative intended by the news. Photos provide context, draw attention, and trigger emotional and cognitive responses that are often more profound than text alone (Looley, 2013). A compelling visual can deeply embed the story's essence in the reader's memory, making it more impactful. Visual context offered by photos captures details that text may struggle to communicate, making the news more accessible and relatable. Additionally, photos evoke emotions, which is key for reader engagement. Emotional images strengthen the connection between readers and the story, leading to a more profound understanding of the issue at hand (Atok, 2014).



Figure 1. Police escorting Sambo to tactical vehicle
Source: Kompas.com/Ardianto Eko Suwarso

In the context of the Indonesian National Police's communication strategy during the Ferdy Sambo case, photos play a strategic role within the SOSTAC framework by enhancing the presentation and influencing public perception. Visuals help readers engage with key aspects of the case, such as crime scenes and official statements, making complex legal matters more accessible and understandable. They break up the dense text, improving the article's visual appeal and guiding the audience's understanding. Properly used, photos reinforce key messages, demonstrating transparency and accountability and supporting the goal of maintaining public trust. In the Ferdy Sambo case, images of press conferences or legal proceedings helped present the police's actions as professional and serious, contributing to a credible narrative and effective crisis communication.



Figure 2. The defendant (Sambo) attended a trial at the South Jakarta District Court
Source: kompas.com/Kristianto Purnomo

The careful selection of photos plays a critical role in shaping public perception. Through curated visuals, the Indonesian National Police can direct readers' attention to specific aspects of the case, such as legal actions or institutional support for the judicial process. This visual messaging control allows them to manage the narrative and mitigate potential public backlash. By displaying images that emphasize progress, transparency, and collaboration with other authorities, the Indonesian National Police can shape how the public perceives their actions and intentions. The use of official and contextually relevant photos strengthens the news's credibility. When photos are sourced from official events, such as court sessions or press releases, they lend authenticity to the information presented. For the Indonesian National Police, this is especially important in restoring public trust, as transparency and accuracy are key to rebuilding their reputation. By including credible visuals, the institution reinforces its message of responsibility and integrity.



Figure 3. A total of 11 witnesses attended the trial
Source: kompas.com/Irfan Kamil

Indonesian National Police's communication strategy for handling the Ferdy Sambo case can be effectively analyzed through the SOSTAC framework (Situation, Objectives, Strategy, Tactics, Action, and Control). This case, involving a senior officer in a high-profile murder controversy, poses serious challenges to maintaining public trust and institutional integrity (Mulyana, 2003). Facing intense public scrutiny, the Indonesian National Police's primary objectives are to restore public trust, ensure consistent messaging, and maintain transparency in the legal process. The strategy focuses on improving its image while ensuring that disseminated information is accurate and reliable.



Figure 4. Sambo's trial was ongoing for fifteen hours and extended for another day
Source: kompas.com/Adhyasta Dirgantara

The Indonesian National Police uses a variety of channels, including mass media and social media, to communicate clearly and consistently. They collaborate with trusted outlets like www.kompas.com, hold press conferences, and release timely updates to manage public perception. Tactics include press releases, social media interactions, and partnerships with credible media to control the narrative and proactively address issues. Actions are centered around frequent information dissemination, providing media access to accurate news, and engaging with the public via digital platforms, ensuring alignment with the broader strategy (Effendy, 2003). Additionally, control measures are employed to monitor media coverage and public feedback, allowing the Indonesian National Police to adjust its approach based on real-time analysis, ensuring communication remains effective.

CONCLUSION

The Indonesian National Police, particularly in handling the Ferdy Sambo case, holds a crucial responsibility to maintain public trust by upholding integrity and authority. Effective institutional communication that includes clear information dissemination can significantly shape public attitudes, perceptions, and behaviour toward the police, fostering a sense of accountability and justice. In the law enforcement context, positive communication is essential to reinforce the institution's commitment to transparency, especially during high-profile cases. Moreover, the mass media's presentation of news, such as www.kompas.com, greatly influences public perception. To ensure fair coverage and maintain trust, media outlets must avoid biased framing that could erode public confidence in institutions. As media transitions to digital formats, they must continue to provide objective and educational reporting that meets the expectations of a more critical

audience. Journalists and editors must prioritize neutrality, balance, and caution in their reporting of sensitive issues to support informed public opinion.

This study emphasizes the need for careful editorial policies that focus on objectivity and balanced framing, especially for www.kompas.com. Editors should prioritize media education and information literacy, which are essential for helping the public critically assess the news they consume. Enhanced media literacy empowers the public to understand better how news is framed and to critically evaluate its factual basis, fostering a more informed society that can better judge institutional actions and statements. Ultimately, the study underscores the dual role of this research in contributing to theoretical knowledge on media framing and providing actionable recommendations for educators, policymakers, and journalists. With balanced and objective reporting, the media can support democratic processes, influence public perception positively, and drive social change by emphasizing transparency and justice. This responsibility is particularly vital in reporting issues like law enforcement, poverty, and anti-corruption efforts, which require high standards of media accountability to safeguard public trust in government institutions.

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