Transformtion of Government Public Relations Communication Patterns Based on Digital Technology in the Millenial Era

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Abstract

Several rapid changes have occurred since the evolution of the digital and social web services in the information and communication sector organized by the Public Relations Department. Presently, the function and role of Government Public Relations as the organizer and manager of public information data is inseparable from the role of digital media in accelerating the transformation of performance and communication patterns. Some of the changes that occur include communication patterns associated with back, front and virtual offices. Therefore, this research aims to explain the modeling of the transformation of public communication patterns carried out by Government Public Relations at central and local government institutions in the millennial era. This is a qualitative and descriptive research with data collected through interviews, focus group discussions, literature studies, and documentation. The results show that the government public relations communication model formed in agencies at the central and regional levels is based on information technology innovations that are interactive, symmetrical, real-time, contemporary, and concise with videos, visuals, shareable graphics, and animated images, and photos. In conclusion, this research shows that the transformation of government communication through a digital technology-based public communication model is a strategic step for government public relations institutions in responding to the challenges of the industrial revolution 4.0.

KEYWORDS: [communication transformation; government public relations; digital technology; information dissemination; millenial era]

INTRODUCTION

The evolution of Industrial Revolution 4.0 with the development of information and communication technology has led to massive internet penetration in various digital-based communication channels, thereby promoting significant positive changes in public relations governance and communication patterns. According to Nababan (2020), the rapid development of information technology promotes people to demand the availability of quick access to information. Therefore, various adjustments were made by Government Public Relations in order to survive and achieve an informative society. Currently, Public Relations, as one of the most strategic professional entities in this era of public information disclosure based on digital

technology, is needed by various public and government organizations. Nugraha et al. (2020) stated that digital media technology is the main alternative used by the government facing a very competitive and interactive millennial era.

The presence of the millennial era, which is characterized by increasingly critical and complex community conditions in assessing the performance of government development through information technology on social media, is able to influence public perceptions, opinions, and attitudes. The government should not be left behind while taking advantage of information technology innovation facilities as one of the publication media to share and update information. Conversely, the rapid and massive development of information technology has given rise to various problems in managing information and communication, particularly between the government and strategic interest groups. These problems include the use of the internet and social media by the public, thereby leading to disruption in the industrial revolution 4.0. Human life is made easier by the presence of various technological facilities such as the Internet of Things (IoT), Big Data, Artificial Intelligence, Human-Machine Interface, Cloud, Quantum Computers, Robots, 3D Printing, as well as Augmented, Virtual and Mixed Reality in various fields of life. The birth of numerous information technology facilities in the field of communication makes it difficult for Government Public Relations to issue policies within the agency. In fact, communication technology is unavoidable by Public Relations willing to work effectively (Betty, 2012). This is because communication using the internet has become part of daily activities that cannot be abandoned. The internet itself has offered new roles and functions, one of which is its use as a medium to monitor and integrate information (Suwatno, 2019).

In line with Presidential Instruction Number 9 of 2015 concerning the management of public communications carried out by various agencies and government institutions, it is imperative to prioritize a narrative at the ministry/institutional level in an integrated and sustainable manner. In this era of public information disclosure, there has been a shift in the concept of government institutions from agents of change to service, thereby leading to changes in the practice of government public relations (Iriantara, 2019). Therefore, the existence of Government Public Relations in the millennial era needs to be creative and collaborate more intensely to disseminate information through optimal use of communication media. Furthermore, communication between the government and the public through social media increases interactivity (Dunan, 2020).

One of the ways to optimize the role of Government Public Relations in institutions is by carrying out public information services and following up on various forms of communication activities to build, maintain, or improve the institution's positive perception, image, and reputation. Several studies showed that Government Public Relations acts as an information gateway, communication facilitator, technician, manager, and policymaker (Kriyantono, 2018; Purwindra, 2016; Siswanto & Abraham, 2016). The position of public relations in government institutions ideally plays a special strategy in dealing with the "critical" public phenomenon in the era of openness. This is because public relations' strategic duties and functions in managing information and communication of individuals and community groups need to be properly served with various interests. Information supported by increasingly modern, fast, simple, accurate, and open communication in the era of the industrial revolution 4.0 is very important.

Meanwhile, the organizational movements are somewhat rigid due to public relations practitioners' strong cultural aspects and conventional paradigms in government institutions. Normatively, the cultural aspect possessed by the public relations department in government

institutions is associated with the division of labor and confusion in the implementation of public relations duties at the central and regional levels. It is also associated with matters of communication and informatics as well as the Information Management and Documentation Officer (PPID). Therefore, every top leadership of government organizations needs to prioritize the process of enhancing government communication governance through the current paradigm. This needs to be conducted to realize the real work carried out by the government to obtain full appreciation and support from the community.

The implementation of government communication that emphasizes innovation, creativity, responsiveness, and adaptation carried out by public relations needs to respond to the demands of transparency and accountability and build public trust related to the work achievements of central and local institutions. Furthermore, irrespective of the work carried out by public relations of government institutions, in line with Law no. 14/2008 on revitalizing the role of government public relations, organizations faced with internal institutional problems need to ensure accountability and transparency towards clean governance. The current condition has made the position and role of public relations, specifically in government institutions, become necessary for a constructive change. The Director-General of Information and Public Communication, Ministry of Communication and Information of the Republic of Indonesia, Widodo Muktiyo, emphasized the strategic role of government public relations in conveying information to the public (Waluyo & Djaffar, 2020).

All government institutions are required to be open to state administration in order to provide information and facilitate communication. In this situation, the government is obliged to provide the public with numerous information and adequate sources while supervising the state's administration. Meanwhile, the adaptation process in the information and public communication service sector of government institutions is increasingly strategically in various ministries (K/L) and localities. The digital era has made it easy for individuals and groups to find and access information quickly to fulfill their various needs. The internet has made it possible for public relations to reach a greater and wider area without relying on intermediaries, journalists, and print media (Onggo, 2004).

The demand for adapting the role of public relations in the 4.0 era with the distinctive character of the millennial in government institutions needs to quickly transform from conventional to digital performance characteristics to be able to serve the basic communication needs of the community. Furthermore, the role of online communication and dissemination of information regarding basic public services carried out by government agencies is a very important task for information disclosure. Therefore, the Government manages its reputation and builds good relationships with all stakeholders, specifically the community, through the implementation of communication management and information technology.

Scientifically, the difference between this research and previous ones is that it analyzes the pattern of government public relations communication from the central to local through digital-based activities carried out by the Ministries of Transportation, Religion, Maritime Affairs, and Investment as the regency Government in West Java Province. This research also provides recommendations needed by government public relations in facing information competition in the industrial era 4.0, specifically for millennial practitioners.

Therefore, based on the background above, Government Public Relations is faced with challenges in managing public communication and information, hence, public access and aspirations can be served and managed professionally and proportionally. This led to the

examination and the analysis of the transformation of public relations communication in government institutions based on digital technology in the millennial era that is comprehensive in central, provincial, and district/city government institutions. Meanwhile, the research aims to determine the transformation model of Government Public Relations communication based on digital technology in order to improve the implementation of public information disclosure in the millennial era.

METHOD

This is a qualitative research conducted to understand the meaning, find hypotheses, and construct phenomena on natural subjects (Sugiyono & Lestari, 2021). According to Kriyantono Kedi (2015), a qualitative descriptive research aims to create a systematic, factual, and accurate description of the facts and properties of certain objects. This research was conducted to provide an objective description of the actual state of the subjects under investigation concerning the digital communication patterns that occur in Government Public Relations while serving the community.

The sampling technique used is purposive, which is a non-probability process utilized to make special considerations. Abidin (2015) stated that the sampling technique is a method used to select members from a given population to obtain a predetermined size. The sample size is selected based on certain characteristics, such as competence and experience in public relations at central/ministerial, provincial, and district/city government institutions.

Data were collected through semi-structured interviews with informants working the Ministries of Maritime Affairs and Investment, Transportation, and Religion in the Regional Government of West Java Province and Cimahi City. The informants are the leaders and staff of public relations at the central, provincial, and district/city levels determined using the purposive sampling method. To facilitate the research, a theoretical framework formulated by Sarosa (2012) as a theoretical foundation was conducted. This theoretical framework is useful as a guide regarding variables and indicators by reviewing the literature.

The observation technique is carried out by paying attention to Government Public Relations activities on the official accounts of the associated institutions. These observations were made in order to identify the interactivity of delivering information and communication messages between the government and the public on their Website and social media accounts, such as Facebook, Twitter, Instagram, and Youtube, from 2019-2020. The data collected were analyzed using the Miles & Huberman model, consisting of three stages, namely reduction, presentation, conclusion, and verification (Miles, Huberman, & Saldaña, 2018). In the verification stage, the data obtained from interviews with informants through observations and literature review were triangulated and used to draw credible conclusions.

In qualitative research, the findings are declared valid, assuming no difference between the reported and occurred processes (Sugiyono, 2005). Therefore, testing the validity of qualitative research data is conducted for credibility (internal validity), transferability (external validity), dependability (reliability), and confirmability (objectivity). The validity test uses data credibility type through extended observations, and increased persistence in research carried out in Government Public Relations. Meanwhile, reliability in qualitative research is multifaceted and dynamic, hence, no consistent or repeated data was found. This means that reliability in this research is obtained by continuously observing the behavior and activities of Government Public Relations at the central, provincial, and district/city levels.

RESULT AND DISCUSSION

Government Public Relations Competence in the Millennial Era

The development of the Industrial Revolution 4.0 era, which was marked by the emergence of the *Internet of Things* (IoT) and the application of *Artificial Intelligence* (AI), has made the human profession challenging, including public relations practitioners. For instance, various publications that initially utilized only conventional human resources are currently starting to be abandoned due to the diverse growth of human interest and needs. Therefore, the Government Public Relations practitioners need to continuously develop their abilities and potential optimize their competency in managing public communications. This is because the duties and functions of Government Public Relations develop and become more complex in dealing with the development of public services over time. The development of information and communication technology has been able to help to improve the current Government Public Relations. The task of government public relations today is not only "accommodating the communication function" of their associated agency. However, Public Relations officers occupy a strategic position in achieving organizational goals through various creations and innovations in the media. As a gateway for information, the role of communication facilitator in Government Public Relations is inherent the function as a place to enter and exit various information for agencies and the community.

Public communication activities, which are usually the responsibility of public relations institutions in government institutions, are currently being strengthened by Information Management and Documentation Officers (PPID) in each regional unit or apparatus. Furthermore, the functional placement of public relations institutions is only intended for regional apparatus organizations (OPD) with public relations duties and functions, namely the Communications and Information Office and the Public Relations Bureau at the Regional Secretariat (Simatupang, 2020). The existence of the government through Public Relations needs to be quickly adapted along with the presence of technology as a medium for disseminating information through mass, online, and social media. A Public Relations officer needs to be able to become a collaborator to support the synergy of organizational programs for optimal results that are competent, credible, creative, innovative, and ethical.

Currently, almost all aspects of human life are unable to avoid the impact of industry 4.0, including the field of public relations. For this reason, Government Public Relations practitioners need to have the appropriate competencies to be able to face the development of industry 4.0. This is in accordance with the millennial and industrial 4.0 era, which are marked by the birth of artificial intelligence (AI), big data, and systematic robots (Laksamana, 2018). Furthermore, the millennial era is often described as a generation that adores the values of freedom with creative-innovative character and "good friends" with technology for productivity and efficiency.

Communication activities carried out by the millennial generation familiar with digital media and technology require Government Public Relations to communicate properly. The presence of technology in communication has changed the previously conventional way of interacting, by switching to digital resources, such as the internet and other social media applications. Therefore, it is essential to master digital technology in delivering messages by Government Public Relations by adjusting the communication to ensure it is properly received by the target audience, most of whom are millennials that demand accountability and openness.
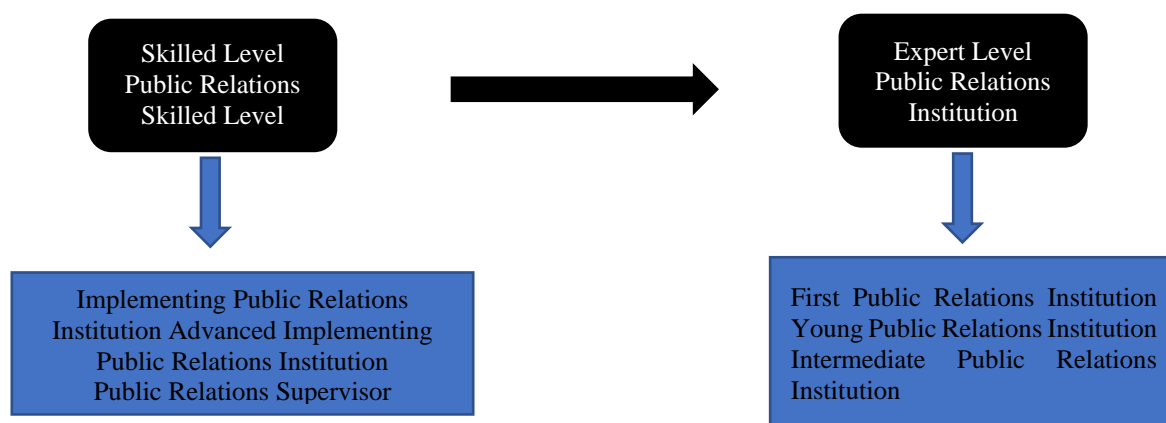
According to Law no. 14 of 2008 concerning Public Information Disclosure, every government institution that uses the State Revenue and Expenditure Budget (APBN) and non-governmental organizations need to be able to convey public information correctly. This public information should be open and easily accessible as part of accelerating the realization of good governance, namely transparent, effective, efficient, and accountable.

Based on the field observations results, the various scopes of public relations are determined to provide information and meet the work experience, track record, expertise, and foreign language skills of human resources. Niken Sitalaksmi Widjaja, Head of Subdivision of Communication and Information Strategy Planning and Information Bureau, Ministry of Transportation of the Republic of Indonesia, stated that a Government Public Relations officer should have the ability to coordinate, package messages, be consistent, and provide equal opportunities by establishing the right communication between public institutions and organizations. This means that public information needs to be accessed to ensure effective communication between government institutions and the community. Suwatno (2019) stated that this process is in accordance with Gruning and Hunt's Four Models concerning two-way symmetric, which prioritizes the importance of dialogue capable of providing equal opportunities for all parties to communicate, thereby leading to a mutually beneficial understanding.

Dodo Murtodo, S.Ag. a Junior Expert Public Relations Officer of the Inter-institutional Relations Subdivision at the Public Relations, Data, and Information Bureau of the Secretariat General of the Ministry of Religion of the Republic of Indonesia, stated that a Government Public Relations officer need to have an open and communicative attitude. Furthermore, by having institutionally recognized competencies, Government Public Relations tend to strategically plan and implement various public relations programs, specifically in delivering public information messages by passing program test for JFPH. Through this competency test, the Ministry of Religion of the Republic of Indonesia tends to get Government Public Relations personnel capable of orchestrating information from the center to the regions. In the end, it is expected to be an influencer capable of implementing government policies and programs in the religious field. Bate's (2015) research based on the results of a survey in the United States reported that the competence for a public relations profession is to have writing and media pitching competencies of 92.6% and 88. 9% (Arief & Saputra, 2019).

The following are some of the abilities and competencies that generally need to be possessed by a public relations officer in order to face the various activities and challenges. These include (1) having a public relations background, (2) organizational/managerial abilities, (3) sociability, (4) honest personality, and (5) broad imagination, insight, and innovative skill (Soemirat & Elvinaro, 2007). Therefore, not everyone has the ability to become public relations personnel without being equipped with the right skills and knowledge. The competence contained in the profession shows that the institution views it as an important skill required to fulfill its various needs. As a profession in government and public institutions, public relations really "heed" to the meaning of competence. Its existence in a profession is part of government efforts in improving services to the community. The existence of competencies obtained in an institution is expected to be able to realize human resources capable of fulfilling public expectations that occur in society. This is in line with the Encroachment theory, which discusses the phenomenon of Public Relations carried out by people who are not educated. Kriyantono (2014) stated that this process occurs due to the misunderstanding of the function of Public Relations for the organization's operations.

Government Public Relations have different characteristics from private institutions, and in practice, more emphasis is placed on them (Betty, 2012). Furthermore, in government agencies, Public Relations is often referred to as Press Secretary, Information Officer, Public Affair Specialist, Communication Specialist, or Public Communication, whose job is to inform the public on activities carried out by the government. Through a work unit or public relations program, the government conveys information or explains certain policies and obligations needed for the wider community through a work unit. The functional level of public relations institutions in central and local government refers to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2014 shown in Figure 1:

Skilled Level Public Relations Skilled Level	→	Expert Level Public Relations Institution
↓		↓
Implementing Public Relations Institution Advanced Implementing Public Relations Institution Public Relations Supervisor		First Public Relations Institution Young Public Relations Institution Intermediate Public Relations Institution

Figure 1: *Competence of Public Relations Institutions in Government Institutions*
Source: Research Results, 2021

Based on Figure 1, it can be explained that the competence to become a public relations officer in a government institution is by building a career from skilled and expert institutions. This is because both career paths require technical and professional qualifications in carrying out their duties and functions. In accordance with the Encroachment theory, the job of Public Relations should be filled by people with a background in Public Relations to carry out technical, managerial, and strategic work tasks through the authority, structural and functional owned (Kriyantono, 2017).

The current potential of the PR profession has to be able to align with the development of the millennial generation and the 4.0 industrial revolution inevitably. This is because Public Relations is a dynamic profession needed by the community due to its high bargaining position in various business and trading companies, manufacturing, financial, industry, online business, transportation, mining, hospitals, and non-profits (Hartini, 2019). The following are some references to skills that can be used as competencies for a Government Public Relations Officer in the millennial era. (1) The PR needs to be proactive by adapting to all conditions and social issues in society from various existing public opinions towards the government. (2) Able to take advantage of social media features to produce new and dynamic information on various development issues. Furthermore, with the development of digital communication media, Public Relations can use social media for data retrieval, information dissemination, and media to interact with the government and the public. (3) Public Relations need to use PR Tools, such as writing press releases and captions, conveying ideas through visual graphics, and effective digital content. Laksamana (2015) stated that Public Relations has presently developed into an interdisciplinary science and digital communication.

A professional public relations officer in a government institution needs to be able to create and maintain networking with various parties related to the institution. The ability to build and maintain these relationships is very important to obtain a positive opinion of the institution and create a relationship of mutual trust. Therefore, a PR should be "SMART" in carrying out various duties. These include (1) Self-Driven, which is associated with having the passion and initiative to set clear goals and plans that are constantly evolving, (2) Motivated, have a strong motivation to develop that comes from one's passion, (3) Action-Oriented, all activities carried out refer to the results and contributions, (4) Responsible, have a high sense of ownership and responsibility, and (5) Team Players, which is the ability to lead and work together in a team.

Government Public Relations Officers are required to work effectively and efficiently because they are at the forefront of delivering public policy programs. The strength of cooperation needs to be very good and balanced with qualified competence. The following are 7 competency requirements that a Government Public Relations needs to possess, namely Adaptive, Creative, Innovative, Digital Literacy, Integrity, Empathy, and Global Insight. Other competencies are multitasking, communication skills, crisis management, and high integrity. Therefore, the existence of Public Relations in the millennial era is faced with a very dynamic environment, a more heterogeneous community, and greater freedom of expression.

Table 1: *Government Public Relations Competence in the Millennial Era*

No	Skill Competence	Knowledge Mastery Competence	Managerial Competence	Professional Competence
1	Able to communicate orally and in writing	Possess analytical, critical, creative, innovative, adaptive, and visionary skills	Have practical research skills in communication and media	Mastery of the profession, intellectual and emotional intelligence
2	Mastering basis administration	Have publishing knowledge	Have a leadership spirit	Mastery of organizational issues and their scope
3	Mastering audio-visual design	Have adequate knowledge of organizing events and operating multimedia	Have the ability to work together	Ability to make quick, intelligent decisions and minimize negative impacts
4	Mastering ICT and Social Media Management	Have knowledge of information literacy, digital, and programming languages (coding)	Mastering lobbying and negotiation	Strategic management skills, issue management, information management, and social media management
5	Mastering foreign languages passively and actively	Have knowledge of expressing ideas and communication skills	Able to handle conflict and crisis	Integrity

Source: Research Results, 2021

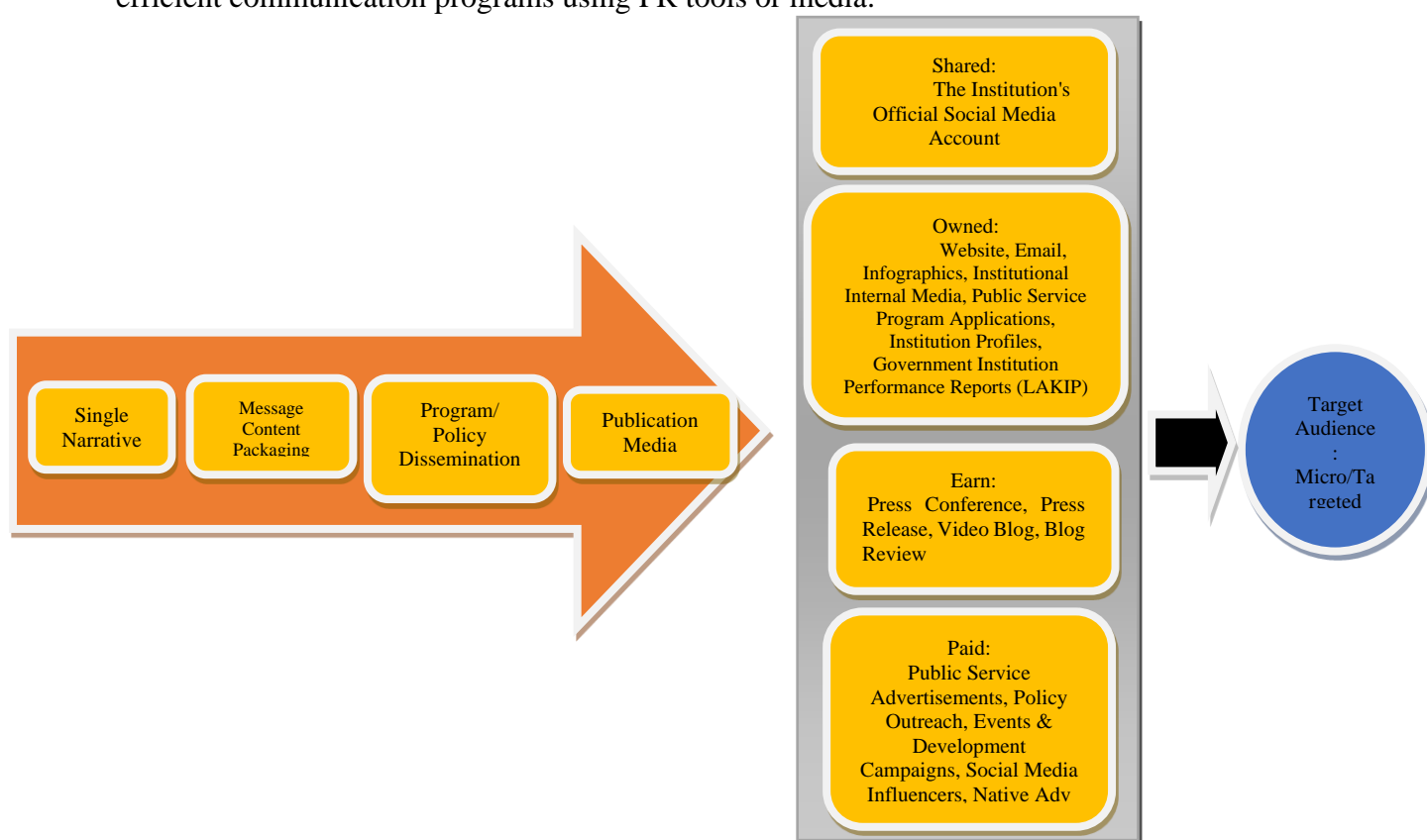*Government Public Relations Performance Model in the Millennial Era*

The role of Government Public Relations is very important in their administration. However, the institutional structure is not yet strong, institutions have not been considered important by the leadership, elonization is still under, and limited human resources. Furthermore, the disruption phenomenon in the rapid evolution era of information technology, such as the implementation of public relations institutions, needs to reposition, reorient, revitalize immediately, and reform in carrying out their duties and functions. They do not only need to be a mouthpiece, clipping maker, and broadcaster press for events expired events, rather at a more strategic level appropriate with the demands of the situation to increase professionalism and accountability of public relations practitioners (Komarudin, 2019).

Conversely, the advances in information technology that has brought competitive values in various institutions, including the government have provided an optimal opportunity for the acceleration of public services, which needs to be transformed. Therefore, efforts are needed to create and develop public service innovations in information and communication to get a positive response from the community. The process of transforming public services in government institutions is an opportunity for the millennial generation, specifically those working in Public Relations. The government needs to be able to direct all organizational resources to be able to win the competition for public communication services that are synchronized with changes in social, cultural, and technological conditions that exist in the community. This was revealed in the results of an interview with Hartanto as the Head of Bureau Publication and Public Information Services of the Transportation Ministry, which is as follows:

"Innovating public services in the communication and information sector is not only a decoration for the organization from the leadership, rather there needs to be a measurable implementation in a basic public service policy. Therefore, the Government Public Relations is expected to be involved in the process of formulating, implementing, and disseminating policies or programs that are "close" to the head of the institution."

The strategic policy issue of management communication, which occurs at any time in government institutions, has provided flexibility for using social media communication and networks channels to a wider community through single narratives and storytelling. Furthermore, to determine and understand the content of messages that come from the institution's leadership, leaders need to carry out a strategic approach. This is because the closeness of Government Public Relations with institutional leaders in the era of the industrial revolution 4.0 has changed their performance, therefore, they can work smart, fast, and in discipline patterns (Waluyo & Djaffar, 2020). This shows that the packaging of public information dissemination can be successful and accepted by the community when carried out systematically and measurably, with current's all-digital public goals. The opportunities in the era of digital-based public information disclosure allow Government Public Relations practitioners to take over all the needs for openness and transparency of institutional activities through appropriate communication methods. Moreover, information technology support still needs to adhere to effective, ethical communication principles based on data and facts. The use of language and diction in the dissemination of public policy messages in digital media by the Government is very important. This is because quality digital media content has a high engagement and contributes to the quantitative and qualitative growth of the audience (Fleorinta, 2018).

The dynamics of adaptation faced by Government Public Relations is an opportunity to develop various strategies in making public communication programs, hence, they are sharper in building perceptions, public opinion, image, and institutional reputation. In conditions of VUCA (volatility, uncertainty, complexity, ambiguity), the transformation of public communication patterns need to be able to consider "information and communication mitigation," which can occur at any time and in any media. Therefore, the government needs to be creative, new, smart in managing data and information, and innovate in providing public services to produce adoptive, adaptable, and adept practitioners. This means that Public Relations need to be able to adopt technological innovation changes and be skilled and proficient in their various fields (Laksamana, 2020). Moreover, changes that occur in their performance require various technical competencies possessed by public relations institutions. These technical competencies include communicating various messages from institutional leaders and socializing government policy programs to their stakeholders through effective and efficient communication programs using PR tools or media.

Figure 2: *Dissemination of Government Public Relations Messages in the Millennial Era*
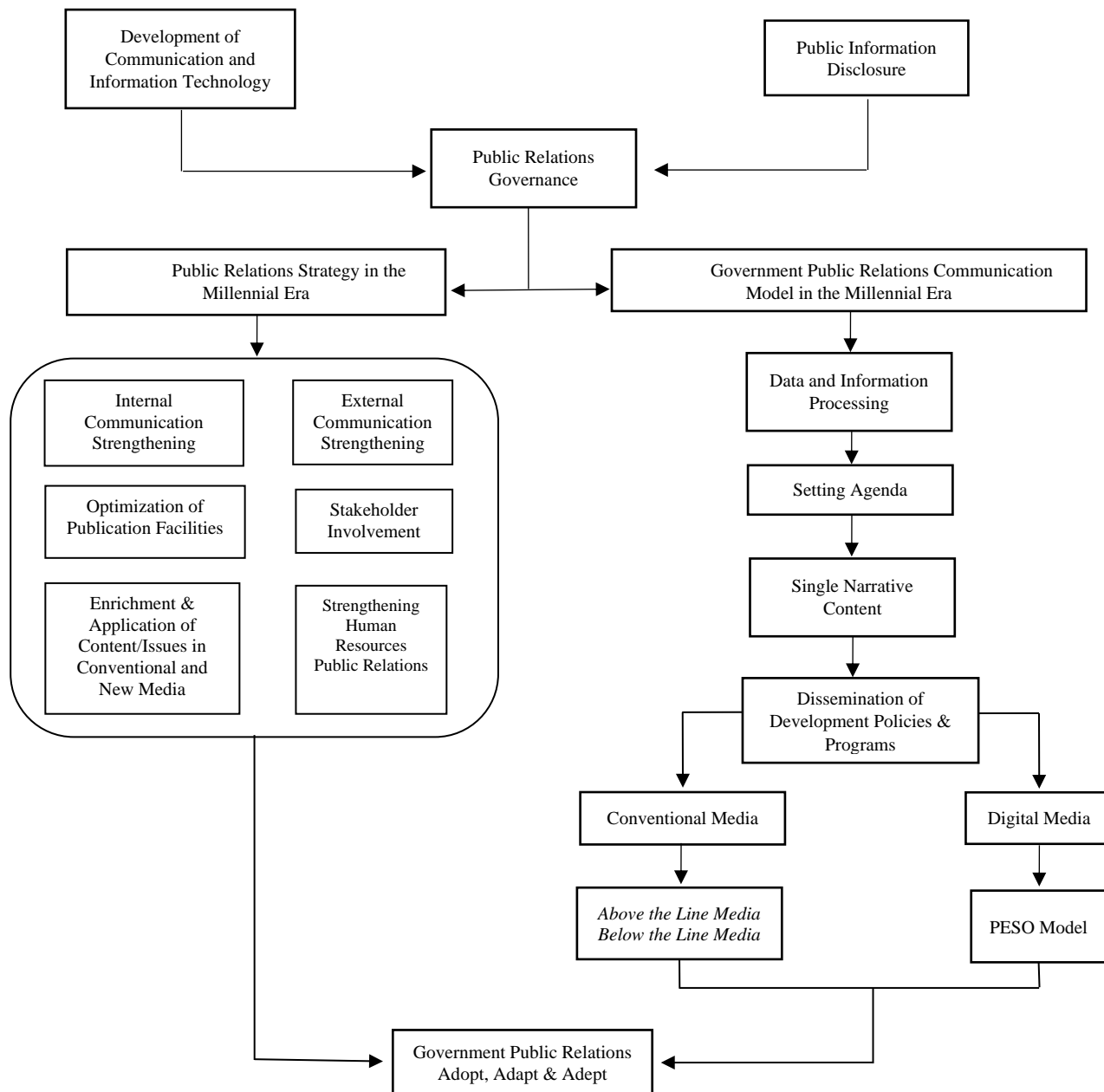*Source: Research Results, 2021*

The millennial generation, which is closest to information technology, is usually considered by the Government Public Relations in conveying the message of socializing institutional and leadership policies through digital media. This is natural because most of the community is already using an internet connection to get information. Therefore, to determine the power and effectiveness of digital media in disseminating information on government institutions, the SOEP (Shared, Owned, Earn, & Paid) model is used as an analytical tool. This is in accordance with Figure 2, which shows that the SOEP Model is used to effectively design public relations strategies and overcome the community's bias towards digital media literacy (Pieczka, 2019). According to Figure 2, 1) shared is a means of providing comments and contributions through a platform. The implementation form used by Government Public

Relations to share information is by creating official social media accounts, such as Facebook, YouTube, Instagram, Twitter, and Tiktok. Social media are very close to lifestyle and are often used by the millennial generation to discover and obtain information. 2) Owned means a media channel owned and controlled by an institutional entity (Macnamara et al., 2016), such as disseminating government policy messages. Examples include official government blogs, email newsletters, e-magazines, Strategic Plan documents (Rienstra), Government Performance Reports (Lakip), Policy Program Infographics, etc. 3) Earned is a published coverage or reviews of entities without paying (Xie, Neill, & Schauster, 2018) by third parties. An example is the distribution of press releases to the media, inviting them to interesting events, such as the inauguration of a development result carried out by the government. 4) Paid delivery of messages in media conducted with money, such as endorsements, sponsored content, mobile advertising, influencers, and paid search (Baskoro, 2020). In the context of government institutions, public service advertisements, paid influencers, events, and infrastructure development campaigns are used to disseminate or support government policy programs. Therefore, the SOEP Model is a response to the changing times carried out by Public Relations in the millennial era, which communication is plural and any time.

Figure 2 shows that the performance of people working in Government Public Relations needs to be quickly and actively changed with maximum outcomes adjusted to the institutions towards good governance. Conversely, the disruption or changes in various sectors due to the arrival of the industrial revolution 4.0 era has made the community demand the best and extra-quick government performance that is measurable and credible. However, many government institutions have not been able to fulfill the high expectations of the public. Therefore, for this reason, PR and all government personnel need to change their paradigm and have the spirit of serving as a reference in every step of their work to fulfill the needs of a segmented society.

Currently, this is the time for Government Public Relations to change rapidly and actively in terms of agenda-setting and to be able to play a role in serving public information that is increasingly spreading in the community. Five paradigms of government public relations need to be changed to become contemporary public relations that are still trusted by the public. First, the implementation of PR tasks and functions from tactical to strategic. Second, Public Relations need to be a key player in the running of the government. Furthermore, third and fourth, the PR needs to have a high level of confidence and a wider national and even international network. Finally, PR needs to strengthen the positioning of the organization and its personality. The changes in the five paradigms are expected to become the basis for Government Public Relations Institutions to promote them to have the potential to damage the image of government institutions using the best communication strategies.

According to the Chief Editor and Founder of PR Indonesia Asmono Wikan various programs and strategies are used to effectively disseminate information to the public. Asmono further stated that every government needs to possess the competence to understand and redesign key messages from agency leaders and regional heads. After understanding the meaning of the statements of public officials, public relations need to be able to find a common thread between each leader's statement as well as their vision and mission. Furthermore, public relations need to make communication programs that are most targeted to the right media. Therefore, supposing these three tips are carried out properly, the government's public relations officer undoubtedly becomes a respected professional communicator ready to face any challenges along with the times. This is in accordance with the optimal performance of the Government Public Relations Officer (THP) in disseminating information using online media and various other communication strategies (Priyatna, Syuderajat, & Koswara, 2020).

Figure 3: *Government Public Relations Performance in the Millennial Era*
Source: Research Results, 2021

Based on Figure 3, the transformation of government communication as a strategic step is carried out by rearranging the strategic communication plan of institutions and managing public relations institutions to be more professional. Furthermore, it can be used as a roadmap for changing communication styles in the millennial era that requires keywords as part of the "public discussion" through the use of the SOEP Model by Government Public Relations. This is in accordance with Fithriandhy Kurniawan's statement as the Head of Information, Public Communication, and Statistics of the Public Relations Section of the Cimahi City Government, which is as follows:

"The government's public relations activities have adopted the penthahelix strategy to establish and open relationships with various institutions. Usually, Government Public Relations only establishes a relationship with the media, however, at this time, the public in Penthahelix has become a partner in disseminating information interactively."

Therefore, the existence of a PR organizational unit in government institutions is a functional and operational necessity used to disseminate or publish all matters relating to government activities. This is to obtain public support and positive assessments from the community concerning policies and performance conducted. Meanwhile, one of the government's missions in the future is to realize clean, effective, and reliable management. However, this is impossible to achieve without transparency and earning the community's trust. Therefore, Public Relations, as part of the "funnel" of public institutions/agencies, need to overcome the challenges of unlimited access and quality of information submitted by the public. With the transformation of PR performance in government communication, public agencies need to become a source of public reference in obtaining information and become the spearhead of antidote to hoaxes, misinformation, and disinformation that misleads the community. Furthermore, Government Public Relations should be able to promote efforts for transparency and public information disclosure that institutional leaders can initiate as the main key to implementing information disclosure. Lastly, they need to be able to disseminate information that can change the pattern of interaction and communication from a passive to an active community in accessing and using information.

The government, public relations figure, is reflected in the adoptive, adaptable, and adept communication style that shifts from passive-reactive to proactive-responsive. Therefore, in order to carry out reciprocal communication, enhance the smooth flow of information and public accessibility, a positive opinion, image, and reputation of the institution need to be built. Currently, Government Public Relations emphasizes two-way communication, which opens up to receive input and suggestions, and discusses to achieve an optimal understanding of problems. Therefore, it is no longer a "Tongue Connector" rather a "Connector for ideas, programs, and policies", hence, the existence of Public Relations is able to bring changes to the institutions represented towards improvement as the role of initiator, communicator, negotiator, mediator, and facilitator.

Conclusion

Public relations activities that are in direct contact with technological changes need to be aligned with innovative ideas as well as digital information and communication services based on the capabilities and capacities of Government Public Relations HR. This is in line with the transformation of government communication patterns and styles from single, scheduled, and traditional forms to creative, innovative, responsive, and diverse, irrespective of the time. Official government agencies are contained in the Website, Blogs, Youtube, Instagram, Facebook, Twitter, and Tiktok channels.

LIMITATION AND STUDY FORWARD

This research has been carried out based on scientific rules and procedures, however, there are still some limitations in the disclosure of the research results, including:

1. In order for future researchers to conduct quantitative testing of the pattern of government communication carried out by government public relations.

2. The number of resource persons needs to be increased in order to obtain better and comprehensive results in reviewing public communication issues in local government institutions.

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