

Original Research Article

**RESTRUCTURING THE PUBLIC RELATIONS
CAPACITY OF THE STATISTICS, INFORMATICS
AND ENCRYPTION COMMUNICATION SERVICE IN
SOUTH SULAWESI PROVINCE**

ABSTRACT

This study aims to analyse the description of institutional structure and human resources for public relations, internal and external factors and to offer a public relations hypothetical model. This study used a descriptive qualitative method, which was carried out at the Department. Informants Informed purposively with consideration of internal and external representation of the Office. Data obtained by observation, interview, and document analysis techniques. The collected data were analyzed using qualitative interactive techniques between data collection, data reduction, data presentation, verification and drawing conclusions. The results of the study show: (1) An overview of the institutional structure and human resources of Public Relations, (2) Internal and external factors that become drivers and obstacles in the development of public relations capacity stem from internal strength, namely the existence of a number of authorities (publication, follow up, and decision-making) owned by the *Dinas* and external opportunities supported by the local government. While the internal obstacles are the strong interest of political parties in public services and external challenges, namely community participation in responding to educational posts that are still lacking, and (3) The hypothetical model of structuring the capacity of public relations that is applicable has not been realized, so it will not meet the target if its implementation is not compatible with digitization.

Keywords: Restructuring, Public Relations, Hypothetical Model

1. INTRODUCTION

The need for the role of government public relations has been reinforced by bureaucratic reform policies. The ideals of bureaucratic reform are contained in Presidential Regulation no. 81/2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, wants areas of change in terms of organization, management, laws and regulations, Apparatus Resources, supervision, accountability, public services, mindset and culture set apparatus. Bureaucratic reform according to Max Weber's theory (Widjaja, 2015: 41) is a strategy carried out to reorganize the existing bureaucracy so that it is in accordance with the principles of span of control, division of labor, authority and professional staff.

To achieve change according to the Bureaucratic Reform Grand Design, one of the planned program activities is the formulation of a change management strategy and a communication strategy for ministries/agencies and local governments including their implementation plans. It is this formulation of a communication strategy in ministries/agencies and local governments that encourages the birth of public relations policies marked by the revitalization of public relations. The revitalization of government public relations was realized in a Joint Decree of Three Ministers, namely the Minister of Home Affairs, the Minister of Communication and Information Technology and Communications, and the Minister of State for Administrative Reform Number 41 of 2007, Number 373/M.Kominfo/08/2007, and Number KB /01/M.PAN/08/2007 concerning the Revitalization of the Public Relations Function in Government Agencies, Secretariats of State Institutions, Regional Governments, and State Owned Enterprises/Regional Owned Enterprises.

Based on the recommendations in the Joint Decree of the Three Ministers above regarding the revitalization of the Public Relations Function in Government Agencies, Secretariats of State Institutions, Regional Governments, and State-Owned Enterprises/Regional-Owned Enterprises at that time it was deemed appropriate throughout Indonesia. This is reinforced by Governor-South Sulawesi Regulation No. 18 of 2019 concerning Position, Organizational Structure, Duties and Functions, and Public Relations Work Procedures for the Office of Communication, Information Technology and Communication, Statistics, and Coding of the Province of South Sulawesi. So from the regulatory aspect it is considered relevant, it's just that from the implementation aspect it is considered weak. Therefore, it is necessary to restructure the Public Relations capacity of the Department.

Government public relations restructuring is carried out by optimizing the government public relations function in communicating administration, governmental tasks, development, and community service as well as interaction with the community. Through the restructuring of public relations, public relations is expected to act as a counselor, advisor and interpreter of an institution. As a counselor, public relations acts as a consultant for the top management of the institution. Advisor is a public relations role as an adviser to the top management of the institution. As an interpreter, public relations must be able to translate top management policies and public aspirations of institutions. So that the role of public relations is not just a spokesperson, an institution communicator Application Programming Interface that conveys messages, besides being informative, persuasive, communicative, and encouraging mutual understanding between institutions and their publics.

Restructuring the capacity of public relations is a strategy to increase the professionalism of public relations officers in public relations services as the spearhead of information management which is built through capacity building and competence of Human Resources, strengthening structures and infrastructure, systems and procedures, organizational communication, communication audits, and crisis communication management, in an effort to create good public relations governance as part of good governance. There are 11 (eleven) regulations related to the revitalization of public relations, which were issued based on the Joint Decree of the Three Ministers concerning the Revitalization of the Public Relations Function in Government Agencies, Secretariats of State Institutions, Regional Governments, and State Owned Enterprises/Regional Owned Enterprises. This is the hope for improving the practice of Information and Communication Technology in public relations in Indonesia.

The existence of an organizational unit for Public Relations at a government agency is a functional and operational necessity. This is intended as an agency's effort to disseminate or publish all matters relating to the activities of the agency concerned, both aimed at internal (organization) and external (community) relations. Some of the functions assigned to public relations after the announcement of this restructuring were programming, relationships, writing and editing, information, production, special events, speaking, and research and evaluation (Bratakusumah, 2019).

In this era of public relations restructuring, public relations practitioners must be able to analyse problems and set target publics (programming) in working together and establishing relationships with the public, both internal and external (relationships). Knowing clearly the public that will be addressed for public relations activities is an absolute thing for public relations practitioners. In the Regulation of the Minister of State Apparatus Regulation Number 30 of 2011, it has been explained regarding the public classification of government public relations. Public Relations The agency is expected to have knowledge about this so that it can foster good relations with the public.

The ability to write and edit news releases or house journals (writing and editing) is also required by public relations practitioners. This capability is needed so that the Public Relations Office can build an information system and produce its own media such as institutional newspapers or online media (production). By having their own media and good writing skills, public relations practitioners can convey government policies to the public more easily. This activity will also make it easier for the Public Relations Office to provide clarification if there is negative news about the government.

Therefore, in this study the restructuring of public relations capacity is informed in two main activities. The first activity is fostering open and honest relationships and communication with the

public, and second, opening opportunities for dialogue and discussion in solving a problem. Regulation of the Minister of Administrative Reform number 30 of 2011 states that bureaucratic reform requires information transparency and accountability, so communication is needed that is more interactive by using a reciprocal two-way communication model with a balanced influence. Referring to Grunig and Hunt (Butterick, 2012:34), this communication model is called the symmetrical two-way communication model. This model is an ideal communication model, prioritizing full dialogue with the public and focusing on efforts to build relationships and mutual understanding.

Regulation of the Minister of Home Affairs number 13 of 2011 in article 13, mandates government public relations to carry out the development of media and information analysis, where the aim is to analyze issues and public opinion, analyze changes in policy as a result of these issues, and choose media and messages that will be submitted to defuse the growing issue. Basically issue management acts as an early warning system against threats to the organization, and chooses the right response to issues so that image and reputation are maintained (Butterick, 2012: 83). The assumption in carrying out this activity is that public relations is a communication manager, namely as a provider, processor, and interpreter of information, and has a role in decision making (Kriyantono, 2014: 86-87).

In later developments, government public relations practices received a negative stigma. The negative stigma is related to poor relations with the public, unsatisfactory information services, and a very limited amount of competence and performance capacity of government public relations. In addition, the government's public relations problems are the absence of individual Public Relations competency standards, minimal capacity development, and performance evaluation that is not optimal. The negative stigma of public relations does not only come from the external public, but also from the internal public. The dominant coalition, as a decision maker, considers that the public relations department has no contribution in carrying out organizational functions. It is also considered that public relations does not need to conduct research and analysis of the developing situation, so that public relations are unable to provide input in decision-making activities. The dominant coalition also considers that public relations work is not a function that requires special expertise, so there are no specific requirements for doing public relations work (Widjaja, 2015: 84-87).

The weak function and position of public relations is also related to the main tasks and functions of public relations within the organization. Public relations activities are often focused only on the publication of the activities of regional heads and deputy regional heads to the media. The limitations of the main tasks and functions also make public relations miss building relationships with the public and capturing aspirations in order to increase community participation.

In simple terms, the problem faced by government public relations is a bad image and reputation. The public, giving rise to various complaints, both from the internal and external public, forms this image and reputation from bad relations with the public and unsatisfactory performance. This is called reciprocal consequences, namely the emergence of problems when dealing with the public as a response to the activities carried out (Kriyantono, 2014: 81). As happened in the public relations of the South Sulawesi Provincial Government, where the criteria for public relations came directly from a member of the special committee for the South Sulawesi Regional People's Legislative Assembly, Fachruddin Rangga, during the special committee meeting (Wednesday, July 10 2019) stated that "I see there are the main tasks and functions of the two Regional Apparatus Organizations that were taken over, namely the protocol and public relations bureau. He views that public relations with the Service will only waste the budget with the presence of 13 special staff members for the Governor and Deputy Governor of South Sulawesi.

The news was spread in various media, giving rise to a negative impression of the government's public relations performance. The restructuring of public relations capacity is aimed at overcoming the problem by reviving the role of public relations with suggestions for improving the creation of positive values for public relations practitioners of the *Dinas* and their government organizations. From these problems, this research wants to find out how public relations services can implement government public relations capacity restructuring which is focused on activities to build relations with the public and issue management activities.

The problems of this research are: why has the institutional structure and human resources of public relations services not optimally carried out their main duties and functions? And Communications restructuring the capacity of public relations agencies?

2. RESEARCH METHODS

This study used a qualitative descriptive method, which was carried out at the Dinas. Informants were informed purposively with consideration of the agency's internal and external representation. Data obtained by observation, interview, and document analysis techniques. The collected data were analyzed using qualitative interactive techniques

Between data collection, data reduction, data presentation, verification and drawing conclusions.

2.1 Discussion of Research Results

An overview of the institutional structure and human resources of the public relations department

2.2. Policy System

Research findings that Revitalization of the government's public relations function in providing information services to the public requires a new paradigm as strengthening the function of improving public services that is more directed and comprehensive, namely by making fundamental changes and changing performance according to their demands, so that it will build an image and develop reputation building of public relations institutions. The fundamental change is taking on the task of managing information and communication to become a forum for exchanging ideas, increasing professionalism technical skills so that they can become a bridge between the government and the community.

2.3. Organizational Structure Public relations

In the early 1970s, the traditional organizational structure began to be abandoned because it was considered too slow in responding to global opportunities and challenges. Furthermore, changes in organizational structure lead to an organizational structure that is considered modern, which is faster and more flexible in responding to various changes. Implementation of agency strategy can be through organizational design. Organizational design means selecting a combination of organizational structures and control systems that direct agencies to implement strategies effectively that will create competitive advantage.

2.4. Functions and Roles of Public Relations

The institutional/organizational problem of the organizational structure of public relations in the Province of South Sulawesi is still not optimal and there is a need for organizational restructuring regarding the optimization of the tasks and functions of ideal public relations. The quality of human resources in public relations that exists today does not fully have the competence of an ideal government public relations practitioner. Public Relations of South Sulawesi Province participates in monitoring public opinion regarding government policies, then submits community responses in the form of feedback to the Government concerned as input. Info com technology is an important part of government public relations professionalism today.

2.5. Human Resources Public relations

Information and Communication Technology Human Resources are the most important part in optimizing the Implementation of Electronic-Based Government Systems, so an appropriate strategy is needed to strengthen the competence of Information and Communication Technology Human Resources. From the results of the evaluation of the pretest and posttest scores, there was a significant increase in the competence of Human Resources. The resulting output is the development of e-learning applications, multimedia laboratories. While the outcome obtained is an increase in attitude, knowledge and skills of the State Civil Apparatus, and the development of knowledge sharing from each State Civil Apparatus, not only in the field of Information and

Communication Technology, however the Application Programming Interface can be implemented in other fields.

A brief and concise description of each research finding based on the focus and indicators of this research is shown in the following table:

Table 1: Community Relations Capacity Restructuring

Dimensions	Policy	Theory or Concept	Research Findings
a. Policy System	Regulation of the Minister of Home Affairs 13/2011 Article 2 Public Relations Agency implements the public relations of the Ministry of Home Affairs & Local Government	Ruslan (2014) The government's public relations function is to provide information and communication technology for security regarding government policies.	Revitalization of the government's public relations function in providing information services to the public, so as to build image (image building) and build reputation (reputation building) of public relations institutions.
b. organizational Structure Public relations	Law No.14/2008, Article 5 paragraph (1) Public relations officials within the Provincial Government act as spokespersons for the Governor	Ivancevich (2007) Organizational Effectiveness & Efficiency Informed by organizational mission & strategy, organizational structure & Human Resources	Changes in organizational structure lead to a modern organizational structure that is faster and more flexible in responding to various changes. Implementation of agency strategy can be through organizational design and control systems that direct agencies to implement strategies effectively.
c. Functions and Roles of Public Relations	Law No. 14/2008 Article 3 letter a. Guarantee the right of citizens to know the plans for making public policies.	Tondowijoyo (2004) The position of Public Relations is directly related to the function of top management.	The institutional problem of the organizational structure of public relations for South Sulawesi Prov until now is still not optimal and there needs to be an organizational restructuring that optimizes the duties and functions of public relations ideally.

d. Human Resources Community relations	<ul style="list-style-type: none"> • Law No.14/2008 Article 28 paragraph (2) • The provincial Information Commission is responsible to the governor. 	Martoyo (2007) The purpose of developing Human Resources is to improve abilities, skills so that they are more effective and efficient.	Information and Communication Technology Human Resources are the most important part in optimizing the implementation of Electronic-Based Government Systems, so an appropriate strategy is needed to strengthen the competence of Information and Communication Technology Human Resources so that the results of the evaluation of the pretest and posttest scores show a significant increase.
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Source: Analysis of research results, 2021.

A brief description of the research findings regarding the restructuring of the public relations capacity of the Communications Office, Information Technology and Communications, Statistics, and Coding, that revitalizing the government's public relations function can build the image and build the reputation of public relations institutions. Changes in organizational structure lead to a modern organizational structure. On the other hand, the institutional problem of the organizational structure of public relations is that its performance has not been optimal, so it needs organizational restructuring. This must be supported by Human Resources as the most important part in optimizing the implementation of an Electronic-Based Government System.

3. Internal and External Factors Capacity Building in Public Relations Public Relations Information Public Service

3.1. The Power of Restructuring Public Relations

Government communication that was formed and developed in the Dinas has used digital media in the form of Instagram to establish communication and convey information effectively and massively to the wider community regarding development activities and achievements carried out by regional leaders. In realizing government communication between governments, communication patterns are interactive by paying attention to the information values that exist in the regions related to leadership activities, outreach activities of regional government agencies/enterprises, community events, and so on.

3.2. Weaknesses in Human Resources Public Relations

It is very difficult to get Human Resources who have good quality. The education system is not in accordance with what is taught at the university is not of much use in the State Civil Apparatus. The government plans to overcome this shortage of quality Human Resources by including coding or computer programming lessons in the public school curriculum and through knowledge transfer from foreign investors. There is a lot of capital available and Indonesia in general and South Sulawesi in particular are exploding at every stage. Growth is not fast due to the lack of quality Human Resources owned by the Department and South Sulawesi in particular.

Table 2: Summary: Service Strengths and Weaknesses

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No	STRENGTH	No	WEAKNESS

1.	Regional government's attention & commitment to increasing development in the field of Communication and information.	1.	Limited telecommunications network services in some blankspot areas.
2.	Potential for the development of public Information and Communication Technology infrastructure;	2.	The development of telecommunications infrastructure for private providers is commercially oriented.
3.	The potential for the development of interconnection of regional devices and the development of Information and Communication Technology applications. The potential for developing an online Management Information System through Information Webs and Electronic Transactions.	3.	Regional apparatus e-Government database has not yet been integrated.
4.	Potential Human Resources from various communication disciplines and Information and Communication Technology techniques.	4.	The interconnection of Regional Work Units to the internet and intranet has not been maximized.
5.	Law Number 19 of 2016 Concerning Information and Electronic Transactions. Potential for Community Information Group Broadcasters.	5.	Adequate work mechanisms have not been realized, sectoral statistics databases are not optimal, stakeholder elements are not optimally involved, coordination of other sectors is not optimal & media centers are not yet adequate.
6.		6.	Weak coordination between sectors, apparatus capacity, public information capacity & weak data security operations.
7.		7.	The scope of work is wider & more diverse than Human Resources.
		8.	Low awareness of local government civil servants regarding data security.

Source: Analysis of research results, 2021.

3.3. Public Relations Opportunities

Public relations or any form regarding relations with the public according to the Institute of Public Relations is a planned and sustainable effort to form and maintain a good attitude and understanding between an organization and the public. What public relations does is not only as public acceptance of acceptance or popularity, the Application Programming Interface emphasizes kindness and understanding. Therefore, the activities carried out must be planned and sustainable by forming and maintaining them.

3.4. Public Relations Challenges

The opportunity for the Office in the midst of the industrial era 4.0 is to maintain the existence of the Office by utilizing Public Relations tools in the digital world. This digital public relations strategy is used in order to maximize resources, by including word-of-mouth techniques carried out by buzzers, and supported by the participation of social media activists through activism campaigns in the virtual world.

Table 3. Internal & External Factors Capacity Building Public Relations Service

SWOT	Policy	Theory or Concept	Research Findings
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<p>Description of Internal Factors</p>	<ul style="list-style-type: none"> • Law no. 43/1999 concerning Staffing Principles • Government Regulation No. 53/2010 concerning Civil Service Discipline. 	<p>Freddy (2013) SWOT analysis is based on logic that can maximize strengths & opportunities.</p>	<ul style="list-style-type: none"> • Aspect of Strength, Government communication that has been formed and developed has used digital media to establish communication and convey information effectively and massively to the wider community. • Aspects of Weaknesses, Current government public relations problems and their solutions, it seems very difficult to get adequate Human Resources. The public relations education system is not in accordance with the concept of Information and Electronic Transactions so that in reality the State Civil Apparatus is not much useful for the duties and functions of the Office of Communications, Information Technology and Communications, Statistics and Coding.
<p>Description of External Factors</p>	<ul style="list-style-type: none"> • Law no. 43/1999 concerning Staffing Principles • Government Regulation No. 53/2010 on Discipline for Civil Servants. 	<p>Freddy (2013) SWOT analysis is based on logic that can minimize weaknesses & challenges.</p>	<ul style="list-style-type: none"> • Opportunity Aspect, Public relations substance is not only what is needed by the community and meets popularity, the Application Programming Interface prioritizes cooperative attitude with the audience. Therefore, the activities carried out are very planned and sustainable by formulating adaptive public relations polarization. • Challenges Aspect, digital public relations needs to be managed properly and pay attention to Information and Communication Technology and
			<p>Information and Communication Technology as well as practical contributions so that it can be implemented in people's lives. To make this happen, we must adopt research results that are relevant to the study of the industrial revolution on the Narratives built by industrial public relations.</p>

Source: Analysis of research results, 2021.

A brief description of research findings related to internal & external factors of the Public Relations capacity building of the Department, that in terms of strengths, has used digital media while aspects of weaknesses, it is very difficult to get adequate human resources because the public relations education system is not in accordance with the concept of Information and Electronic Transactions. Aspects of opportunity, prioritizing cooperative attitude with the audience with the technique of formulating adaptive public relations polarization. In terms of challenges, digital public relations needs to be managed properly and pay attention to Information and Communication Technology and practical contributions that are relevant to the study of the industrial revolution.

4. Ideal Description of the Information and Communication Hypothesis Technology Restructuring the Public Relations Capacity of the Service

4.1. Rationality Model Structuring the Capacity of Public Relations

The development of digital technology, especially online social media, requires that government Public Relations find ways to incorporate this technology into their communication plans in an interesting and meaningful way. The presence of online social media makes it easier for the government to carry out two-way communication with the public. Governments are more likely to engage in dialogue with citizens about information, questions and ideas related to their government. Therefore, by carrying out a two-way dialogue through online social media, the government can quickly address the concerns of citizens and reduce negative feelings and comments.

4.2. Objectives of the Public Relations Capacity-Structuring Model

The role of the *Dinas* in forming a positive image of the provincial government is carried out indirectly or behind the scenes, because the Dinas provides information on provincial development that tends to be one-way through the mass media. This causes the positive image that the Service wants to form to be optimally implemented, so that the existence of Public Relations in the eyes of the public as a government agency in disseminating information about development is not representative in accommodating people's aspirations.

Figure 1 shows the general design of an integrated Public Relations information system application for social media sites through the Application Programming Interface. Application Programming Interface helps developers in mining data without having to complicatedly extract web pages from each site. The Application Programming Interface makes it possible to create more applications, engage in publication activities on the site.

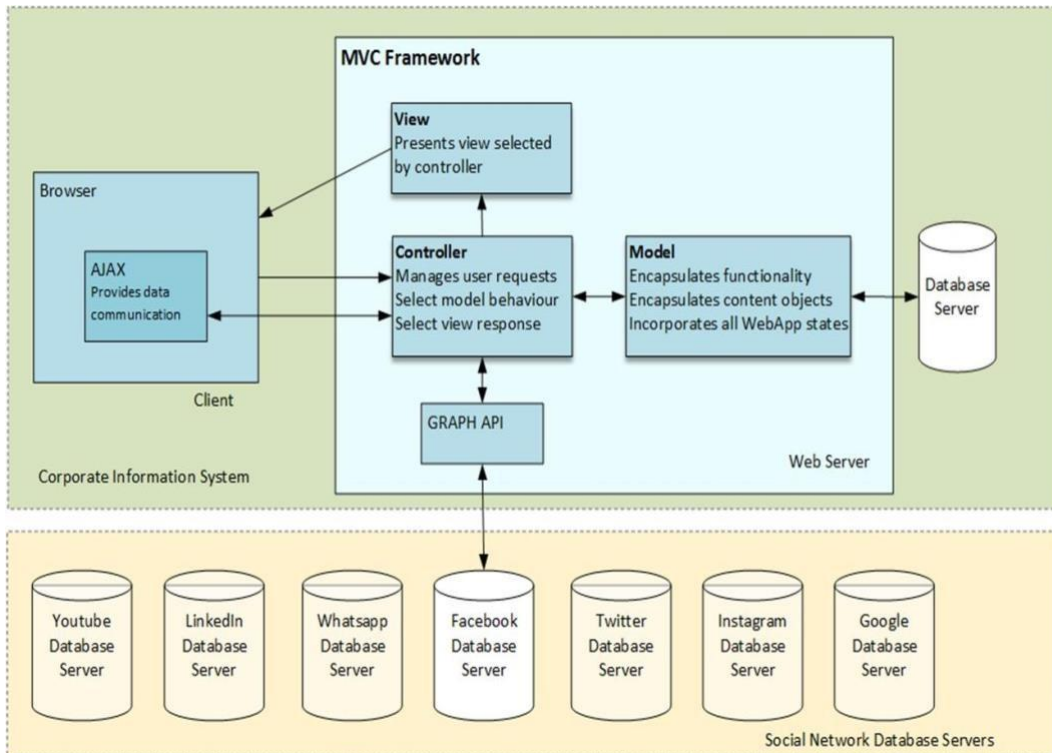


Figure 1. General Design of an Integrated Public Relations Information System Application for Social Networking Sites

Graphical Application Programming Interface is a programming interface provided by online multimedia that software developers can use to integrate their systems with online multimedia. Graphical Application Programming Interface can be used to read data on online multimedia servers and write content to online multimedia pages.

4.3. Working Mechanism of Public Relations Capacity Structuring Model

In publishing an image, it must have been published on the Electronic Information and Transaction website, which is configured in online multimedia, so that if the image is not available on the Electronic Information and Transaction website, the online multimedia will display an error message, as shown in test case number 3.

Table 4: Test Results for the Implementation of Graphical Application Programming Interface online multimedia

No.	Test Case	Expected results	Results Obtained	Test State
1.	Submit text content	Text appears on online multimedia pages and receives online multimedia in the form of Graphic Nodes	Text appears on online multimedia pages and receives online multimedia in the form of Graphic Nodes	Valid
2.	Submit image and caption content	The image and caption appear on the online multimedia page and receive online multimedia in the form of a Graphic Node	The image and caption appear on the online multimedia page and receive online multimedia in the form of a Graphic Node	Valid

3.	Deliver image content with non-existent Uniform Resource Locators	Error	Error	Valid
4.	Extract data from online multimedia using id	Obtaining data in the form of Graph Nodes from online multimedia	Obtaining data in the form of Graph Nodes from online multimedia	Valid
5.	Extract data from online multimedia using invalid id	Error	Error	Valid
6.	Parsing data from a Node Graph	Get data comments, likes and shares	Get data comments, likes and shares	Valid
7.	Reply to comments	Replies appear below the comments	Replies appear below the comments	Valid

Source: Analysis of research results, 2021.

Based on the prototype development results, the Graphical Application Programming Interface provided by online multimedia can facilitate the integration process between Public Relations Information Systems and online multimedia. The test results show that the prototype can send messages and media to online multimedia and extract data from online multimedia, so that every post to online multimedia can be known the response back. In addition, with the expected automation process in the Public Relations Information System, comments from each post can be traced to be analyzed and evaluated and responded back through work processes in the Public Relations Information System. The integration of the Public Relations Information System with online multimedia is a basic framework that can be developed further in order to integrate the Public Relations Information System with other social media sites, such as Twitter and Instagram.

5. Indicators of Success of the Public Relations Capacity Structuring Model

The *Dinas* has measurement results indicating that efforts to increase preparedness are mostly in the input dimension of government information and public relations service systems that are very necessary and need to be implemented immediately in order to be able to support the successful achievement of development goals. Efforts to improve input performance, particularly in the provision of budgets, information materials, facilities and infrastructure, as well as media and communication channels to support the implementation of the government's information service and public relations duties, are still needed. An interesting fact to note from this finding is that the tendency of the *Dinas* to pay attention and provide special budgets for other activities is in fact more numerous than a number of agencies which provide special budgets for standard activities in the context of government information and public relations services (such as for community relations and internal relations activities).

6. Evaluation/Reporting of Community Relations Capacity Structuring Model

The Government's Public Relations Worker Program mainly helps government agencies to convey information to the public by absorbing public aspirations based on regional and central government programs. In the end, it is hoped that the performance of the Service will increase with the overall performance improvement in Government institutions. However, in the implementation of the Government Public Relations Worker program there are still various obstacles including the presence of Government Public Relations Staff who are still not fully involved in the planning and implementation of the program so that the bureaucracy of several Government agencies cannot accommodate the duties of Government Public Relations Staff.

Table 5: Overview of the Hypothetical Model for Restructuring the Public Relations Capacity of the Service

Strategy	Policy	Theory or Concept	Research Findings
a. The Rationality of the Capacity Structuring Model of Public Relations	<ul style="list-style-type: none"> • Law No. 19/2016 Concerning Information and Electronic Transactions article 40 paragraph 1. • Minister of Home Affairs Regulation 13/2011 article 2 symmetrical two-way communication model 	Wilcox, Cameron & Reber (2015) communication in public & private institutions both aim to manage good relations between organizations & the public.	Online social media is a platform for the government to upload images of each activity so that followers provide constructive comments on uploaded images. However, government public relations must be aware of the negative impact if there are comments that can actually worsen the government's reputation.
b. Objectives of the Structuring Model Capacity of Public Relations	<ul style="list-style-type: none"> • Law No 19/2016 Concerning Information and Electronic Transactions article 40 paragraph 1. • Minister of Home Affairs Regulation 13/2011 article 2 symmetrical reciprocal communication model. 	Grunig (2009) Public relations must have technical competence and ethical demands.	The role of the Office of Communications, Information Technology and Communications, Statistics, and Encoding of the South Sulawesi Province in forming a positive image of the Prov Government which tends to go one way through the mass media. This causes the coveted positive image not to be implemented optimally.
c. Working Mechanism Capacity Structuring Model Public relations	<ul style="list-style-type: none"> • Law No 19/2016 Concerning Information and Electronic Transactions article 40 paragraph 1. • Minister of Home Affairs Regulation 13/2011 article 2 symmetrical two-way communication model. 	Mukarom and Laksana (2015). The purpose of public relations is essentially to establish and maintain a relationship of mutual trust with the public.	The results of the development of the prototype model, Graphic Application Programming Interface through online multimedia can facilitate the integration process between Public Relations Information Systems and online multimedia. The test results show that the prototype model can send messages and media to online multimedia and extract data from online multimedia, so that every post to online multimedia can be known the response back.

d. Indicator of Success of the Structuring Model of Public	<ul style="list-style-type: none"> • Law No 19/2016 Concerning Information and Electronic Transactions article 40 paragraph 1. 	Mukarom and Laksana (2015). The purpose of public relations is essentially to establish and maintain a	Efforts to improve the performance of public relations in the implementation of government information and public relations services are still needed. An interesting fact to note about Information and Communication Technology is the tendency for the Office of
Relations Capacity	<ul style="list-style-type: none"> • Minister of Home Affairs Regulation 13/2011 article 2 symmetrical two-way Communication model. 	relationship of mutual trust with the public.	Communication, Information Technology and Communication, Statistics and Coding to allocate a special budget for community relations and internal relations activities.
e. Evaluation/ Reporting of Structuring Model of Community Relations Capacity	<ul style="list-style-type: none"> • Law No.14/2008 Disclosure of information will minimize suspicion or a priori attitudes. • Minister of Home Affairs Regulation 13/2011 article 2 symmetrical two-way communication model. 	Kriyantono (2012) Responsive evaluation sees public concern for the information that has been submitted.	The structuring model of public relations capacity for the preparation of norms, standards, procedures and criteria for education and training, and other activities has been implemented at Discountinfo-SP. The implementation of the Government Public Relations Worker program still faces various obstacles including the presence of Government Public Relations Staff who have not been fully involved in the planning and implementation of strategic programs so that the bureaucracy of several Government agencies cannot accommodate the duties of Government Public Relations Staff.
Source: Analysis of research results, 2021.			

A platform for the government to upload pictures of every activity so that followers provide constructive comments. On the other hand, the role of the Service tends to be one way through the mass media. Graphical Application Programming Interface through online multimedia can facilitate the integration process between Public Relations Information Systems and online multimedia. An interesting fact to note is the tendency of the Dinas to allocate a special budget for community relations and internal relations activities. Meanwhile, the Public Relations capacity-structuring model for compiling norms, standards, procedures and criteria for education/training, and other activities has been carried out at the Office

3. CONCLUSION

1. Description of the institutional structure and Human Resources in the Public Relations Information Communications Public Service Office has not optimally carried out its main tasks and functions in terms of revitalizing the government's public relations function in providing information services to the public who need a new paradigm as strengthening the

function of improving public services. Where so far it has been considered too slow in responding to global opportunities and challenges. The institutional problem of the organizational structure of public relations is still not optimal and there is a need for organizational restructuring regarding the optimization of the duties and functions of ideal public relations. Therefore, Information and Communication Technology Human Resources are the most important part in optimizing the Implementation of Electronic-Based Government Systems.

2. Internal and external factors that are driving and inhibiting in building public relations capacity The agency that has been formed and developed has used various digital media, including Instagram, YouTube, WhatsApp, Facebook to establish communication and convey information effectively and massively to the wider community. On the other hand, it is very difficult to get Human Resources who have competence in responding to digital technology. The public relations department must make a planned and sustainable effort to establish and maintain a good attitude and understanding between the organization and the public. The opportunity for the Service in the midst of the industrial era 4.0 is to maintain existence by utilizing public relations tools in the digital world.

3. An overview of the *Dinas'* hypothetical model, requiring government public relations to find ways to incorporate technology into interesting and meaningful communications. This is intended to form a positive image of the Government in providing information regarding the development of the Province, which tends to be one way through the mass media. Based on the results of the prototype development, it can facilitate the integration process between Public Relations Information Systems and online multimedia. Therefore, the Office has results that are able to support the successful achievement of development goals by conveying public information by absorbing public aspirations based on regional and central government programs.

4. REKOMENDATIONS

It is recommended that the Office of Communication, Information Technology and Communication, Statistics and Encryption of South Sulawesi complete the latest data offline and online networking facilities and infrastructure (latest data that are alluring and bold), to analyze strengths, weaknesses, opportunities and threats through modern technology. The urgency is that communicating with good people is a miracle.

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