

## Crisis-handling patterns: A multi-case study in Indonesia

Indah Fajar Rosalina\*<sup>ORCID</sup>, Wina Puspita Sari, Muria Putriana, Qoryna Noer Seyma El Farabi,  
Asep Soegiarto, Ghina Balqis Salsabil, Rivanda Kamil Akhsan

Universitas Negeri Jakarta, Jl. Rawamangun Muka Raya No.11, Rawamangun, Kecamatan Pulo  
Gadung, Jakarta Timur, Indonesia  
[indah.fajar@unj.ac.id](mailto:indah.fajar@unj.ac.id)

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### ABSTRACT

This study examines crisis communication patterns in cross-sector organizations in Indonesia through case studies of GenFM, PT KAI Commuter, and KitaBisa. GenFM faced a reputational crisis following an on-air joke by a radio host that violated broadcasting ethics, KAI Commuter experienced a security breach of its Multi-Trip Card system that caused financial and reputational damage, and KitaBisa dealt with public allegations of non-transparent donation management. Using a descriptive qualitative approach and guided by Situational Crisis Communication Theory (SCCT), this research analyzes the types of crises, public attribution of responsibility, and communication strategies employed by each organization. Data were collected through in-depth interviews, observations, and secondary document analysis. The findings show that the three organizations adopted distinct communication patterns: KitaBisa emphasized transparency and empathy to restore trust; GenFM prioritized swift clarification and professionalism; and KAI Commuter implemented systematic, collaborative, and technically driven responses. All three rely heavily on digital platforms as primary communication channels. The study highlights that the effectiveness of crisis communication is determined by the alignment between strategies and the nature of the crisis, as well as the organization's openness to addressing public concerns.

**Keywords:** crisis communication, communication patterns, crisis management, cross-sector, organizations

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## 1. INTRODUCTION

A crisis is an inevitable event in an organization's lifecycle, carrying the potential to disrupt operations, damage reputation, and erode public trust (Nova, 2014). With the rapid flow of information in the digital era, crisis management requires a swift, coordinated, and strategic response (Rosalina, 2020).

Crisis management not only serves as a channel for delivering factual information but also as a tool for shaping public perception, which in turn influences the organization's post-crisis image. As Coombs and Holladay (2009) state, effective crisis communication must combine speed, accuracy, and tact to build trust while mitigating reputational harm. Therefore, an organization's success in managing a crisis is often measured by its ability to control public narratives.

Indonesia's diverse industrial landscape—spanning transportation, media, philanthropy, and energy—demonstrates how sector characteristics, organizational structures, available resources, and stakeholder relationships shape different crisis-management approaches. Previous studies, such as Rosalina (2024), Fitri et al. (2020), and Kristianti et al. (n.d.), have largely focused on single sectors or specific crisis types. However, cross-sector studies examining crisis communication patterns are limited. Such comparisons could provide a more comprehensive understanding of both universal and context-specific elements of crisis communication.

This study examines crisis management patterns across three organizations from different sectors in Indonesia: PT Kereta Api Indonesia (transportation), Gen FM (media), and KitaBisa (philanthropy). Using a multi-case study approach, this study seeks to identify common patterns that emerge from these organizations' crisis experiences while highlighting the strategic variations shaped by sector-specific characteristics.

The first case involves PT Kereta Commuter Indonesia (KCI), which faced a hacking incident in 2024 that targeted its Multi Trip Card (KMT) system. The breach caused several users' balances to decrease without any authorized transactions (Tempo.com, 2024). This incident exposed vulnerabilities in KCI's electronic payment system, one of its flagship innovations. Media scrutiny and public complaints on social media have sparked significant public pressure. From a reputational standpoint, the incident threatened the KCI's image as a modern, safe, and reliable transportation provider.

The second case concerns Gen 98.7 FM, a radio station known for its youthful and energetic image. During its "Gen48" program, a collaboration with the idol group JKT48, host Kemal Mochtar made a joke involving the term "VCS" while speaking to three JKT48 members via video call (Basudara, 2024). In Indonesia, "VCS" is commonly associated with "Video Call Sex," but Kemal had intended it as an abbreviation for "Video Call Senbatsu" (kopiidol, 2024)—"Senbatsu" refers to selected JKT48 members (Kumparan.com, n.d.). A clip of the broadcast went viral on social media, especially on X (formerly Twitter), and drew heavy criticism from both JKT48 fans and the wider public, who viewed it as inappropriate and unprofessional. For Gen FM, this crisis went beyond a procedural error—it struck at the core of its brand identity as a friendly, entertaining and professional media outlet. This case is significant because it illustrates a reputation crisis triggered by an individual's on-air behavior, where the speed of response and framing of public messaging are crucial in mitigating image damage.

The third case involves KitaBisa, Indonesia's largest online fundraising platform. In late December 2023, a donation recipient named "Mama Omer" claimed that out of the Rp40 million raised to support her family, she only received Rp1.5 million (Marga, 2023). The issue gained traction after a well-known influencer on X, @deddyhuang\_, reposted screenshots from Mama Omer's TikTok account, questioning KitaBisa's transparency and calling for the closure of the fundraising campaign. Mama Omer, a mother of a child with special needs, stated that despite receiving assistance from KitaBisa for her son's medical expenses, the funds she obtained did not match the amount raised through the campaign. Her statement quickly spread across social media, sparking public suspicion of KitaBisa's transparency and accountability.

The controversy went viral, garnering 3.6 million views, 8,700 re-posts, and 702 comments. National media outlets such as Pikiran Rakyat also covered the story on December 26, 2023, with the headline "Donation Recipient from KitaBisa Admits Not Receiving Full Funds." Because KitaBisa's operational model is built entirely on donor trust, such allegations pose serious reputational risks. Once

credibility is questioned, the potential decline in campaigns and donations becomes a tangible threat to the organization. Consequently, communication strategies rooted in transparency and factual evidence are essential for restoring public confidence.

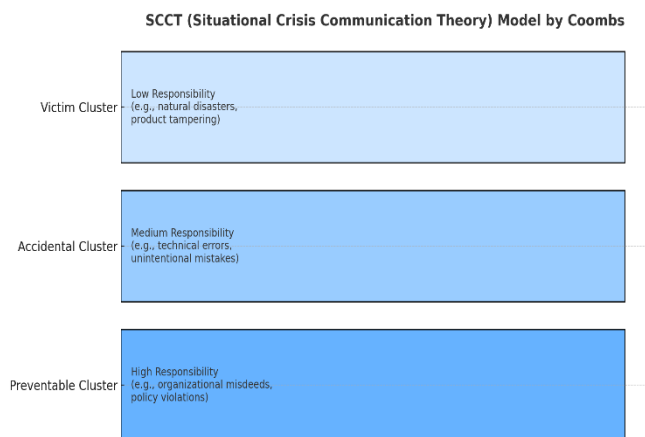
These three cases illustrate that despite the differing sources of crises—ranging from system vulnerabilities to individual negligence and alleged transparency breaches—their impact on organizational reputation shares a common thread: each tests how swiftly, accurately, and skillfully an organization can respond to public pressure. In a crisis, an organization’s image is at its most vulnerable, and the pattern of its communication determines whether the image recovers, stagnates, or deteriorates.

This study has both academic and practical relevance. Academically, it contributes to the crisis communication literature by offering a cross-sectoral perspective within the Indonesian context, an area that remains rarely explored. Practically, the findings are expected to guide organizations in designing crisis communication strategies that adapt to their sectoral characteristics while upholding universal principles, such as transparency, speed, consistency, and empathy.

Through a multi-case study approach, this research analyzes how each organization frames its crisis messages, selects communication channels, and manages stakeholder relationships. The analysis not only maps communication patterns but also evaluates their effectiveness in restoring the organizational image and rebuilding public trust. Thus, the findings are expected to serve as a valuable reference for developing applicable and context-sensitive crisis communication frameworks in Indonesia’s health sector.

## 2. LITERATURE REVIEW

Crisis communication is a strategic process that organizations use to anticipate, respond to, and mitigate the impact of events that may threaten their reputation, operations, or continuity (Coombs, 2015). From this perspective, a crisis is not merely a sudden occurrence but a situation that requires rapid decision-making under pressure, with significant consequences for public image and trust. See Figure 1



**Figure 1. SCCT model by Coombs**

According to Fearn-Banks (2016), crisis communication encompasses a range of activities, from issue management and risk communication to post-crisis recovery. This approach highlights the importance of transparency, responsiveness, and message consistency, so that organizations can maintain their legitimacy in the eyes of the public.

Crisis communication expert W. Timothy Coombs formulated how organizations manage crises through the Situational Crisis Communication Theory (SCCT). This theory is based on the assumption that an organizational crisis is not only defined by the event itself but also by how the public perceives the organization’s responsibility for it (Coombs, 2007b).

SCCT views a crisis as a perceived event—an occurrence interpreted and evaluated by the public based on the information they receive and how they understand it to be. Thus, crisis management is not merely a technical matter of handling incidents but a strategic endeavor that involves managing public perception.

The core principle of SCCT lies in the relationship between the attribution of responsibility and the communication strategy adopted by the organization. The greater the public's perception of an organization's responsibility, the higher the reputational risk and the stronger the demand for apologies, compensation, or policy change (Coombs, 2007a). Coombs categorizes crises into three clusters based on the degree of organizational responsibility: (1) Victim Cluster → The organization is positioned as a victim of the crisis. (Low responsibility); (2) Accidental Cluster → The crisis occurs unintentionally or due to technical factors; (Moderate responsibility); (3) Preventable Cluster → The crisis results from negligence or avoidable mistakes; (High responsibility)

The higher the perceived responsibility, the more proactive, transparent, and restorative the organization's communication strategy. SCCT divides crisis responses into three main levels (Coombs, 2007a): First, Primary Response Strategies. These are (1) deny: rejecting the existence of a crisis or denying responsibility; (2) diminish: downplaying the seriousness of the crisis or justifying the circumstances behind it; and (3) rebuild: admitting fault, apologizing, and offering compensation. Second, Secondary Response Strategies. Bolstering: Creating positive associations, such as reminding the public of past achievements. Third, Base Responses. These are (1) Instructing Information: Providing factual information to ensure public safety, and (2) Adjusting Information: Demonstrating empathy, care, and support.

The principle of SCCT lies in combining these strategies: base responses are applied in all crisis types, while primary strategies are selected according to the degree of attributed responsibility. Coombs (2007) further emphasizes that the choice of strategy in SCCT is influenced by three key factors: (1) Crisis History. If an organization has experienced similar crises in the past, the public tends to attribute greater responsibility, requiring a more accommodating strategy. (2) Prior Relational Reputation. Organizations with a strong prior reputation possess a level of public trust that can help minimize reputational damage if their response is appropriate. (3) Media Intensity and Public Opinion. High media exposure and social media virality accelerate the formation of negative perceptions, making rapid and empathetic responses crucial.

Therefore, SCCT is highly relevant to the three cases examined in this study, each representing different crisis types and levels of attributed responsibility, which—within the SCCT framework—directly influence the communication strategies chosen by organizations.

## **2. METHOD**

This study employs a qualitative approach using the case study method to examine the crisis management patterns of three organizations from different sectors: PT Kereta Commuter Indonesia (KCI), KitaBisa.com, and GenFM. The choice of a qualitative approach is grounded in the study's aim to explore the phenomenon of crisis communication within specific contexts, requiring a holistic understanding of the background, processes, and dynamics that influence each organization's communication strategy (Creswell, 2014).

The case study method allows researchers to uncover the unique contextual details of each case, providing a more comprehensive picture of the relationship between crisis communication strategies and public perception (Yin, 2013).

The conceptual framework of this study refers to W. Timothy Coombs' Situational Crisis Communication Theory (SCCT). SCCT was chosen because it offers a systematic framework for identifying crisis types based on the level of reputational threat and public attribution of responsibility, while also providing guidance on selecting the most appropriate crisis response strategies.

Through SCCT, the researcher categorizes crises into victim, accidental, or preventable clusters and examines how each organization responds through strategies such as deny, diminish, rebuild, or

supporting strategies like bolstering. The use of this framework is expected to ensure a consistent and measurable analysis of the collected data, allowing a closer look at the communication patterns that emerge during crisis management.

Data were collected through in-depth interviews with individuals directly involved in crisis management within each organization, observations of communication activities, literature reviews, and analysis of secondary documents such as press releases, media coverage, and public sentiment data. Interviews will be conducted both in person and online between late 2024 and mid-2025.

The interviewees in this study include: (1) Anne Purba — Vice President of Public Relations, PT Kereta Api Indonesia; (2) Hafidz Saputra — Media Relations Supervisor, PT Kereta Api Indonesia; (3) Dinda Destriana — Corporate Communication, MARI Group (GenFM); (4) Fara Devana — Public Relations Officer, KitaBisa.com.

The interview data were transcribed verbatim and analyzed using qualitative content analysis guided by the SCCT framework. The analysis involved a thematic coding process to identify key elements, such as crisis classification, attribution of responsibility, and response strategies used. The data were then interpreted contextually, considering each organization's characteristics, public expectations, and the overall impact on its corporate image.

This approach enables the study to not only describe the crisis management patterns applied by each organization but also to understand the rationale behind their strategic choices and their relevance to both theoretical and practical perspectives of crisis communication in Indonesia.

### **3. RESULT AND DISCUSSION**

Of the three studies case said, in discussion, the researchers try to describe how results findings pattern handling crisis from organization to organization as following:

#### **3.1 KitaBisa.com Case Study**

KitaBisa.com, a digital fundraising platform in Indonesia, faces various challenges related to public trust, especially when there are cases of fund misuse by fundraisers. In an interview with Fara Devana, the Public Relations Officer KitaBisa.com, explained that the misuse of funds often occurred, even in very small amounts.

"Raise funds on KitaBisa That Certain There is Just the case, but if the data we have ever pulled here throughout KitaBisa standing, number proven fundraising abuse That only 0.01% of all raise funds on KitaBisa," said Fara in interview on November 29, 2024

Even though Thus, every issue that arises is still responded to seriously by the internal team. To assist the handling process crisis, KitaBisa even developed an internal tool called PR Risk Meter, a system evaluation-based Google Sheet that works to evaluate the level of risk from every case that arises. This tool was designed by the Public Relations team and used by the Customer Service (CS) team, the fraud team, the social media team, and other units in the organization.

"Risk meter That We make in Google Sheet Then friends in the field stay checklists like that, later will go out That scale: low, medium, high, or crisis," explained Fara while showing the system.

Through this mechanism, the cases that arise can be directly categorized based on the level of severity and risk. If an issue is classified as low to medium, it can be handled directly by the CS team or happiness agent using a response template prepared by the PR team. However, If A issue indicated an increase or crisis, it would be directly handled by the PR team. "If you go to high and crisis This Already handled directly by the same "PR team for the case," he said.

In a fairly viral case like Mama Omer's , Fara explained that the case was quickly classified as high to crisis, so that fast and appropriate handling was needed. This was first detected by the social media team, who routinely monitor the keyword "KitaBisa" on social media. After detecting, the internal team immediately discusses the case through the prepared communication channel.

"Usually right issue This First enter from CS friends or from social media yes ... we has its own channel For discuss si issues this".

The first step is to send a standby statement, namely, a response beginning to the party who submitted the first report or lifts issues on social media. This functions as a form of confession that the organization has realized the existence of problems and is in progress of following up on it, even though the information is not yet complete.

"Usually We Already provide standby statement... the point is something like ' Hey sis, accept it love information, reports This currently followed up by our team."

Subsequently, an ad hoc team was formed, consisting of a PR team, an operational team, and a team that handles relations with the fundraiser. The team coordinates through a WhatsApp group to ensure speedy and fluent communication during crisis handling.

"If it's done crisis high usually we have a head of people who will finish issue, later will made group on WhatsApp so that direct fast handling it," he explained.

In addition, in fundraising, KitaBisa can also differentiate type fundraisers on their platform, starting from those accompanied by the KitaBisa internal team, who work the same way as institutions/foundations, up to those of an organic or independent nature. In Mama Omer's case, the fundraiser is under the mentoring of a foundation that works the same way as KitaBisa.

"KitaBisa has two types of fundraising: medical and non-medical. There is also organic fundraising, which means that they raise funds themselves. Well, Mama Omer's case was accompanied by a foundation."

In addition to handling issues in a way communication, KitaBisa also actively explains to the public how system management and disbursement of funds on their platform work. Fara explained that access against funds only owned by the fundraiser itself, and disbursement done in a way gradually . This is intended to prevent abuse and increase accountability.

"As long as it does not request disbursement of funds, money will not be everywhere. Even though I'm on the internal team KitaBisa can also not access the money raised in KitaBisa,"

With strict system monitoring and tracking, as well as involvement in cross-divisional crisis handling, KitaBisa shows their readiness to face various issues that arise in public. Handling is done in a collaborative and coordinated manner between the PR team, the operational team fundraiser, and, if necessary, the legal team. One interesting communication strategy from KitaBisa is the non-use of press releases to handle public issues. Instead of spreading the statement to all channels or media, Kitabisa chose to convey clarification only on the ttiga platform to avoid distribution issues to the previous audience No know case the.

"We almost never send press releases, case on Twitter yeah stays on Twitter, cases on Instagram stay on Instagram. For example, in a cross-platform, the person who was No know So you know, that precisely Can add reputation "bad," said Farah.

In the case of Mama Omer, clarification was done with the method that responded directly to the main tweet that appeared to say that the problem had been resolved and that it was only a miscommunication. Quote KitaBisa Then published by media such as People's Thoughts.

"We definitely will give statement or clarification on each platform, no will out ... because if for example cross- platform precisely will expand distribution issue."

From the side of transparency, Kitabisa emphasizes that their fund management system is very open. Every user can view fundraising details, report usage, platform fees (5%), and bank deductions.

"KitaBisa is an open platform, like Instagram, which is not a private account. As long as I know the link to get the funds, I Can Look all the information."

Kitabisa also continues do education to party foundations and fundraisers, including question importance do disbursement in a way periodically so as not to violate regulations from the Ministry of Social Affairs, three where the legality KitaBisa shelter.

"We ask friends [to] foundation for proactive monitor the people who they are help ... Now, if one year has not yet disbursed the same funds once, we will love notifications. If there has been no response for three times, we Can We divert the donation to similar fundraising."

Furthermore, Fara conveyed that every donation must be distributed completely because KitaBisa is audited periodically and must submit a mandatory report to the Ministry of Social Affairs every three months.

“Donate who wants to enter That must It's also liquid..Because Kitabisa there is an audit every year, and report to the Ministry of Social Affairs that's per three month.”

Overall, pattern handling crisis at KitaBisa stands out at speed response, utilization system evaluation internal risks, coordination between efficient teams, as well as approach contextual communication that does not “incite” the spread issue more widely.

### 3.2 GenFm Case Study

The case that happened GenFM started from collaboration between this radio station and the idol group JKT48 during October. In one of the morning programs hosted by Kemal Mochtar, Sinyo, and Yusril, there was an incident when the broadcasters GenFM mentioned the term “VCS” in a joking context during an interview with a number of JKT48 members. Even though the event took place in an atmosphere light and relaxed as characteristics general GenFM, it turns out that the trigger response is sufficiently negative, especially among JKT48 fans. This is due to the fact that a number of members present at the event are still below the age.

Dinda Destriana as Corporate Communication of MARI Group (GenFM ) explain that incident the part big happen Because lack of research from program team and broadcasters about audience as well as sensitivity context source. Although they received a briefing from JKT48 management, Team No Enough understands how sensitive the position of JKT48 members is in the eyes of fans, especially in terms of age and public image. He state,“In a way product knowledge or from aspect knowledge si announcer to JKT48 itself of course it turns out less and producer it turns out No research too in,” said Dinda in interview October 16, 2024

When the snippet broadcast started going viral on social media, especially Twitter, GenFM first monitored the scale of distribution and response. Because of the nature of live (on-air) radio broadcasts, content No can be withdrawn, such as on digital platforms. Dinda said that viral clip the originate from recording the listener then disseminated. After seeing that negative comments started popping up in large amounts, the program team soon conducted an internal evaluation and contacted the Corporate Communication (CorCom) team. One day after the incident, GenFM released a letter of apology (Figure 2).



Figure 2. GenFM Releases Apology

Source: Instagram @kopiidol

In the crisis management process, the first level comes from the program team that conducts internal evaluation and monitoring. They then consult with the Corporate Communication (CorCom) party to determine the level of communication that must be taken. Fortunately, the case This No lasts a long time because the broadcaster concerned is willing to provide clarification and requests Sorry in an open way. With a rapid response, the crisis was successfully dampened at the CorCom level and did not need to go up to the level of b



**Figure 3. Broadcaster 's Apology GenFM**

**Source:** X account @kemalbunder

In addition to releasing application sorry, team GenFM also evaluates internal research, especially to understand the characteristics of the audience from the guests who attended. They realize that research is not only important to sources, but also to the community that becomes listeners and characteristics of JKT48 fans (wota ) who are very sensitive to representation of their idol.

Although GenFM did not receive an official reprimand from the Indonesian Broadcasting Commission KPI (it experienced social sanctions in the form of pressure from the community of fans, who actually assessed more heavily because they were spread across the public opinion realm. Parties GenFM confess that sanctions social more tricky Because No There is procedure clear bureaucracy, but the impact Can widespread and long-term long If no handled with Care.

However, evaluation is still done in a serious, step-focused approach prevention to front, not solely on incidents that have occurred. One of the preventive measures taken is to stop morning program collaboration with JKT48 and move them to the afternoon program, which is assessed as more suitable from the side of the character announcer and program tone. Selection time broadcast This is based on the evaluation of the dynamics of the interaction between broadcasters and star guests, as well as the expectation of the fan.

"Yesterday there We the result Already No broadcast with JKT in the morning program, so it doesn't trigger That si the things we anticipation."

GenFM also avoids distribution information in a way that is excessive to social media channels, such as Instagram, with consideration for limit distribution issue it's just the platform that's the problem it's viral (X). They emphasize the importance of avoiding the domino effect, which can expand the crisis to the previous audience, and the impact on other brands and partner collaborations.

" Not only partnership with JKT48, but with other brands and other loyal listeners... Therefore, that is the reason We No may panic and rush to make decisions. Prioritize scale priority," said Dinda

Although had time lost trust public specifically in the Gen48, GenFM program state that listener still listening broadcast they. In a way, crisis pushes GenFM to strengthen their understanding of the characteristics of the audience and the importance of sensitive communications to context, especially when dealing with loyal and vocal fans.

Lastly, as a form of recovery trust, GenFM stated that they still guard their relationship with JKT48 and its fans. Efforts are being made through special treatment on programs involving the idol group and plans to embrace JKT48 fans in session on-air. Although several plan No had time implemented because

of the constraint schedule and ending collaboration, GenFM confirmed his commitment to understanding and appreciating the sensitivity fan in front of it.

This shows that GenFM understands the importance of guard relations, not only with partner collaboration, but also with the community audience as part of reputation organizations that must be guarded comprehensively.

### **3.3 KAI Commuter Line Case Study**

The crisis experienced by KAI Commuter occurred when the Multi Trip Card (KMT) top-up system was burglarized by the party with no responsible answer. This causes potential loss, good in a way financial and reputation company. According to Hafidz Saputra, Media Relations Supervisor of KAI Commuter, the financial impact is not only in the form of potential loss consequence lost balance or transaction fictitious, but also costs addition for mitigation security.

“Potential loss of course can appear from cost mitigation like improvement security cyber, investigation, and compensation to affected customers, ” he said in interview December 9, 2024

He also added that impact reputation can occur if an incident is not handled in a fast and transparent way because it concerns customers’ trust in the security system of their payment. From the side reputation, KAI Commuter is aware that This Can incident can reduce public trust in their company as a transportation service provider. “Perception negative can also be influence image us in the eyes customers, investors, and partners business,” explained Hafidz.

Speed and openness in conveying information are important factors in mitigating negative perceptions. Related responses to crises, KAI Commuter, in general, fast-activate team-responsive emergency security cyber or Computer Security Incident Response Team (CSIRT). This team consists of various divisions, such as IT, legal, and third-party external divisions, such as the National Cyber and Crypto Agency (BSSN) and other institutions. Focus main company is close gap security system and strengthen digital resilience through update device software, thorough audit, as well training security cyber to the employees who work the same for do investigation early, identify gap security, as well as isolate affected systems. Our first step is to identify and isolate the security gap in system. The IT team will immediately conduct an investigation to understand the scale and impact of the incident, "said Hafidz.

In addition to handling technical matters, KAI Commuter also pays attention to public communication. They try to guard transparency to users, including providing clarification periodically and delivering commitment to strengthen system security. This is done to dampen customer concerns and minimize negative perceptions.

“During the process, communication with the public also becomes the main focus. KAI Commuter will convey transparent information and accurate information related to the incident," he added.

KAI through Hafidz realized the reason for the burglary, and the company identified that the security gap originated from a combination of internal and external factors. On the internal side, Hafidz acknowledged that there were weaknesses in the IT security system and suboptimal data management procedures. " Potential weakness in system our IT security, gaps security on the device soft, and procedure "less than optimal security," he explained.

However, from the external side, companies face various types of cyber threats, such as malware, phishing, and DDoS attacks. Human factors are also called one of the main reasons that enlarge the risk of data leaks. Hafidz emphasized the importance of education and training in cyber security for all employees.

“Even though system We Already updated, but if from human resources We No capable, it is also one of the factor vulnerability,” he said.

In response to this incident, KAI Commuter not only renewed the digital system security but also strengthened policy data management, improved system authentication, and collaborated with external cyber security experts to ensure that the system is less vulnerable to similar attacks in the future. Interestingly, KCI also shows readiness in monitoring and management aspects of public perception with active media monitoring — both online and social media — to map public sentiment. In the mass media,

the spotlight mainly comes from Tempo.co, DetikNews, and CNN Indonesia, which highlights the method of searching hashtag with looking for the issue using hashtags such as #hacking, #multitripcard, and #commuterline. On the social media side, the discourse is more diverse. On TikTok, for example, a video from Liputan6 featuring the statement The Depok Metro Police Chief went viral, while on Twitter/X, the public showed negative sentiment toward the KCI security system, although there are also those who ironically appreciate the ingenuity of the perpetrator.

KCI does not close eye to dynamics This. The monitoring results are important inputs for designing communication and improvement strategies. They realize that negative perceptions of social media are a reflection of the public's hope for safe and professional services. Therefore, KCI does not only focus on the side technical recovery system, but also on active weave communication with community users, answering public concerns, and explaining concrete steps that have been and will be taken.

Furthermore, KAI also utilizes crisis as a moment of evaluation. After the situation was stated to be under control, a thorough audit was conducted on the digital infrastructure, system security updates, and review of repeat policy data management. KAI is committed to increasing employee training, expanding digital innovation, and building synergy with institution supervisors and community users to ensure that the system is more secure and robust.

The research results show that pattern handling crisis cross sectors in Indonesia follow the flow of detection-recognition beginning-clarification contextual – transparency facts – collaboration team – action corrective – recovery image – evaluation and learning. This pattern confirms that effective communication during a crisis depends not only on speed of response but also on the combination of empathy, transparency, and corrective action.

Within the framework of Situational Crisis Communication Theory (SCCT), the crisis faced by organizations like GenFM, KitaBisa, and KAI Commuter can be classified based on the type of crisis and level of attribution, which is not quite enough to answer the inherent public. SCCT is a reference in the study of how every organization responds to a crisis in a strategic way through a communication approach that is both defensive and restorative. This identifies whether the crisis is a cluster victim, accidental, or preventable, and provides a description of the relevance and compatibility connection between communication strategy options — deny, diminish, rebuild, or bolstering — with hope public as well as threat to image organization. The following discussion describes the pattern of communication crisis for each organization based on the SCCT framework.

### **3.4 KitaBisa**

KitaBisa.com— especially in the case of suspicion of misuse of funds by one of the fundraisers— can be categorized as a preventable crisis. Although the organization has no main perpetrator, the position of KitaBisa as a provider of platform service fundraising causes the public to still link him to the case. This is put organization in position with level attribution not quite enough high responsibility

Handling pattern crisis in SCCT in type crisis like This said, the organization needs to use communication strategies that build return trust (rebuild) and strengthen the positive image of the organization (bolstering). In its implementation, KitaBisa show trend strong use both strategies

The rebuild strategy seen from steps organization in give clarification direct to public, explaining system transparent and verified disbursement of funds, as well as inform that issue has completed in a way completed. Meanwhile that, bolstering strategy shown through emphasis that system supervision on the walking platform in a way strict and comprehensive, as well as that case similar very rare happen

From the side tactics communication, KitaBisa show distinctive and strategic patterns. Organizations do not use mass communication approaches, such as press releases, but rather choose to convey clarification only on the channel place issue developing. The communication nature platform is specific, such as limit clarification cases on Twitter are only on Twitter accounts, and likewise for Instagram and Facebook channels. This approach was intended to limit escalation issues and prevent their distribution to previous audiences with no knowledge of the crisis.

In addition, the pattern of internal communication in handling crises is collaborative and cross-functional. The PR team works the same way as the team operational, management relation foundation, CS team, social media, and if required, legal team. For support evaluation beginning to something issues, organizations use an internal system named a working “PR Risk Meter.” To identify the level of severity of the issue quickly. This allows the organization to classify issues into categories of low, medium, high, or crisis, which then determines the next steps.

In a way, the overall communication strategy crisis that KitaBisa implemented is in line with SCCT principles. Organizations adopt an adaptive, structured, and considerate approach to public perception. Through combination between response fast, efficient internal coordination, and approach focused communication, KitaBisa succeed manage crisis with still guard trust public to the platform

### **3.5 GenFM**

The crisis experienced by GenFM can be categorized as an accidental cluster according to SCCT, namely, a crisis that emerged as a consequence of negligence or insensitivity, not because of intentional or bad intentions. In case this is a joke loaded with sexual remarks made by the broadcaster to JKT48 members—who are still underage—brings a hard reaction from the community fans. Although there was No intentional crisis, this touch sensitivity was a public concern because it involved the protection of children and idols.

In this situation, GenFM applied several communication strategies appropriate for the crisis with SCCT recommendations, particularly a combination of diminishing, rebuilding, and bolstering strategies. At the stage beginning, the organization intensively monitors public opinion, especially on social media. They do not directly disseminate statements over all channels but rather choose the most affected platform, namely X. This strategy shows the effort of GenFM for a limited range crisis so as not to expand to an audience that is not exposed to the issue from the beginning. Approach the in line with a diminishing strategy, which aims to reduce perception damage reputation with still behave Be careful in manage exposure information.

As the number of pressure from community fans, GenFM takes steps that reflect the rebuild strategy. They emit letter application Sorry official, followed by clarification direct from the broadcaster concerned. Request Sorry This intended for confess errors and show intention sincere for repair situation. The steps followed with the internal evaluation of the regular morning program hosted by the announcer concerned, including changes in the scheduling strategy broadcast for collaboration with JKT48, were done at the same time as the previous program problematic. Approach This No only intended for relieve situation, but also for build return trust from audience and partners Work.

In facing the crisis, GenFM also applies a bolstering strategy. in a way implicit. They maintain the narrative that the relationship between the professional and JKT48 is still going well, while at the same time showing their commitment to supporting local musicians, including JKT48. This effort creates the impression that the crisis that occurred is incident isolated, not a reflection of the values held by the organization overall.

In a way, GenFM is already good at handling crises, if seen from the SCCT perspective, but there are Still There number of things that can be reinforced. Like drinking, it involves the public in two directions. They considered inviting JKT fans to appear on air, but it did not happen. From the SCCT perspective, bolstering strategy with direct engagement (e.g., public dialogue) or live forums) can strengthen trust and emotional connections with the audience.

Besides that lack of in strengthen image Not yet maximum. Narrative about GenFM as supporters Indonesian musicians yet too communicated in a way explicit and broad. This can be utilized to strengthen the position of a permanent organization, although there is an incident.

Including risk “defensiveness” hides in another channel. Select only publish on X indeed effective from aspect damage control, but in a way ethics communication public, there is potential seen as “covering” or “narrowing” problem”. This can boomerang if the crisis appears later or is considered not transparent enough.

**3.6 KAI Commuter Line**

Based on the Situational Crisis Communication Theory (SCCT) framework developed by W. Timothy Coombs, the crisis experienced by PT KAI Commuter due to burglary Multi Trip Card top-up system

(KMT) can be categorized into the "preventable crisis" cluster. This is Because the public can attribute insufficient answers to the organization’s significant consequences, which can prevent the previously existing weaknesses in the system security. In an interview, KAI admitted that the perpetrator exploited the security gap and showed that the incident had serious consequences, including a good reputation from the aspect of data security, financial loss, as well as public trust.

Within the SCCT framework, the types of preventable crises have level threat high reputation, so organizations need to use a main strategy that focuses on the "rebuild strategy." KAI adopted this strategy through steps such as providing compensation to affected customers, strengthening system security, and establishing Work The external parties such as BSSN and law enforcement authorities.

Apart from rebuilding, KAI also uses elements from the bolstering strategy, namely affirmation commitment company to security public, internal training, and effort recovery trust customers. Transparency is the main aspect of KAI communication style, which is in line with SCCT principles in high-risk crisis situations. This is seen from the statement that states the importance of open communication, periodic updates, and confessions of incidents that occurred.

In terms of communication style, KAI adopts a proactive, accountable, and transparent approach. They do not postpone delivery of information and show leadership in handling crises. This was delivered through various channels, including official statements to the media, press releases, and active engagement in media monitoring to respond to public sentiment, both in online and social media. Monitoring public and media sentiment has become an integral part of crisis management, reflecting the orientation of the organization toward responsiveness and accountability.

The approach organization in a way general reflects integration between management technical ( system security ) and management communication crisis. The formation of a crisis cross-division team (IT, legal, and communications ) and collaboration with external institutions show a systematic and cross-disciplinary approach to handling technical crises. However, it has an impact on reputation. Of the three descriptions of the above case, the researcher concluded as shown in Table 1.

**Table 1. Handling Pattern Crisis of 3 Organizations**

SCCT Components	GenFM	KitaBisa	KAI Commuter
<b>Types of Crisis</b>	Accidental Crisis – incident happen consequence negligence announcer in just kidding , no intentional , but still sensitive	Preventable Crisis ( misuse of funds by associated fundraisers ) with platform)	Preventable Crisis – caused by gaps public security that should be Can prevented and become not quite enough answer organization .
<b>Public Responsibility</b>	Medium to high – public opinion GenFM responsible answer Because announcer represent institutions and broadcast in a way wide .	High, because KitaBisa considered own not quite enough moral and technical responsibility on security fundraising	High – internal systems are considered negligent and open to hacking
<b>Main Strategy</b>	Diminish and Bolstering – reduce errors and strengthen reputation	Rebuild and Bolstering – building return trust as well as strengthen mark social	Rebuild and Corrective Action – recovery systems and assurance security customer
<b>Communication Style</b>	Defensive , clarifying , but still guard editorial independence	Empathetic , open , and communicative with narrative based mark social and solidarity	Strategic , transparent , responsive , and involving various party in a way collaborative
<b>Communication Channel</b>	Social media , and internal broadcasts	Use of social media appropriately viral place and	Social media , official websites , and communications collaborative cross institution

		internal communication with party foundation	
<b>Approach Organization</b>	Response fast , clarification limited , guarded image broadcasting	Proactive , transparent , and focused on recovery reputation as well as empathy public	Comprehensive , collaborative , based technology and regulation , as well as focus on evaluation sustainable

**Source:** Processed researcher data

#### 4. CONCLUSION

This study found that crisis handling patterns vary among three organizations across sectors: KitaBisa, GenFM, and KAI Commuter. Each organization shows an approach of customized communication with the type of crisis faced, level of public engagement, and the characteristics of the respective institutions.

The third organization shows an approach to adaptive crisis communication for crisis type and public expectations. KitaBisa more emphasize emotional engagement and narrative transparent; GenFM try limit attribution errors and clarify position; while KAI Commuter focuses on recovery trust through action technical and communication open.

The handling pattern of the crisis that emerged can be depicted as a combination of responsive and strategic approaches, with digital channels becoming the main medium for delivering messages and involving the public and media as part of management perception.

In general, third organizations' crisis handling patterns show similarities in the use of digital channels, urgency for guarding public trust, and tendencies for adopting an open communicative approach. However, differences appear in core and depth strategies technical response, which is greatly influenced by the type of crisis, public expectations, and the managerial capacity of each organization. KitaBisa depend on proximity emotional, GenFM emphasize editorial clarification, while KAI Commuter stands out in matter system response comprehensive and coordinated crisis.

#### **Ethical Approval**

Not Applicable

#### **Informed Consent Statement**

Not Applicable

#### **Authors' Contributions**

IFR contributed to the conceptualization of the study, theoretical framework development, data interpretation and drafting of the manuscript. She also served as the corresponding author and coordinated the research and publication processes. WPS supported the data collection process, contributed to the analysis of crisis communication strategies, and assisted in structuring the results. MP contributed to literature review, identification of crisis patterns within cross-sector organizations, and refinement of analytical arguments. QNSEF participated in the qualitative data processing, coding of the interview results, and preparation of supporting documentation. AS contributed to the interpretation of organizational responses and validated the analytical conclusions related to the application of SCCT. GBS assisted in secondary data gathering, observation and preparation of descriptive case summaries. RKA contributed to manuscript editing, proofreading, and ensuring clarity, coherence, and adherence to academic writing standards in the final draft.

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No potential conflict of interest was reported by the author(s).

### **Data Availability Statement**

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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### **Notes on Contributors**

#### **Indah Fajar Rosalina**

<https://orcid.org/0000-0001-8193-4435>

Indah Fajar Rosalina is affiliated with Universitas Negeri Jakarta

#### **Wina Puspita Sari**

Wina Puspita Sari is affiliated with Universitas Negeri Jakarta

#### **Muria Putriana**

Muria Putriana is affiliated with Universitas Negeri Jakarta

#### **Qoryna Noer Seyma El Farabi**

Qoryna Noer Seyma El Farabi is affiliated with Universitas Negeri Jakarta

#### **Asep Soegiarto**

Asep Soegiarto is affiliated with Universitas Negeri Jakarta

#### **Ghina Balqis Salsabil**

Ghina Balqis Salsabil is affiliated with Universitas Negeri Jakarta

#### **Rivanda Kamil Akhsan**

Rivanda Kamil Akhsan is affiliated with Universitas Negeri Jakarta

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