PSSI Crisis Response Strategy: Analysis of Kanjuruhan Tragedy News on Media Detik.com

Tarisa Hayu PuspitaSari[1], Dian Purworini[2]

[1] *Universitas Muhammadiyah Surakarta, Indonesia. E-mail: l100200267@student.ums.ac.id*
[2] *Universitas Muhammadiyah Surakarta, Indonesia. E-mail: dian.purworini@ums.ac.id*

Abstract

A crisis is a situation or incident that can threaten an organization's reputation. One of the events that caused an organizational crisis was the Kanjuruhan tragedy. PSSI, as the federation that regulates football in Indonesia has the responsibility for the development of football in Indonesia. So, it is not surprising that from the Kanjuruhan incident, PSSI received the spotlight from the public. All forms of response shown by PSSI get a judgment from the public both in Indonesia and internationally. This research aims to discover the image restoration strategy used by PSSI in facing the Kanjuruhan crisis by testing the theory of Image Restoration Theory. The research method used is the quantitative descriptive method. Sampling was taken using the purposive technique on 83 news articles published in October - November 2022. The unit of analysis is a thematic unit with one published news item. The data analysis was carried out using content analysis. From the statistical test, it was found that PSSI used all categories of image restoration strategies, such as denial, responsibility avoidance, offensive reduction, corrective action, and mortification. The responsibility avoidance strategy is the most dominant strategy, but it is ineffective in improving the image because it avoids responsibility. These results provide recommendations that organizations must be innovative in responding to crises because they will be judged by stakeholders and the wider public, which will ultimately affect the organization's reputation.

Keywords: Content Analysis; Crisis; Image Restoration Theory; Reputation.

1. Introduction

A crisis is an unexpected situation that can threaten an organization's reputation. Widespread crises can also be caused by transformed public perceptions because they are continuously discussed. The public's information will destabilize the organization if the crisis is not addressed immediately. It takes the correct response strategy to handle a crisis. Public relations is important in delivering messages and managing crises (Soehner et al., 2017) Public relations needs to be concerned about the statements delivered to the public. The media has the power to influence public opinion and behaviour. The media has the power to influence public opinion and behaviour. It is a source of information consumed by the public. During crisis periods, the intensity of the public's seeking information increases. Of course, organizations need to pay serious attention to the impact of the media (Civelek et al., 2016).

Every organization must have experienced a crisis, such as what happened to PSSI. In October 2022, a heartbreaking event was known as the Kanjuruhan Tragedy. In the news published on Detik.com, the Kanjuruhan Tragedy was a large incident in the form of clashes and crowd crushes after the Arema FC vs Persebaya soccer match at Kanjuruhan Stadium, Malang Regency, East Java. The incident occurred on October 1, 2022, which caused many injuries and deaths (Wibawana, 2022)

The beginning of the incident was when Arema supporters (Aremania) entered the field and wanted to demand clarity on the defeat of the Arema FC team. The security forces tried to block Arema supporters but failed to divert them. The increasingly uncontrolled situation made the security take steps by firing tear gas in the stadium to disperse the riots in the field. This made the audience panic and tried to avoid the tear gas by running away from the stadium towards the exit. However, the many people and the condition of the door that was still locked caused the accumulation and crush of the masses at the stadium exit. The information that

quickly circulated managed to become a news topic that was discussed on a national and international scale.

The incident involved many parties, ranging from the League 1 match organisers to the government. They are held accountable for the operation of the match. The organization of the Indonesian Football Association (PSSI) as an association that manages and develops domestic football is also discussed by the public because when the Kanjuruhan news heated up, PSSI stated that the Kanjuruhan tragedy was not PSSI's responsibility (Silvia, 2022). PSSI also insisted that the Kanjuruhan tragedy was not the federation's responsibility and blamed other parties who were negligent in carrying out their duties (Robbani, 2022).

Furthermore, quoted from Detik.com (Prastyo, 2022), when the International Football Federation (FIFA) came to Indonesia to check the regulations after the Kanjuruhan incident, PSSI held "Fun Football" with FIFA which was considered to have no empathy amid a grieving situation. The public also criticised PSSI for taking responsibility for the incident instead of avoiding the problem and taking cover behind the rules (Putri, 2022).

The statements and actions taken by PSSI succeeded in causing various reactions in the community, resulting in a crisis and even threatening the image. The assessment of the general public is one of the indicators that affect the trust and image of the community in the organization. In this case, PSSI needs to develop a strategy to improve its image due to the news of PSSI's statements and actions not to expand the crisis further. Strategy is a way to manage a crisis by managing information as best as possible so that the information circulating can be handled appropriately. If the strategy is managed well, it will positively impact the organization.

Research conducted (Benoit, 2018) on the United Airlines case shows that mortification and corrective action are essential in dealing with ongoing crises. Another study (Indrayani, 2022) on Polri's image repair strategy resulted in a combination of bolstering, differentiation, compensation, and corrective action strategies. However, organizational consistency is still

required to resolve the crisis that occurred. This study also states that inconsistency becomes an obstacle during a crisis if the strategy that has been prepared is not carried out according to plan.

Based on the research results above, every organization experiencing a crisis will have a variety of different response strategies, and they can use these strategies if they are deemed suitable to overcome the situation. This research needs to be done because when a crisis occurs in an organization, it can hinder the performance of the organization, lose the image and trust of the organization with its public that has been built, and can even threaten the destruction of the organization itself, so good communication is needed in crises to solve problems and improve the organization's image in the eyes of the public (Civelek et al., 2016; Nirmalasari, 2020; Papalová, 2015). Therefore, for PSSI to continue to survive as the parent organization of Indonesian football, it must immediately take steps to take a good communication strategy to save and improve its image so that it continues to gain the trust of the Indonesian people.

This research focuses on the strategy used by PSSI to overcome the crisis using the Image Restoration Theory. Then, the problem formulation in this research is "How is the crisis communication strategy in repairing PSSI's image based on the application of Image Restoration Theory contained in Detik.com media." This research aims to find out the image restoration strategy used by PSSI in dealing with the crisis, published on Detik.com. Then, there is a hypothesis regarding the proportion of applying 5 categories of image restoration theory strategies used by PSSI in managing the crisis over the Kanjuruhan tragedy. This research is analysed through the lens of Image Restoration Theory using the quantitative content analysis method.

Image Restoration Theory is a theory that discusses the efforts that can be made to improve the image. When an organization's reputation is threatened, it takes great action to fix it (Benoit, 2017). According to (Austin, 2020), Image Restoration Theory is used by crisis

communication experts, public relations, and the public to study crisis response messages that directly or indirectly impact reputation. There are five image restoration strategies formulated by (Benoit, 2015), namely the denial strategy, which consists of simple denial and shifting the blame. The evasion of responsibility strategy consists of provocation, defeasibility, accident, and good intention to minimise responsibility. The strategy of reducing offensiveness consists of bolstering, minimisation, transcendence, attacking one's accuser, and compensation by reducing attacks that impact the image. Corrective action strategies are carried out through action and crisis repair. The mortification strategy is done by apologising and regretting. Image Restoration Theory discusses how organizations can restore, repair, or restore a bad image (Wardani et al., 2022).

Previous relevant research (Austin, 2020) in University Leaders In A Case Study of Notre Dame shows that there is an application of image restoration strategies in dealing with times of crisis when there are efforts to restore the image of university leaders while handling COVID-19. In this study, the crisis in PSSI is thought to be caused by organizational mistakes due to the organization's inability to manage national football, resulting in the Kanjuruhan tragedy (Sihombing et al., 2023). The PSSI organization is also considered responsible for the Kanjuruhan incident and still pays attention to FIFA standard regulations for audience safety, not the other way around (Rabathy et al., 2023).

Based on literature searches, various results of the application of image restoration strategies are widely used in dealing with times of crisis. Researchers use this theory as a reference to explain the image restoration strategy used by the Indonesian Football Association (PSSI) during a crisis. The research results are expected to complement studies on PSSI, especially using response strategies in important events that do not threaten the organization's reputation.

2. Method

This research uses a descriptive quantitative method by applying content analysis. This technique is used to identify the content in the text of media publications. This research aims to discover the image recovery strategy used by PSSI in dealing with the crisis, published on Detik.com.

The population in this study is the entire news contained in Detik.com news that discusses PSSI after the Kanjuruhan tragedy. The sampling technique used purposive sampling by providing news criteria containing PSSI on the Kanjuruhan tragedy for October - November 2022. So, a sample of 83 articles was obtained. Detik.com media was chosen because, based on Similarweb 2023, Detik.com ranks 3rd as the top site that Indonesians widely access and the results of the Reuters Institute survey show Detik.com managed to occupy the 5th position in the category of the most trusted mass media in Indonesia.

The data collected in this study was subjected to a validity test to measure the validity of the results. The content validity test measures indicators according to the image restoration theory. Furthermore, a reliability test was conducted using the Holsti formula inter-coder method.

$$CR = \frac{2M}{N1 + N2}$$

Description:

CR = Coefficient reliability (inter-coder reliability)

M = number of samples approved by the second coder and researcher

N1 = number of samples accepted by the second coder

N2 = number of samples approved by the investigator

The reliability test was conducted with a total sample of 83 Detik.com news. In the provisions of the Holsti formula, the minimum limit of data that is said to be reliable is above 0.7 or 70% (Eriyanto, 2015). Reliability testing does not use all existing samples but 10% of the total sample (Eriyanto, 2015). In this research, there are two coders who both have the

characteristics of understanding Image Restoration Theory.

This research uses a recording unit of analysis with a type of thematic unit. The recording unit relates to the content part of a text that will be counted, recorded, and analysed. Then, the thematic unit aims to examine the message of a text in media coverage. Descriptive statistical techniques are used to describe the data obtained.

3. Findings and Discussion

At this phase, the data from the content analysis related to PSSI's response strategy to the Kanjuruhan tragedy published on Detik.com in October-November 2022 are presented. The results of the analysis are displayed in a frequency distribution table. The indicators used are based on Benoit's image restoration theory. Image Restoration Theory is used because it deals with crisis and image repair.

3.1.1 Reliability Test

In total, there were 83 samples of news articles. The reliability test does not use all samples but uses 10% of the total sample. Thus, researchers used 9 news articles as representative in the reliability test. The following are the results of the data findings after conducting the reliability test.

Table 1. Reliability Test

News Headline	Strategy IRT		S/TS
	Coder 1	Coder 2	
PSSI, Kemenpora, & PT LIB Lakukan Invesitigasi di Malang	*Corrective Action*	*Corrective Action*	S
Iwan Bule soal Tragedi Kanjuruhan: Saya Beserta PSSI Minta Maaf	*Mortification*	*Mortification*	S
PSSI Buka Suara soal Rekomendasi Polisi Ditolak Sebelum Tragedi Kanjuruhan	*Accident*	*Simple Denial*	TS
2 Keputusan Awal PSSI Pascatragedi Kanjuruhan	*Corrective Action*	*Corrective Action*	S
Penjelasan PSSI soal PT LIB Tolak Arahan Percepat Arema Vs Persebaya	*Simple Denial*	*Simple Denial*	S

PSSI Berharap FIFA Tak Jatuhkan Sanksi	*Accident*	*Accident*	S
PSSI Ungkap Sudah Ada Komunikasi ke FIFA soal Tragedi Kanjuruhan	*Good Intentions*	*Good Intentions*	S
PSSI Sebut FIFA Mungkin ke Indonesia untuk Minta Laporan Tragedi Kanjuruhan	*Corrective Action*	*Corrective Action*	S
Iwan Bule Sebut PSSI Akan Gelar KLB	*Provocation*	*Provocation*	S
Total			**S = 8 TS = 1**
CR Crisis Response = 2M/(N1=N2) = 2(8)/(9+9) = 0,8 (80%)			

Source: Researcher Data Analysis

3.1.2 Descriptive Analysis

Descriptive statistical analysis is to describe the results of statistical data from each content analysis (Eriyanto, 2015). The data obtained in this study, both by validity and reliability tests, will be displayed as a frequency distribution table to make it easier to analyse the data. The findings are 86 articles from Detik.com that are classified based on Image Restoration Theory.

Table 2. Frequency Distribution of Detik.com Online Media Reports

IRT Response Strategies	Frequency of News	Presentations
Denial	20	24%
Evasion of Responsibility	34	41%
Reducing Offensiveness	8	10%
Corrective Action	12	14%
Mortification	9	10%
Total	83	100%

Source: Researcher Data Analysis

Based on the frequency distribution table above, news coverage in Detik.com media that contains denial strategies obtained a result of 24% with a frequency of 20 articles. Furthermore, the Evasion of Responsibility strategy obtained a frequency of 34 news articles with a percentage of 41%. The Reducing Offensiveness strategy has a percentage of 10% because there are 8 articles. In the Corrective Action section, there are 12 articles with a percentage of 14%, and finally, the Mortification strategy has a percentage of 10%, which contains nine news articles.

Table 3. PSSI Response Strategy Findings

IRT Response Strategies	PSSI's Statement	Frequency (Percent)
Denial		
Simple Denial	"Di Eropa steward sudah sangat berperan... Indonesia belum terlalu terkenal, terpaksa polisi harus masuk"	5 (6%)
Shifting the Blame	"Kelalain dari Panpel karena menjual tiket dengan jumlah berlebihan...PSSI menilai petugas keamanan lalai karena tidak membuka pintu tribun secara keseluruhan"	15 (18%)
Evasion of Responsibility		
Provocation	"PSSI merespons desakan sejumlah kalangan yang menyuarakan revolusi...PSSI akan melakukan transformasi."	11 (13%)
Defeasibility	"PSSI mengecam kerusuhan yang terjadi namun, sekali lagi kami belum bisa menyimpulkan apa-apa"	5 (6%)
Accident	"Ini musibah. Semua sudah bekerja sama sesuai porsi masing-masing"	5 (6%)
Good Intention	"Kami akan membangun komunikasi dengan FIFA terus menerus agar Indonesia tidak terkena sanksi"	13 (16%)
Reducing Offensiveness		
Bolstering	"PSSI akan mengambil kebijakan yang lebih baik kedepannya dengan tetap mempertimbangkan kepentingan bersama. Salah satunya penjadwalan laga Liga 1"	4 (5%)
Differentiation	"Beberapa tragedi besar di dunia seperti Estadio Nacional Disaster, Peru 1964. Berhasil membuat sepak bola di negara tersebut menjadi maju"	2 (2%)
Compensation	"PSSI akan membangun posko pemulihan trauma dan terdapat tenaga medis serta psikiater"	2 (2%)
Corrective action	"PSSI akan turun melakukan investigasi. Kami akan memberikan hukuman yang tegas dan sanksi yang paling berat"	12 (14%)
	"Liga 1 kami hentikan terlebih dahulu. Supaya investigasi Tragedi Kanjuruhan diusut tuntas. Selain itu tim Arema FC dilarang menjadi tuan rumah selama sisa kompetisi musim ini	
Mortification	"PSSI meminta maaf kepada korban dan menyesalkan insiden ini bisa terjadi"	9 (11%)
	"Bentuk tanggung jawab kami dengan membentuk Task Force atau Satuan Tugas demi transformasi sepak bola"	

Source: Detik.com News Article 2022

IRT PSSI Strategy on Detik.com

- Denial
- Evasion of responsibility
- Reducing Offensiveness
- Corrective action
- Mortification
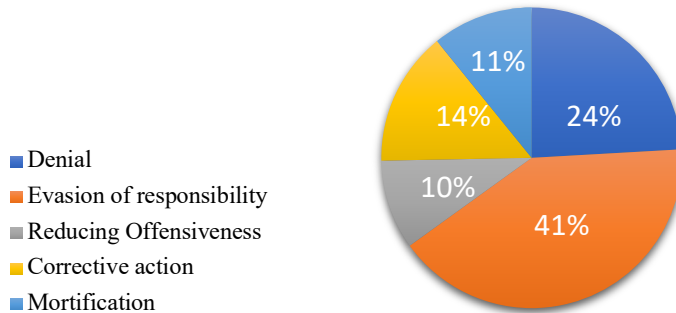
Figure 1. Circular Diagram of IRT Strategy on Detik.com
Source: **Data Analysis**

3.1.3 Statistical Test

The test results were found after processing the data using IBM SPSS version 23:

Table 4. Data Output Results

N	Valid	83
	Missing	0
Mean		2.47
Median		2.00
Mode		2
Std. Deviation		1.300

Source: SPSS 23 Data Processing Results

Based on the statistical test output above, the data distribution results are obtained with a mean value of 2.47, a median value of 2.00, a frequent mode value of 2, and a standard deviation value of 1.300, used to see the variation of the data. The distribution of values smaller than the mean value illustrates that the data used is less varied. Furthermore, each frequency in the response strategy will be displayed in the frequency table, which obtained the following results:

Table 5. Data Output Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Denial	20	24.1	24.1	24.1
	Evasion of Responsibility	34	41.0	41.0	65.1
	Reducing Offensiveness	8	9.6	9.6	74.7
	Corrective Action	12	14.5	14.5	89.2
	Mortification	9	10.8	10.8	100.0
	Total	83	100.0	100.0	

Source: **SPSS 23 Data Processing Results**

Based on the data analysis output above, covering 83 news from Detik.com media, all data were detected, and the result is that the processed data is 100% valid. The highest frequency in the data is the evasion of responsibility strategy (41%), followed by denial strategies (24.1%), corrective action (14.5%), mortification (10.8%), and finally, reducing offensiveness (9.8%).

3.1.4 Statistical Test

The results of the Chi-Square test will show the PSSI strategy output. Is there a difference in proportion in the application of 5 categories of image restoration theory strategies used by PSSI in managing the crisis over the Kanjuruhan tragedy, with the following hypothesis:

a) **H_0** = No difference in the proportion of PSSI implementing the image restoration theory strategy.
   H_1 = There is a significant difference in the proportion of implementing the image restoration theory strategy used by PSSI.

Table 6. IRT Response Strategy

	Observed N	Expected N	Residual
Denial	20	16.6	3.4
Evasion of Responsibility	34	16.6	17.4
Reducing Offensiveness	8	16.6	-8.6
Corrective Action	12	16.6	-4.6
Mortification	9	16.6	-7.6
Total	83		

Source: **SPSS 23 Data Processing Results**

Table 6 shows the frequency of observed values in each strategy proportion used with the expected value. The table above means that each observed value of the proportion of strategies has the same expected value of 16.6%. Then, the categories of denial and evasion of responsibility meet the expected value because it is more than 16.6%, but other categories do not meet the expected value. Then, the residual value becomes the difference value between the observed value and the expected value.

Table 7. Test Statistics

	Strategi Respon IRT
Chi-Square	28.145[a]
df	4
Asymp. Sig.	.000

a. *0 cells (0.0%) have expected frequencies less than 5*
    The minimum expected cell frequency is 16.

Table 7 shows 0 sells with an expected frequency < 5, meaning no frequency is smaller than 5. Then, the minimum sell frequency is 16, meaning there is no sell frequency smaller than 5, so the Chi-square test is fulfilled. Based on the Chi-square test calculated by comparing using the Chi-square table at the degree of freedom (DF), the Chi-square calculated on SPSS is 28.145, then the Chi-square table $\alpha = 5\%$, df = 4 = 9.488. So, the Chi-Square count > Chi-Square table means that H_0 is rejected. Furthermore, in the column Asym. Sig/Asymptotic significance = 0.000. The probability result is below the value of 0.05 (0.000 < 0.05), therefore H_0 is rejected. There is a significant difference in the proportion of the implementation of the image restoration theory strategy used by PSSI.

3.2. Discussion

The Kanjuruhan tragedy became a heartbreaking event in Indonesian football and became national and international media coverage. Intensive public attention to the Kanjuruhan tragedy further affected the crisis. PSSI, as the Indonesian football federation, must be able to take the right steps to overcome the crisis that occurred. The choice of a response strategy is the main key to reducing the crisis so that it does not spread further and have a negative impact on the organization's reputation.

In times of crisis, William Benoit's Image Restoration Theory (IRT) offers response strategies that can be studied to help improve the organization's reputation (Coombs & Sherry, 2010). This theory focuses on strategies to overcome the crisis by selecting responses so that the organization can minimise the crisis and even restore the negative reputation to a positive one to survive.

This research uses Detik.com online media to identify PSSI's response to the Kanjuruhan tragedy that threatens the organization's image. There are 83 news articles from October - November 2022. This research aims to analyse how PSSI responded to the crisis. The findings based on Detik.com show that PSSI uses more evasion of responsibility and denial strategies. PSSI also uses other strategies, such as reducing offensiveness, corrective action, and mortification.

3.2.1 Categories of denial by simple denial and shift the blame

In the denial category, organizations make denials to minimise responsibility for the crisis (Benoit, 2015). PSSI widely used the denial strategy during the crisis period due to the Kanjuruhan Tragedy. Researchers found 20 news articles from 83 studies that included the findings. The denial strategy is divided into two: simple denial and shift blame. PSSI carried out simple denial by providing denial regarding the public's assessment of the security forces when using tear gas in the stadium. Furthermore, PSSI is used to shift the blame to other parties. This method is a form of response to deny accusations with offensive steps (Benoit, 2015). PSSI made an offensive denial by stating that the events were not PSSI's fault. Denial can be a form of self-defence if the organization has strong evidence that its actions do not match the news reports (Compton, 2016)

The denial given by PSSI corroborates research conducted by (Bamber & Parry, 2016) on the use of denial during a complex crisis involving many parties regarding the deepwater horizon case that exploded in the Gulf of Mexico. Among them are Transocean, Halliburton, and BP companies that both use denial and counterattack each other, aiming to pass the blame to the other party.

3.2.2 Categories of evasion of responsibility by provocation, defeasibility, accident, and good intentions

The most dominant strategy used by PSSI is evasion of responsibility or a strategy to avoid responsibility for the crisis. The results of the analysis that have been carried out show that 34 articles fall into the category of evasion of responsibility. Benoit divides it into four parts of strategy, namely provocation (a reaction to actions taken by something), defeasibility (a reaction given based on lack of information and insufficient ability), accident (recognition given that the event that occurred was an accident), and good intentions (good intentions and trying as much as possible but not satisfying all parties). PSSI uses these four types of strategies to avoid the consequences of the crisis.

The provocation strategy is used when there is more and more pressure to ask PSSI to hold an Extraordinary Congress to improve the internal organization from the community to the government. Thus, based on the actions of other parties, PSSI was provoked to conduct a KLB to prevent pressure from other parties. PSSI also used the defeasibility strategy at the beginning of the Kanjuruhan tragedy because of the lack of information and inadequate capabilities during the crisis. When organizations do not have enough information, defeasibility can be a profitable strategy by considering uncontrollable factors (Benoit & Brinson, 1999)**.**

The accident strategy is also used to reduce the consequences of the crisis by explaining that all match devices are by their duties and are well planned, but the event still occurs. Furthermore, during the crisis, PSSI tried to show good intentions by communicating with FIFA to avoid sanctions. PSSI's goodwill is also used to show that PSSI has a positive attitude through intense communication. This research strengthens previous research (Woldearegay, 2021) regarding Saudi Arabia's goodwill to open an intense dialogue or communication with exiles; this action is a form of the Saudi Arabian government's strategy to improve its image and reduce the crisis.

3.2.3 Categories of reducing offensiveness by bolstering, differentiation, and compensation

The strategy of reducing offensiveness is to minimise attacks to minimise the impact of the crisis that arises. The results of the analysis that has been done in 8 articles fall into the category of evasion of responsibility PSSI using several strategies of reducing offensiveness, including bolstering (emphasising the positives of the organization), differentiation (comparing crises), and compensation (compensation to victims).

The use of bolstering confirms PSSI's seriousness in improving and evaluating organizational policies and focusing on steps that benefit many parties. PSSI also emphasises improving the Liga 1 competition by accommodating the scheduling of the competition. PSSI tries to give a positive impression to the public that the organization gives full responsibility.

Through differentiation, PSSI stated that similar events, such as the Estadio Nacional Disaster, Paru 1964, had also occurred. Differentiation can be used well when the audience continues to be critical of the organization (Gribas et al., 2018). Furthermore, when dampening the public's offensive response, PSSI uses a compensation strategy or compensating goods or money to the victim to compensate for the mistakes that have occurred and aims to make a good reputation. Compensation and sympathy are effective responses to reduce the crisis (Im et al., 2021). This research corroborates previous research from (Harlow & Harlow, 2013) regarding the crisis response of British Petroleum (BP) in the Deepwater Horizon incident, consistently using the compensation strategy as a form of their resolution efforts to the crisis.

3.2.4 Categories of corrective action

A corrective action strategy is a method of improving the situation through corrective action. Benoit (2018) also considers this strategy a form of effort to reduce persuasive actions. This researcher found 12 news articles in which PSSI, through its corrective action, tried to improve the organization's image.

The corrective action taken by PSSI is conducting an investigation and taking serious action to take firm action against the parties found guilty after the investigation results. Benoit argues that corrective action is a potential strategy to strengthen the image if done properly (Benoit, 2018). However, (Fragouli & Tourlaki, 2020) warns that organizations need to commit to real change. This study corroborates previous research from (Coombs & Schmidt, 2000),which states that the corrective action strategy was effective in reconstructing Texaco's positive image after allegations of racism against African American employees.

3.2.5 Categories of mortification

Mortification is expressing regret by apologising and being willing to take responsibility. This strategy does not directly blame or offend and will help restore the image (Benoit, 2016). In this study, 9 news articles were found in the mortification category. Mortification was found in research by Benoit, which explained that AT&T accepted responsibility for service disruptions and apologised for the incident.

The form of mortification carried out by PSSI is apologising to the victims of the tragedy and trying to take responsibility for the events that have occurred. PSSI tries to reduce public anger by admitting mistakes and showing organizational regret for the incidents. Through other statements, PSSI also tries to take responsibility by forming a Task Force to improve the organization of Indonesian football. PSSI emphasises that the steps taken can be a form of organizational effort to improve football governance in Indonesia. Surely, this will be very important for those who recognise regret and responsibility. Therefore, during crisis times, if a strategy further magnifies the problem, it can quickly shift to a more appropriate attitude by immediately apologising and accepting responsibility (Fragouli & Tourlaki, 2020).

4. Conclusion

The results in this study show that the dominant strategy used by PSSI in dealing with crises and improving the organization's image published in Detik.com online media is evasion of responsibility by 41% and, followed by denial strategy by 20%, corrective action by 14%, mortification 11%, and finally reducing offensiveness by 10%. PSSI uses the 5 categories of image restoration theory, which have different proportions in their application.

PSSI uses the evasion of responsibility strategy to avoid the crisis because the organization thinks the Kanjuruhan incident is not PSSI's fault. Then, when the crisis grew, and the pressure from the public was getting stronger, PSSI used *denial* and even blamed others (*shift the blame*) for the tragedy. The implementation of PSSI's strategy further worsened the organization's image. Therefore, PSSI uses mortification and corrective action by apologising, giving regret, and taking corrective action so that similar cases do not recur. The apology and actions taken succeeded in reducing public pressure. Researchers provide recommendations to PSSI organizations to be smart in responding to crises because they will be assessed by stakeholders and the wider public, ultimately affecting the organization's reputation.

This research has limitations in analysing data because it only uses one online media, Detik.com. This research only considers other media, such as print media, mass media, and other platforms that will increase data accuracy. Therefore, further research can combine media selection and analyse the effectiveness of the image restoration theory strategy carried out by PSSI so that it can be a lesson learned when experiencing a similar crisis.

References

Austin, S. F. (2020). Image Restoration for University Leaders' Public Health COVID-19 Response: A Case Study of Notre Dame. *International Research Journal of Public Health*, 47. https://doi.org/10.28933/irjph-2020-10-0906

Bamber, M., & Parry, S. (2016). A Study of the Employment of Denial During a Complex and Unstable Crisis Involving Multiple Actors. *International Journal of Business Communication*, *53*(3), 343–366. https://doi.org/10.1177/2329488414525454

Benoit, W. (2017). Image Repair on the Donald Trump "Access Hollywood" Video: "Grab Them by the P*ssy." *Communication Studies*, *68*(3), 243–259. https://doi.org/10.1080/10510974.2017.1331250

Benoit, W. (2018). Crisis and Image Repair at United Airlines: Fly the Unfriendly Skies. *Journal of International Crisis and Risk Communication Research*, *1*(1), 11–26. https://doi.org/10.30658/jicrcr.1.1.2

Benoit, W. L. (2015). Image Restoration Theory. In *The International Encyclopedia of Communication*. Wiley. https://doi.org/10.1002/9781405186407.wbieci009.pub2

Benoit, W. L. (2016). Barack Obama's 2008 Speech On Reverend Wright: Defending Self and Others. *Public Relations Review*, *42*(5), 843–848. https://doi.org/10.1016/j.pubrev.2016.09.003

Benoit, W. L., & Brinson, S. L. (1999). Queen Elizabeth's Image Repair Discourse: Insensitive Royal Or Compassionate Queen? *Public Relations Review*, *25*(2), 145–156. https://doi.org/10.1016/S0363-8111(99)80159-3

Civelek, M. E., Cemberci, M., & Eralp, N. E. (2016). The Role of Social Media in Crisis Communication and Crisis Management. *International Journal of Research in Business and Social Science (2147- 4478)*, *5*(3), 111–120. https://doi.org/10.20525/ijrbs.v5i3.279

Compton, J. (2016). Sorry sorries: Image repair after regretted apologies. *Public Relations Review*, *42*(2), 353–358. https://doi.org/10.1016/j.pubrev.2016.01.002

Coombs, T., & Schmidt, L. (2000). An Empirical Analysis of Image Restoration: Texaco's Racism Crisis. *Journal of Public Relations Research*, *12*(2), 163–178. https://doi.org/10.1207/S1532754XJPRR1202_2

Coombs, T., & Sherry J, H. (2010). *The Handbook of Crisis Communication* (1st ed.). Blackwell Publishing Ltd.

Eriyanto. (2015). *Analisis isi : pengantar metodologi untuk penelitian ilmu komunikasi dan ilmu-ilmu sosial lainnya* (1st ed., p. 510). Prenada Media Group.

Fragouli, E., & Tourlaki, T. (2020). Leading Change and Crisis: How Transformational Changes Can Be Successful Nowadays? *Global Research in Higher Education*, *3*(3), p22. https://doi.org/10.22158/grhe.v3n3p22

Gribas, J., DiSanza, J., Legge, N., & Hartman, K. (2018). Organizational Image Repair Tactics and Crisis Type: Implications for Crisis Response Strategy Effectiveness. *Journal of International Crisis and Risk Communication Research*, *1*(2), 225–252. https://doi.org/10.30658/jicrcr.1.2.3

Harlow, W. F., & Harlow, R. M. (2013). Compensation and Corrective Action as the BP Response to the *Deepwater Horizon* Incident. *Communication Research Reports*, *30*(3), 193–200. https://doi.org/10.1080/08824096.2013.806252

Im, W. J., Youk, S., & Park, H. S. (2021). Apologies combined with other crisis response strategies: Do the fulfilment of individuals' needs to be heard and the timing of response messages affect apology appropriateness? *Public Relations Review*, *47*(1), 102002. https://doi.org/10.1016/j.pubrev.2020.102002

Indrayani, I. I. (2022). Retorika dan Power Relations: Strategi Restorasi Citra Kepolisian Republik Indonesia pada Kasus Ferdy Sambo. *Jurnal Komunikatif*, *11*(2), 165–178. https://doi.org/10.33508/jk.v11i2.4270

Nirmalasari, A. (2020). Crisis Management in Public Relations: Meta-Synthesis Analysis of Online Activism. *Jurnal Penelitian Komunikasi Dan Opini Publik*, *24*(2). https://doi.org/10.33299/jpkop.24.2.2446

Papalová, M. (2015). Media Impact On Crisis Communication. *Marketing Identity*, *1*(2), 448–459.

Prastyo, Deni. (2022, October 20). *Dalih PSSI soal Fun Football: FIFA yang Ngajak Main Bola!* Detik.Com. https://www.detik.com/jatim/sepakbola/d-6360138/dalih-pssi-soal-fun-football-fifa-yang-ngajak-main-bola

Putri, Z. (2022, October 14). *Alasan Pengurus PSSI Harus Tanggung Jawab atas Tragedi Kanjuruhan*. Detik News. https://news.detik.com/berita/d-6347957/alasan-pengurus-pssi-harus-tanggung-jawab-atas-tragedi-kanjuruhan

Rabathy, Q., Komala, E., & Nurdiantara, R. R. (2023). Opini Publik di Media Sosial Dalam Tragedi Stadion Kanjuruhan (Studi Etnografi Virtual pada Media Sosial Twitter Suporter Sepakbola Indonesia). *Jurnal Visi Komunikasi*, *22*(01), 80. https://doi.org/10.22441/visikom.v22i01.20987

Robbani, M. (2022, October 4). *Ini Alasan PSSI Sertakan Aparat di Dalam Stadion*. Detik.Com. https://sport.detik.com/sepakbola/liga-indonesia/d-6328980/ini-alasan-pssi-sertakan-aparat-di-dalam-stadion

Sihombing, I. J., Berto, A. R., & Sunarwinadi, I. R. (2023). Tagar dan Gerakan Opini Digital: Analisis Jaringan Sosial Terhadap Tagar #BubarkanPSSI. *Komunikasi Profesional*, *7*(4), 622–643.

Silvia. (2022, October 12). *TGIPF: PSSI Tak Merasa Punya Tanggung Jawab dalam Tragedi TGIPF: PSSI Tak Merasa Punya Tanggung Jawab dalam Tragedi Kanjuruhan*. Detik News. https://news.detik.com/berita/d-6342641/tgipf-pssi-tak-merasa-punya-tanggung-jawab-dalam-tragedi-kanjuruhan

Soehner, C., Godfrey, I., & Bigler, G. S. (2017). Crisis Communication in Libraries: Opportunity for New Roles in Public Relations. *The Journal of Academic Librarianship*, *43*(3), 268–273. https://doi.org/10.1016/j.acalib.2017.03.003

Wardani, E. F. J., Vidyarini, T. N., & Yogatama, A. (2022). Restorasi Citra Maybank Melalui Media Online Tribunnews.com dan Detik.com. *Jurnal E-Komunikasi* , *10*(1).

Wibawana, W. A. (2022, October 2). Tragedi Kanjuruhan: Kronologi, Penyebab dan Jumlah Korban Tragedi Kanjuruhan: Kronologi, Penyebab dan Jumlah Korban. *Detik News*, 1. https://news.detik.com/berita/d-6324274/tragedi-kanjuruhan-kronologi-penyebab-dan-jumlah-korban

Woldearegay, A. G. (2021). Remembering Jemal Khashoggi: the media, the show trials, the limits of international jurisprudence, and the uphill struggle for image repair. *The Journal of International Communication*, *27*(1), 59–78. https://doi.org/10.1080/13216597.2020.1867221