

Crisis Management of Covid-19 Cluster through Social Media Contents Analysis at @Inside Sampoerna

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ABSTRACT

The Covid-19 phenomenon has implications for the crisis in almost all sectors in Indonesia, even globally. PT H.M. Sampoerna experienced a crisis when employees were infected with Covid19, there were casualties and became a Covid-19 cluster as in May 2020. To maintain trust & reputation, PT. H.M. Sampoerna managed this crisis through several methods, including producing relevant creative content on social media. This study aims to reveal how PT. H.M. conducted crisis management using qualitative content analysis methods at @insidesampoerna for the period 30 April 2020 - 14 January 2021. Researchers found that the crisis communications conducted by Sampoerna were categorized into 4 main issues with 30 posts as follows: (a) 12 posts of health protocol, (b) 6 posts of corporate news, (c) 10 posts of Corporate Social Responsibility (CSR), and (d) 2 posts of corporate activity. The health protocol category getting the most reactions from followers with 20,033 likes and 351 comments. Crisis communication applies primary and secondary crisis response strategies. There are several types of strategies applied in crisis communication through @insidesampoerna, namely: (a) informing and adjusting crisis information, (b) crisis response reduction strategies, (c) a strategy to respond to the crisis by rebuilding the reputation and public trust, and implementing strategies (d) maintaining consistency in crisis response strategies.

Keywords: Crisis Management, content Analysis, Covid19- Cluster, @insidesampoerna

1. INTRODUCTION

The case of Covid-19 virus had accompanied in Indonesia since the announcement for the first case in Depok on March 2, 2020 [32]. The latest data shows that as of May 24, 2021, there were an additional 5,060 new cases in Indonesia (2021). In Indonesia, the industrial sector has undergone several adjustments and changes in the way it works since the pandemic occurred. Not all industrial sectors apply WFH (work from home), because it is constrained by work standards & procedures, such as work involving production machines and the need to go directly to the field [16]

In a situation that is uncertain and changes all the time in the context of Covid-19, it is very possible that there is a high potential for a crisis to occur. One of the industrial sectors experiencing this is PT. H.M. Sampoerna in Surabaya, East Java. PT. H.M. Sampoerna became a Covid-19

cluster because there were 34 employees infected with the Covid-19 virus and 2 of them died [31]

The incident caused a crisis that had an impact on the company's image, product sales and various other factors. The incident caused a crisis that had an impact on the company's image, product sales and perceptions among the public. As a company that already has a reputation, PT. H.M. Sampoerna is faced with an imperative to be able to manage the crisis. So that crisis management is needed so that good relations and image are always maintained. Argenti stated that in studies related to corporate communication, the crisis phenomenon is a disaster that can occur as a result of an error, intrusion, bad intention and naturally or naturally [1]. A crisis point in the corporate, capable of threatening the synergy and the continuity of the company. Therefore, appropriate strategies and actions are needed. Corporate communication carried out in times of crisis is a corporate effort to maintain and establish good relations with the public. This must continue to be done so that the public can get proper & sufficient information and

eliminate the main single source of certain information. In the context of the crisis experienced by PT. H.M. Sampoerna, PT. H.M. Sampoerna remains connected and maintains Engagement with stakeholders and the public, one of which is by producing creative content that is relevant to the context of the Covid19 crisis through uploads on social media, namely the Instagram account of PT. H.M Sampoerna; @insidesampoerna.

So that in the context of the Covid-19 crisis, this research would like to reveal the following: (a) How is the crisis management of PT H.M. Sampoerna through @insidesampoerna's content, (b) what content is getting the most reactions from @insidesampoerna's followers? (c) how is the health protocol communication to @insidesampoerna after the Covid19 cluster crisis at PT. H.M.Sampoerna.

2. LITERATURE REVIEW OR RESEARCH

2.1 Background Covid19: A Corporate Crisis

Several studies have found that 90% of the starting point for a crisis in a corporation is caused by internal operating problems, not sudden natural disasters and that crises are not always unexpected (2009). Meanwhile, the results of a study from the Institute for Crisis Management revealed that only 14% of crises were unexpected, the remaining 86% were referred to as low burning crises. The low burning crisis is a crisis that is realized by corporations, but corporations do nothing or do not have the resources to solve the problem (2005). According to Cangara, a crisis can be interpreted as a phenomenon or precarious condition that is not previously predicted which can then risk the good name, impression and reliability of corporate, institutional and individual [4]

Covid-19 pandemic has shaken the global community in ways that were never predicted before. Not a few institutions & corporations are under pressure as a result of Covid-19 and almost no business and industrial sector is not affected by the Covid-19 crisis. The Covid-19 crisis affects corporations, employees, and how a business & industry operates. According to Coombs & Holladay, there are three stages in a crisis [6]

Namely pre-crisis, crisis and post-crisis. Pre-crisis is the stage before a crisis occurs. At this stage the actions taken are to collect all information about the risk of a crisis, and determine the response to be taken during a crisis and prepare the team to provide information to the public. This stage is related to prevention and preparation. At the crisis stage, the corporation is in a crisis situation and must provide the right response so that it can be handled properly. At this

stage, management must really respond to the crisis. The last stage, post-crisis is the phase where the corporation looks for ways to better prepare for the next crisis and fulfill the commitments made during the crisis phase including follow-up information (2010).

The Covid-19 situation in the business and industrial sectors can be interpreted freely as a period of work that is in uncertainty. So it is very significant for a corporation to understand and respond to the potential impact of this threat on employees, consumers, and business partners [19]. Employees have an expectation that the corporation will be sensitive and that employees will not endanger their own health. Therefore, the crisis management carried out by the company during the Covid-19 pandemic became an important issue [24].

The Covid-19 crisis that occurs in an institution or corporation can be referred to as a public relations crisis. According to Nova, a public relations crisis can occur when there is a negative publicity and news reporting that has negative implications for the running of a business. Because a news report has the ability and potential to influence the good name of an industry and institution. So that the bigger the crisis, the greater the potential for adverse effects that will be experienced which will require crisis management (2011).

2.2 Internet & Crisis Management

According to Simola [27] when a crisis situation occurs, a crisis management is needed. The response includes a process consisting of evaluating the signs of a crisis, taking and implementing the necessary preventive actions. This is done as an effort to recover from the crisis with minimal losses. Crisis management is a decision-making process that shares the characteristics of strategic management principles. Crisis management aims to ensure that organizations are prepared for crises while taking the necessary precautions to recover from them with minimal costs and maximum benefits [18]. Barton stated that facing a crisis situation it is necessary to prepare a crisis management plan. The crisis management plan (RMK) provides a list of information on key corporate contacts and has a reminder of what to do in a crisis. With RMK, corporates will be able to save time during a crisis by setting some of the previous tasks carried out as a form of crisis management strategy. RMK also helps gather some information and serves as a reference source. An agency or corporation can create an official website for crisis management or appoint part of the site team to provide content related to things that happen during a crisis.

According to Taylor and Kent [12], using the official website for crises is one of the best practices in handling corporate crises. Because crisis management by utilizing the internet is an approach that is

considered strategic in this digital era. The official corporate website in times of crisis aims to accommodate information to interested parties to identify matters that need to be addressed by the corporate. Because in times of crisis, stakeholders, media, and consumers may switch to using the internet as a source of information and a means of considering attitude and policy making.

2.3 Crisis Management Communication Through Social Media.

Nijkrate et al [22] mention that crises can occur in various dimensions and forms. All of which have the potential to cause a decrease in corporate credibility in the eyes of stakeholders, the media as well as consumers. The agenda for determining content through news coverage and publicity by the media is an important factor when a crisis occurs. However, in effective crisis communication, relying solely on communication and interaction with the media is not enough. Responding to a crisis by maintaining good relations with other groups is equally important. These other groups include government executives, policy makers, financial groups, and consumers (2014). Crisis response is what management does and says to the public after a crisis occurs. At this stage, the public relations function plays an important role by publishing messages sent to various groups in the public.

Several studies state that the crisis response is divided into 2 stages, namely: (a) initial crisis response and (b) post-crisis reputation improvement (2005). Initial crisis response includes responding in the first hours after the crisis. This is done because the corporate needs to tell a crisis story from the corporate side which can provide a construction of stories related to the crisis that is being faced by the corporation. This construction may differ from what has been covered and published by the media. So that the public avoids using the news media as the main single source of information about the crisis. The construction of crisis-related stories from the corporate side is also an important thing that must be presented by corporate management to stakeholders. So that there is no information vacuum created by the crisis (2007).

In addition to official corporate websites, social media is considered the most effective means of communication (2015). Because social media in a short time is able to gather connections and strengthen networks to keep the public from getting decent information, certain impressions and entertaining. Social media has the following characteristics: (a) interactive, (b) individuals are producers and consumers in all stages of communication, (c) everything is instantaneous: transferring messages can be done in an instant way, also (d) not always pursuing commercial goals. In addition, the characteristics of social media are: (e) have individual and mass targets,

(f) do not require professionalism in transferring messages, (g) hierarchical relationships can be ignored, but this applies if identity is hidden, (h) without limitations of space and time, (i) allowing for changes in messages, and (j) information is very easy to access (2013)

In addition to informing the corporate story earlier; is to repair the reputation after the crisis. According to Ulmer et al [13] crisis reputation repair strategies vary in several ways. The choice of the corporate is to focus on responding to victims or narrowing down to a larger scale response, such as from a corporate or organizational perspective. According to Timothy Coombs [17] there are several strategies in responding to the crisis that aim to improve reputation as follows:

1. Key Crisis Response Strategies

- a. Provide statements that are confronting the party reporting or accusing the corporation.
- b. Disclaimer: crisis communications management insists that there is no crisis in the company.
- c. Appointing scapegoats: crisis communication management blames a person or group outside the organization/corporate for the crisis.
- d. Presenting reasons: crisis communication management minimizes organizational/corporate liability by denying intent to harm and/or claiming inability to control the events that triggered the crisis
- e. Provide justification: the crisis communication management minimizeThe impact or impact of the crisis that occurred.
 - f. Expressing apologies: the management of crisis communications demonstrates that the organization takes full responsibility for the crisis and seeks forgiveness from stakeholders and the public.
 - g. Offer compensation: crisis communication management offers money or other gifts to victims

2. Secondary Crisis Response Strategy

- a. Mentioning corporate advantages: the crisis communication management informs stakeholders about the effective results of the organization in the past and conveys praise to policy makers with the aim of providing satisfaction to policy makers as a bargaining position.
- b. Conveying elements of deceit: the crisis communication management party that corporates are also victims of the existing crisis

3. METHODOLOGY

The research methodology used in this study is qualitative with content analysis techniques. Content analysis is generally used to sort

messages into different categories according to several classification criteria [10]. This study examines the same study model that has been carried out by Stever & Lawson [28].

Previous research was also conducted by Arviani & Febrianita [14] which in their research, categorizes photo and video uploads by @alodokter during the period 15 August 2019 - 15 September 2019 for content analysis on uploads, captions, interactions in the comments section, and analysis. design to see the creative strategies used by the @alodokter team. In this study, the author will also categorize photos and videos posted by @insidesampoerna. The research sample is limited to the period 30 April 2020 – 14 January 2021 and only uploads with the context of Covid19. After finding the category, the researcher will observe and analyze each upload, caption, and interaction in the comments column. How crisis communication is carried out is also the focus of this research.

4. RESULT AND DISCUSSION

From the research that has been done on @insidesampoerna's uploads about Covid19 for the period 30 April 2020 - 14 January 2021, researchers found 30 related posts in 4 categories as follows:

1. Health protocol at PT. H.M. Sampoerna
2. News about PT. H.M. Sampoerna
3. Corporate Social Responsibility (CSR) conducted by PT. H.M. Sampoerna
4. Activities of PT. H.M. Sampoerna From the 4 categories of posts in each category (IG Feeds) the interaction components are as follows:
 - a. The 12 posts in the health protocol category consist of 3 video posts and 9 photo posts that have 20,033 likes and 351 interactions in the comments column.
 - b. The 6 posts in the corporate news category consist of 1 video post and 5 photo posts that have 7,068 likes and 345 interactions in the comments column.
 - c. The 10 CSR posts consist of 3 video posts, and 7 photo posts that have 7,866 likes and 163 interactions in the comments column.
 - d. 2 posts on corporate activities consisting of 2 video posts, and 0 photo posts, 2,480 likes and 28 interactions in the comments column
 - e. Of these 4 categories, researchers will only analyze content findings related to health protocol communications after the Covid19 cluster crisis at PT. H.M. Sampoerna to be analyzed.

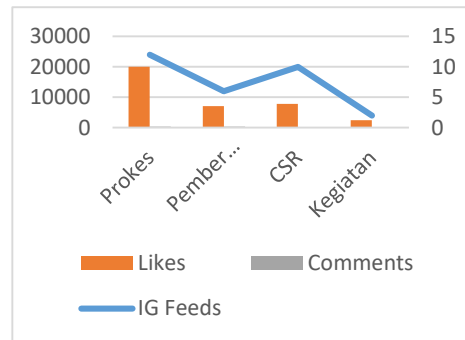


Diagram1. Interaction of the 4 categories about Covid19 at @insidesampoerna

1. April, 29, 2020 Period

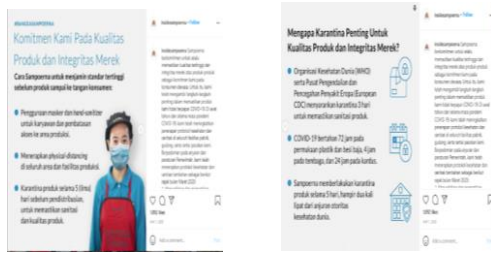


Caption:

Sampoerna places the health and safety of its employees as a top priority. Especially in the face of the corona virus pandemic, we continue to improve the implementation of health and sanitation protocols in accordance with Government recommendations, and do not stop reminding each of our employees to comply. Sampoerna is also committed to providing employees with a sense of security by ensuring the stability of their work. During this COVID-19 pandemic, we do not terminate employees, except for clear reasons of violation. In addition, each employee continues to receive compensation and other benefits as usual, including receiving their THR. In fact, Sampoerna gives special awards to employees who continue to work in the field

considering their critical role in the continuity of the company's business. Sampoerna's commitment as reflected in the Three Hands Philosophy is realized through various efforts to help each other and contribute positively to employees and business partners, adult consumers, and the wider community. This is Sampoerna's participation in protecting Indonesia. [#BanggaSampoerna](#)

2. May, 1, 2020



Caption:

Sampoerna is committed to always ensuring the highest quality and brand integrity of its products as part of our commitment to mature consumers. To that end, we have taken important steps to ensure that our products are not exposed to COVID-19. At the start of the year and during the COVID-19 pandemic, we have stepped up the implementation of health and sanitation protocols across our manufacturing facilities, warehouses and supply chain. Based on Government recommendations and regulations, we have implemented the following additional health and sanitation protocols since March 2020:

1. Provide and ensure the use of personal protective equipment such as masks and hand-sanitizers,
2. Restricting access to production facilities only to authorized employees,
3. Quarantine products for 5 (five) days prior to distribution, which is a longer quarantine period than recommended by the World Health Organization (WHO) and European CDC (European Center for Disease Prevention and control).

In addition, it is important for our adult consumers to follow Government recommendations, such as carrying out general hygiene practices including washing hands, covering mouth when coughing/sneezing, maintaining social/physical distance, etc. For more information, please contact@sampoerna.com [#BanggaSampoerna](#)

3. May 12, 2020 period



Caption:

Sampoerna continues to strive to continuously improve health and sanitation protocols strictly in accordance with government recommendations during the COVID-19 pandemic. This commitment is implemented strictly to ensure the health and safety of employees can be maintained, such as the implementation of a system for separating work groups and changing shift schedules. We also continue to educate and remind employees that they apply health and sanitation protocols both inside and outside the work area, such as wearing masks; maintain physical distance; and maintain personal hygiene and the surrounding environment, especially in areas prone to spread. Sampoerna has also adjusted its operational procedures by asking non-production employees, pregnant employees,

and employees aged 50 years and over to work from home. Sampoerna will continue to make its best efforts to get through this pandemic period by continuing to realize its commitment to employees and business partners, the wider community, and adult consumers as reflected in the Three Hands Philosophy. [#BanggaSampoerna](#)

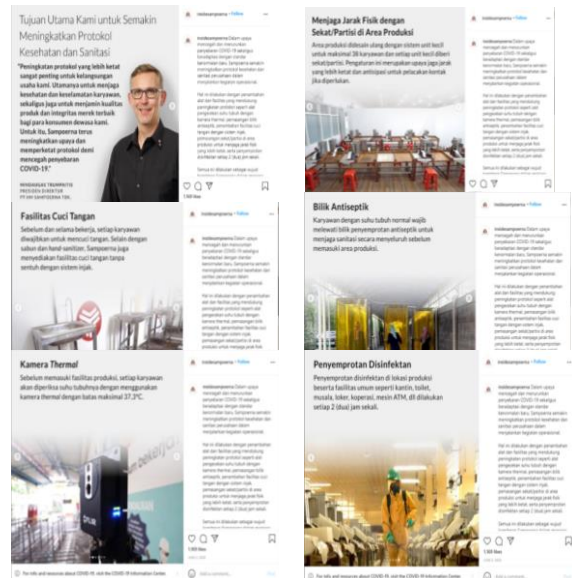
4. May 16, 2020 period



Caption : Physical distancing is one of the health and safety protocols that has been strictly applied to Sampoerna's operational activities since the COVID-19 pandemic. This protocol is applied not only in the production area but in all office areas and company facilities. These are all our efforts to maintain the health, safety and sanitation of every employee, as well as to ensure product quality and the integrity of the Sampoerna brand. The

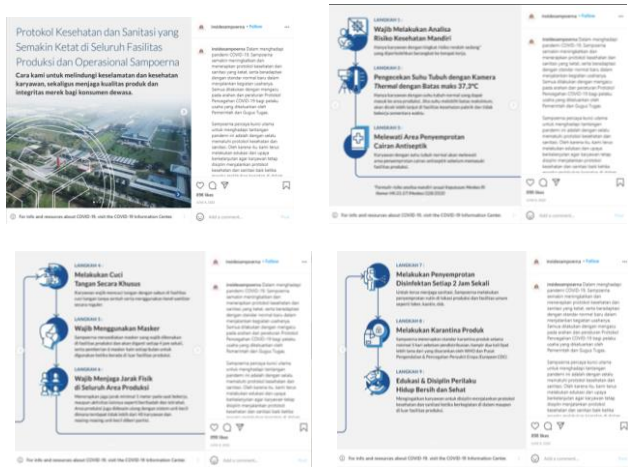
discipline of every Sampoerna employee to maintain physical distancing and personal sanitation inside and outside the company environment will determine our success in implementing health protocols for the common good. . [#BanggaSampoerna](#)

5. May 16, 2020 period



Caption : In an effort to prevent and reduce the spread of COVID-19 while at the same time adapting to new normal standards, Sampoerna is increasingly improving the company's health and sanitation protocols in carrying out operational activities. This is done by adding tools and facilities that support protocol improvement, such as body temperature checking devices with thermal cameras, installation of antiseptic booths, addition of hand washing facilities with a tread system, installation of bulkheads/partitions in production areas to maintain tighter physical distances, and spraying, disinfectant every 2 (two) hours. All of this is done as a manifestation of Sampoerna's commitment to maintaining the health and safety of every employee, as well as a commitment to ensuring the best product quality and brand integrity for adult consumers. . [#BanggaSampoerna](#)

6. June 6, 2020 period.



Caption:

In the face of the COVID-19 pandemic, Sampoerna is increasingly improving and implementing strict health and sanitation protocols, as well as adapting to new normal standards in carrying out its business activities. Everything is done by referring to the directives and regulations of the COVID-19 Prevention Protocol for business actors issued by the Government and the Task Force. Sampoerna believes that the main key to facing the challenges of this pandemic is to always comply with health and sanitation protocols. Therefore, we continue to carry out education and continuous efforts so that employees remain disciplined in implementing health and sanitation protocols both when they carry out activities inside and outside the production facility. [#BanggaSampoerna](#)

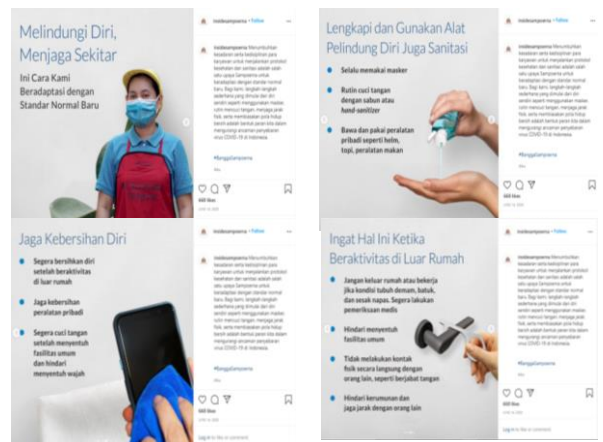
7. June 10, 2020 period.



Caption:

During the COVID-19 pandemic, Sampoerna's focus is on maintaining the health and safety of employees while ensuring the best product quality and brand integrity. For this reason, in line with the Government's efforts and directives, we are increasingly improving and implementing strict health and sanitation protocols in all Sampoerna's production and operational areas, as well as adapting to new normal standards. Equally important, we continue to educate and raise awareness of all our employees so that they remain disciplined in implementing health and sanitation protocols when they are outside the company environment. With this step, Sampoerna will further strengthen its efforts to remain productive in carrying out business activities so that it can help move the wheels of the Indonesian economy, as well as help maintain stability in the socio-economic aspect. [#BanggaSampoerna](#) Watch the full video on Facebook PT HM Sampoerna Tbk.

8. June, 14 Juni 2020 period.



Caption:

Raising awareness and discipline among employees to adhere to health and sanitation protocols is one of Sampoerna's efforts to adapt to the new normal. For us, simple steps that start from ourselves such as using masks, regularly washing hands, maintaining physical distance, and getting used to a clean lifestyle are a form of our role in reducing the threat of the spread of the COVID-19 virus in Indonesia.

9. Periode 15 September 2020



Caption :

The COVID-19 pandemic situation is still not over, and currently the government continues to focus on suppressing the rate of its spread in Indonesia. In line with that, Sampoerna also invites and reminds the public to continue to adhere to the recommended health protocols by always wearing masks, diligently washing hands, maintaining distance, and avoiding crowds. [#StrongerTogether](#)

10. Periode 22 September 2020



Caption :

We continue to implement the government's recommendations and the COVID-19 task force to:

1. Implement strict sanitation and health protocols by providing and ensuring the use of personal protective equipment such as masks, conducting independent health risk analysis before leaving for work, and washing hands/using hand-sanitizer for employees;
2. Restricting access to production facilities only to authorized employees;

3. Quarantine products for 5 (five) days before distribution, which is almost twice as long as the recommendations issued by the World Health Organization (WHO) and the European CDC (European Center for Disease Prevention and Control).

Since the COVID-19 pandemic in March 2020, Sampoerna has improved health and sanitation protocols throughout our manufacturing facilities, warehouses and supply chain to ensure the highest quality and brand integrity of our products as a form of commitment to adult consumers.)

[#BanggaSampoerna](#)

11. Periode 25 September 2020



Caption:

Ensuring quality products is our priority and obligation as a producer to adult consumers. The European CDC (Centre for Disease Prevention and Control) and WHO (World Health Organization) recommend a product quarantine period of 3 days to prevent virus exposure through product surfaces. Meanwhile, we apply the standard of product quarantine for 5 days or almost double the recommendation. Let's continue to make prevention efforts together to reduce the spread of COVID-19! ! [#BanggaSampoerna](#)

12. September 29, 2020 period



Caption:

The challenges of the COVID-19 pandemic are not over yet. Cooperation and participation from all parties is needed to combat the spread of this corona virus. Sampoerna consistently applies strict health and sanitation protocols, exceeding the requirements required as a form of commitment to our employees and adult consumers. Sampoerna believes, we can get through this difficult time by complying with the discipline of implementing health and sanitation protocols together. . #BanggaSampoerna

THE ANALYSIS OF CONTENTS OF HEALTH PROTOCOL COMMUNICATIONS POST-COVID19 CLUSTER CRISIS AT @INSIDESAMPOERNA.

The crisis experienced by PT. H.M. Sampoerna as of May 2020 became an issue and became a national issue when there were employees who died and 65 employees were positive with dozens of employees whose swab test results had not yet been released. It is suspected that there are hundreds of workers identified as having close contact with the dozens of positive employees (M. Iqbal: 2020). The issue then became an emphasis on national media coverage because then the public focused on cigarette products produced by PT. H.M. Sampoerna. Because another cluster of PT. H.M. Sampoerna in Kediri who also tested positive for Covid19 (Andhika Dwi: 2020). The crisis did not stop and a new crisis emerged when there was news and rumors on social media that Sampoerna was withdrawing cigarette products from the market.

Trough@insidesampoerna PT. H.M Sampoerna gave a stance by conveying information related to

mainstream media reporting issues, and topics on social media. According to Coombs and Holladay, there are 2 stages carried out by crisis communication management in weighing a reputation threat from a crisis that occurs, a two-step process for assessing the reputation of a crisis threat. The first step is to determine the types of basic crises, while the second step is to group the basic crises according to the reputational threat that each crisis has the potential to pose (2002). This is also done by Sampoerna through @insidesampoerna, content related to Covid19 is categorized and given emphasis on strong issues that are the focus of the audience emphasis Issues related to Covid-19 were then intensively carried out in 4 main categories, namely health protocols, corporate activities, CSR programs and news about corporates related to how corporations respond to the Covid-19 crisis and provide support to government programs regarding Covid-19.

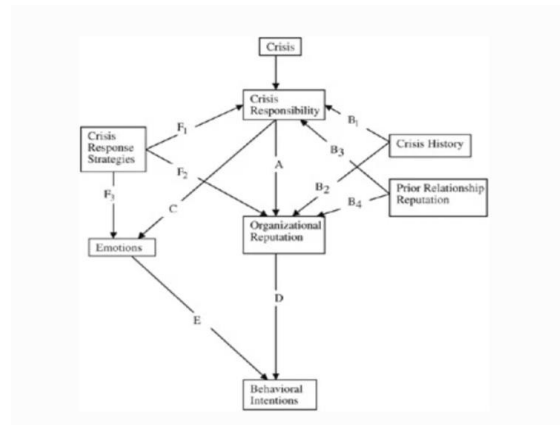


Figure1. Crisis Situation Model from CCT

Situational crisis communication theory (SCCT) states that crisis communication carried out by the government can be explained as follows:

1. Informing and adjusting information is sufficient when there is no previous history of similar crises and the reputation of the previous relationship is positive.
2. Acting as a victim of a crisis (victimizing) can be used as part of a response to workplace violence, product damage, natural disasters, and rumors.
3. Crisis response reduction strategies should be used for crises with minimal attachment of responsibility to the crisis (eg there are

- victims) coupled with a history of similar crises and/or a negative reputation for previous relationships.
4. Crisis response reduction strategies should be used for crises with low crisis attachment from crisis responsibility (accident crises), who have no history of similar crises, and a reputation for neutral or positive relationships.
 5. A crisis response strategy with rebuilding efforts should be used for crises with low engagement of responsibility (eg accident crises), coupled with a history of similar crises and or the negative reputation of a previous relationship.
 6. A crisis response strategy with rebuilding efforts should be used for crises with strong attachments (such as preventable crises) regardless of the history of the crisis or the reputation of the previous relationship.
 7. A strategy of responding to a crisis of denial should be used for crisis rumors whenever possible.
 8. Maintain consistency in crisis response strategies. Combining a denial-of-crisis strategy with a reduction or rebuilding strategy will erode the overall effectiveness of the response.

The SCCT theory and the crisis situation model from SCCT explain the steps taken by PT. H.M. Sampoerna via upload at @insidesampoerna. In the upload for the 29 April 2020 period, Sampoerna stated that the company puts the health and safety of employees/workers as a top priority by improving the implementation of health protocols. From the perspective of strategy in responding to the crisis, the upload of 29 April 2020 also shows the main crisis response strategy efforts initiated by Coombs which states that the corporate takes full responsibility for the crisis that occurs. Uploads for the period of 1 May 2020, stating that the product of PT. H.M. Sampoerna has gone through the quality control stage and is in accordance with health protocols to adapt to the current situation of Covid19. That in the production of cigarettes, PT. H.M. Sampoerna has been guided by government recommendations and regulations.

This is also a strategic step to respond to a primary or major crisis. Meanwhile, from the theory of crisis communication, this is Sampoerna's step to show the public, the government and policy makers that there are efforts to rebuild public reputation and trust.

Uploads to rebuild reputation and public trust can be found in uploads for the 12 & 6 May 2020 period as well as the 2 & 6 June 2020. Meanwhile, for the uploads for the 10 June 2020 and 14 June 2020 periods, Sampoerna seeks to show its strong commitment in breaking the Covid19 chain in the workplace. , considering that Sampoerna is a new cluster of Covid19 in May 2020. In the September 2020 upload period, Sampoerna upgraded its crisis communication strategy to a higher quality level, namely showing the public that there is a product quarantine in order in ororder prevent virus exposure through the product surface.

Meanwhile, in the posting for the period of September 29, 2020, Sampoerna stated that it had shown commitment and made maximum efforts related to breaking the Covid19 chain. However, in this upload, Sampoerna also stated that the responsibility for breaking the Covid19 chain does not stop with Sampoerna but requires cooperation and participation from all parties involved. This indicates the implementation of a secondary crisis communication strategy.

5. CONCLUSION

Based on the analysis of the research findings described in the previous section, it can be concluded that the Covid19 cluster crisis at PT. H.M. Sampoerna has been understood and analyzed and categorized based on the urgency of the crisis according to the conditions and context that occurred. Referring to the crisis response strategy, there are the same stages and the strategies used are primary and secondary strategies. In crisis communication conducted by Sampoerna, it is categorized into 4 main issues that are given treatment and the category that gets the most reactions from followers is the health

protocol category which has the most likes and comment interactions compared to other categories. However, in this study, no further studies have been carried out regarding the interactions between the two Instagram features. There are several stages of strategy implemented in crisis communication through @insidesampoerna, namely: (a) informing and adjusting information because Sampoerna has no previous history of similar crises and the reputation of previous relationships is positive, (b) crisis response reduction strategies are used because there are fatalities in cluster crises Covid19, (c) a strategy to respond to the crisis

with efforts to rebuild, and implement a strategy (d) to maintain consistency in the crisis response strategy.

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