

# The evaluation of the transformation of government public relations in the new media era

Siti Hasnawati<sup>a</sup>, Umami Salamah<sup>b</sup>

<sup>a</sup>*The Master's Programme in Communication Studies, Universitas Indonesia, Jakarta, Indonesia., 0817152805,  
[siti.hasnawati@gmail.com](mailto:siti.hasnawati@gmail.com)*

<sup>b</sup>*The Master's Programme in Communication Studies, Universitas Indonesia, Jakarta, Indonesia*

---

## Abstract

New media creates ways to interact between government and relevant stakeholders. Nowadays, public have an opportunity to participate and engage in direct dialogue with the government. This research applied qualitative methodology with case study on The Audit Board of The Republic of Indonesia (BPK RI). Aimed to evaluate the implementation of the transformation of government public relations performed by Public Relations and International Cooperation Bureau, The Audit Board of the Republic Indonesia (BPK RI) in the new media era, this research finds that the audit institution facing ethical dilemmas and challenges through interactive features provided by the new media.

*Keywords:* government public relation; new media; transformation

---

## 1. Introduction

The development of information and communication technologies (ICTs) have an important role and bring impacts to our everyday life, as well as create a new pattern of public communication. The new forms of ICTs make people are able to break barriers of time, space and distance. People communicate with one another through virtual communication, which is effective, efficient and feasible with instant feedback and real time interactions. Indeed, the rapid development of ICTs continues to transform the ways in which the government interact and communicate with public. Adoption of ICTs in government sectors in Indonesia was triggered by Presidential Instruction No. 3/2003 in July 2003 to apply e-government in Indonesia, aimed to support efficiency, effectiveness, transparency, accountability and economic value of government service to public as well as to transform towards the information society era. The government begin to implement e-government and ultimately lead the transformation of their public relations to provide better services over the internet.

The presence of new media, as a result of ICTs, create challenges to government to provide better services to public furthermore leads government to transform and using the new media to provide convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate with the organization. By using the new media through social media platforms such as blogs, multimedia sharing, micro blogging, and social networking, governments would enhance the communication strategy by allowing public to access variety informations and provide chances to make a two-way interaction. This should be attempts since survey data from Indonesian Internet Service Provider Association (APJII), through December 2016, internet users in Indonesia has reached 132,7 million people. Updating information is a main reason for the majority of the Indonesia people to access the internet by using their social media. This is shown by the percentage of 97,4% on social media as one of the most accessible content, while the public services content are in the lowest position with 91,6% percentage. The survey result shown that the internet users in Indonesia has been increasing over the years. Nowadays, more than half of the Indonesian population are the internet users and actively using social media to communicate with others and accessing information. The government realized that the social media is a potential tools to disseminate the information, program and services to the public.

Social media offer great opportunities to government. The utilization of social media by the government in line with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 83 Year 2012 on Guidelines for Use of Social Media Government Agencies. The government public relations responsible to disseminate information and government policies in accordance with the institution in order to increase public awareness and participation on government policies and programs, build interaction between government and public, accomodate and cultivate public aspirations and build public trust to improve government image and reputation. This descriptive qualitative research provides an analysis of the new media utilization through the Audit Board of the Republic of Indonesia twitter as their communication tools to public as well as to evaluate the government public relation performed by Public Relations and International Cooperation Bureau of the Audit Board of the Republic of Indonesia related to their efforts to transform in the new media era.

### *1.1 New Media*

The transition from old media to new media began in the mid of 1990s. Wellman (2004: 124 in Lievrouw, 2006: 2) describes three 'ages of Internet studies'. The first age beginning in the mid 1990s, was called 'punditry rides rampant', the optimistic celebration of the transformative potential of the internet, peppered with dystopian prognostications from the sceptics. Then, with the dot.com bust at the turn of the twenty-first century, the second age turned to a more serious engagement with evidence, seeking to document users and uses of the Internet; or as Wellman and Haythornthwaite (2002: 4 in Lievrouw, 2006: 2) put it, researchers sought to study the Internet 'as it descends from the firmament and becomes embedded in everyday life'. Then, the third age, the move 'from documentation to analysis' (Wellman, 2004: 27 in Lievrouw, 2006: 2).

Nowadays, we are in the middle of a new media revolution - the shift of all of our culture to computer-mediated forms of production, distribution and communication (Manovich, 2002: 43). New media is a term defined varyingly by some people. Lev Manovich defined that new media represents a convergence of two separate historical trajectories: computing and media technologies (2002: 44) and proposed five principles of new media as follows: numerical representation, modularity, automation, variability, and transcoding (2002: 49). Williams et al. (1994 in Lievrouw, 2006: 206-207) defined new media as applications of microelectronics, computers and telecommunications that offer new services or enhancement of old ones.

In the new media age especially, with the web's instantaneous news and reaction, its easy accessibility, and its use by millions, the internet is where deceivers and hoaxers first hatch their tricks and where the tricks are picked up and disseminated more widely. Ironically, it is also where more and more work is done to debunk the mischief. The rambunctious and wholly ungovernable quality of the news and information landscape is both its greatest attraction and perhaps its most troubling feature (Henry, 2007: 116).

### *1.2 Web 2.0*

Web 2.0 has produced a historic paradigm shift in how we communicate, collaborate, dispute, and engage with one another. Ideas, opinions, facts, and attention are no longer the proprietary assets of a small group of the all-powerful (Dilenschneider, 2010: 10). Moving to new, or digital, media is not just a case of transplanting old media. It also involves a new vocabulary, altered interaction with an audience that can now literally talk back, and different standards about objectivity, relevance, and timeliness (Dilenschneider, 2010: 3).

Leila Sadeghi (in Lee, 2012: 126-128) defined web 2.0 as represents to a collection of Internet-based tools that enhance communication through openness and interactive capabilities. Through the use of these tools, such as blogs and social media platforms like Facebook, people have the added capability of producing content and being engaged in two-way communication. One of the main concepts behind the birth of these tools is to empower individuals through open dialogue. Where instant two-way communication was once considered impossible, Web 2.0 technologies continue to evolve at a very rapid pace making peer-to-peer connectivity easier and faster. Across government, the Web 2.0 movement has demonstrated powerful examples of how Internet-based tools can enhance digital democracy and diplomacy efforts. Unlike traditional methods of interaction, the Internet enables government to conduct its business and engage citizens online. Governments need to recognize that a majority of citizens are online searching for content, checking their e-mail, reading product reviews, and engaging in other activities. Web 2.0, governments are provided with a new set of possibilities to reach the public without investing an abundance of resources, including the ability to:

- Generate innovative solutions to public policies
- Rank policies, programs, and services as determined by citizens' needs
- Collaborate and generate innovation across levels of government and with citizens to reduce duplicative work, and to improve efficiency and effectiveness of services
- Improve e-government services to simplify online transactions
- Improve governmental transparency by providing accessibility to data and online documents
- Recruit, hire, and retain the best and brightest for agency personnel

Generally, governments characteristics are bureaucratic and hierarchically structured that somehow complicated the adopted new and emerging technologies. Another barrier has to do with the adopted technology is the age of the typical government employee (Sadeghi in Lee, 2012: 134).

### *1.3 Government Public Relations*

Indonesia adopted the Freedom of Information Act (Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik) in 2008 as a turning point where public relations in Indonesia headed to the modern era (Gassing, 2016: 53). The act provides a legal guarantee for access to information held by public organizations and requires public organizations to proactively publish information as well as to release information upon request. Public relations can be defined as the art of stealthy manipulation of public opinion, the manipulation of the opinions of consumers and politicians. It is viewed as spinning the truth to the selfish interest of some organization, issue advocate, person, or viewpoint. Journalists and other critics have referred to practitioners as flacks, meaning that the practitioners of this art deal with self-interested promotion of idea, set of facts, or points of view. In contrast, public relations has been seen as a professional practice and academic discipline dedicated to fostering effective two-way communication between some organization or entity, such as an industry, and persons whose opinions can make or break the future success of the sponsor. Public relations is a set of management, supervisory, and technical functions that foster an organization's ability to strategically listen to, appreciate, and respond to those persons whose mutually beneficial relationships with the organization are necessary if it is to achieve its mission and vision. Public relations practitioners are problem solvers. They are counselors who advise the organizational management on how to fit best into its environment. They are tacticians and technicians who design and craft communication tools such as media releases, employee newsletters, fundraising campaigns, publicity and promotion efforts, investor reports, and issue backgrounders and fact sheets. No single definition of public relations exists. Public relations professionals communicate for and help to favorably position their clients to earn the favor of targeted markets, audiences, and publics (Heathe, 2005: 679).

Public relations plays an important role in organizations and also implied to government organizations. Public relations held a fundamental acts to organization that maintain the organization's image and the development of the organization (Gassing, 2016: 105). Mordecai Lee (2012: 12) states that public relations can help a public administrator do a better job by being better at (1) implementing the agency's central mission and (2) fulfilling the democratic responsibilities inherent in government. Many tools of public relations can help accomplish the agency's programmatic mission: delivery of services, customer relations, and so on. Also, public relations can help promote the democratic accountability of a government agency to the citizenry, an activity unique to public administration in contrast to business administration and nonprofit management. Public administration practitioners can broaden their scope of attention to embrace the practice of public relations. It is a useful, helpful, and important aspect of managing government agencies. They can use public relations to (1) accomplish the democratic responsibilities associated with the public sector, (2) implement the central missions of their agencies on a cost-effective and efficient basis, and (3) contribute to public support for their agencies. (Lee, 2012: 24).

#### 1.4 Transformation of Government Public Relations in the New Media Era

In relation of the use of new media in government public relations, Dilenschneider (2010: 8) considered the following challenges that public relations should concerns:

The need for a transition from business as a controlled, tightly scripted message delivered top-down to business as a conversation. The organization should advance the points of view, products, services, brands, causes, careers, and leaders and participate in a conversation demands, a conversational tone or a human voice. Having the organization resonate, that involves understanding.

- The ability to view the universe of what public relations do in terms of hyperlinks. Influence on the Web comes through the wisdom of crowds or how many others decide the organization content is worth linking to. This mind-set requires a shift from a competitive stance to a cooperative one.
- Recognizing that the organization audience determines what particular tools the organization use and how the organization use them. A question such as: Is microblogging hotter than traditional blogging? is irrelevant in the public relations trenches. All that matters is what tools best help carry the organization message to that audience. Again, discovering just what those tools are means trial and error. In fact, in some digital circles, failure is a required rite of passage.
- Knowing 24/7 what is being said about the organization on the Web. This is a necessary investment of money and management attention. Skip a day and pay.
- Fully understanding that lemons can be transformed into lemonade. Attacks, misinformation, and ridicule can be opportunities to present the organization. Knowing how to respond includes running out what-if scenarios before hand and creating tentative crisis communications plans. This might include having third-party allies assembled in the wings, digital sites already operating, and experienced pros ready to parachute in for tone and content.
- Realizing that measurement depends on goals. More challenging is attempting to assess how online and offline communications are reinforcing each other. This introduces the budget. How much do the organization allocate to what tools, and what kinds of specialists do the organization hire? How do the organization decide on digital demographics or do they really matter in an age when eight-year-olds can use computer programs while many adults cannot?
- Broadening the menu of genres. Instead of using just explanatory prose, there's tremendous payoff in adopting irony, humor, parody, poetry, creative nonfiction, and more. Communication as entertainment is not one of the deadly sins. The Internet is so vast, it seems digital communications almost necessitate these new adoptions.
- Becoming aware that course correction is the new modus operandi. Changing a strategy or tactic is not an admission of error. It's smart. And it's necessary. Clients should demand documentation of those changes. That's evidence that the public relations professionals are paying attention.

Broom and Dozier (1990: 26 in Watson, 2007: 59) mirror the frequent three-step/stage analysis of public relations evaluation, as follows:

##### 1. Programme Planning

The programme planning is indeed to analyse the situation, which is effectively an analysis of the public relations 'problem'. This problem concerns the mismatch between the situation as it is and the situation as the organization would ideally like it to be. The public relations programme is designed to align this dichotomy. The key here is to use a cycle of formal and informal, quantitative and qualitative approaches first to confirm and delineate the 'problem', and then to understand and explain it.

##### 2. Programme Monitor

The programme monitor is use to monitor the effectiveness of the programme. The key point is that it is the process that is being examined, but not the ultimate impact. It is worth monitoring process activity because effective processes are more likely to lead to successful results. But however good the process, this is no guarantee of successful results.

##### 3. Programme Evaluation

The programme evaluation is to asses the impact of public relations programme. The outcomes stated in the programme objectives must be examined. Broom and Dozier (1990: 77) divide these programme evaluation into three categories: change or maintenance of a public knowledge (including awareness and understanding), predispositions (opinions and attitudes) and behaviour.

Watson (2007: 198) defined that the focus with public relations is monitoring: monitoring the online conversation, researching trends, identifying issues and nascent crises, seeing who your promoters or detractors are, and benchmarking. It is also much more push-oriented than offline PR; so, for example, press releases are

optimized (for search engines). Almost every online technique has an offline equivalent (and, by definition, the reverse): for example, podcasts relate to VNRs. Consequently, the skills required for offline PR are transferable to the online environment.

Enabled by digital technology, everyone is beginning to be a creator of content and as they surf the web more and more, they are encountering content that is not created by the big media companies, but created by people like them. The blog is perhaps the prime example (Watson, 2007: 200). The online press room or press office has become a common element of the websites of organizations of any substance. They can vary from the posting of recently issued releases with archives of previous releases, to a fully-fledged version with white papers, biographies of company spokespeople, FAQs, and even facilities for round table discussions and responding to press queries (Watson, 2007: 206). Although Reber and Kim (2006: 329 in Watson, 2007: 206) were looking specifically at the websites of activist organizations, many of their conclusions are generally applicable. They found a lack of 'expert contact information, information request mechanism, and e-mail updates'. Their practical guidelines have been adapted to make them applicable across the board. Home pages should include a link to a press room; this frequently requires no more than organizing already available information in one place and linking to it.

- As part of the effort to build relationships, organizations should provide contact information for experts on news issues of relevance to the organization.
- A mechanism for responding to journalists' queries should be provided; this needs to be monitored and responded to in a timely manner.
- Regular e-mail updates to the media on relevant issues help build relationships.
- News releases and updates should be posted regularly, with an archive of dated releases.
- Online press rooms should also include position papers, backgrounders and other relevant publications. Callison (2003: 31 in Watson, 2007: 207) summarized that the web has the potential to be a key public relations tool but is not currently being used to its full potential in media relations. In fact, journalists do report turning to corporate websites when researching stories. But these same journalist also report often not finding what they are looking for on company sites, and a few have even suggested that their coverage of companies with poor web presence is skewed negative, if they cover the companies at all.

These are key points from Phillips (2001: 85 in Watson, 2007: 208) about the reach of a website that indicate factors for evaluation. These factors will help construct a matrix view of both a corporate website (news group references, hyperlinks, search engine ranking) and message transmission/conflict messages (newsgroup reference, online media awareness and speed of transmission):

- reference in newsgroups;
- hyperlinks to the site; ranking with search engines;
- online media awareness of the site;
- speed by which information is carried across the internet

By monitoring the key points outlined by Phillips, online public relations activity can be tested for message reception on a daily basis. Only by building in response mechanisms can processing or acceptance be judged. Phillips (2001: 77 in Watson, 2007: 209) also notes the internet search categories that media monitoring agencies use 'heavyweight search robots' to check daily. These are news sites and online e-zines, newsgroups and bulletin boards, and 'meta-search engines'.

Maureen Taylor (in Lee, 2012: 218) define that there are two types of indicators that are useful in planning and then evaluating public affairs activities which are process indicators and outcome indicators. Evaluation can be done by measuring both process and outcome indicators. Each one is a valuable way to measure public relations. When combined, they provide a well-rounded picture of the impact of public relations efforts.

a. Process measures

The things that the organization could control. Process indicators are the tactics that the organization use in public relations. These are communication tools for informing and persuading. Such as: news releases, flyers, posters, banners announcing activities, interviews with local officials that the government organized, new documents uploaded to the website, public service announcements submitted to the local radio or television stations, community forums or meetings organized, speeches by government leaders to community groups, visitors to the government website and forms downloaded from the government website.

In public relations planning, the organizations could identify how many different process measures that the organizations seek to accomplish in the forthcoming communication effort. For instance, the creates of a goal by sending out 20 news releases to the local media over the next year about recycling; set a goal of creating an archive of speeches of community leaders that is available on the website and so on. Process measures are a great way of planning and then evaluating public affairs efforts. The benefit of identifying in advance what the organizations will accomplish is that the organizations actually control whether or not the organizations meet the goal. In the end, most organizations care about whether or not the outcome indicators have been met.

Outcome indicators measure the impact of the process indicators and tap into changes in awareness, attitude, or behavior of the target audience. How do you know if there has been an increase or decrease in the topics associated with the outcome indicators? The formula is simple: (1) the baseline tells where the changes started; (2) the public relations plan identifies the process and outcome indicators of what the organizations needed to do to change things; and (3) summative research provides evidence stating the difference between the place that the organizations started and the place that the organizations ended up. One of the easiest ways to create some measure of impact is to use content analysis to track the dissemination of messages through your media relations efforts.

## **2. Method**

This research focused on the utilization of BPK RI social media as their communication tools to public in the new media era as well as to evaluate their transformation regarding to that matter. According to Hennink, Hutter and Bailey (2011: 9), qualitative research study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them. The Public Relations and International Cooperation Bureau the Audit Board of the Republic of Indonesia (BPK RI) was chosen as the case study of this research due to its organization characteristic since the audit board provides indirect services to public. Thus, the audit board should consider whether the organization has implemented the transformation through their public relations practitioners in the new media era. This study aimed to give insight about the phenomenon, not empirical generalization from a sample to a population (Patton, 2002: 40).

This research will also describes the opportunities and threats that the new media brings to the BPK RI. Data collection was conducted using in-depth interviews with Head of Public Relations and International Cooperation Bureau and the Head of Information Services Sub Division, the sub division that manages the BPK RI social media accounts of Twitter. Furthermore, the secondary data of this research collected from the document review through BPK RI Twitter account (@bpkri), BPK RI website ([www.bpk.go.id](http://www.bpk.go.id)), BPK RI annual reports, BPK RI Strategic Plan 2011-2015 and BPK RI Strategic Plan 2016-2020.

## **3. Result and discussion**

BPK RI has the duties to audit state financial management and accountability performed by the Central and Regional Government, other State Institutions, Central Bank of Indonesia (BI), State-Owned Enterprises (BUMN), Public Service Agencies (BLU), Regional-Owned Enterprises (BUMD), and other institutions or agencies managing state financial. The implementation of the BPK RI duties are under Law regarding Audit on State Financial Management and Accountability. Audit by BPK includes financial audit, performance audit, and special-purpose audit. Types of audit conducted by BPK consist of: (i) Financial Audit, in order to provide opinions about the level of fairness of information presented in government financial reports; (ii) Performance Audit, covering economic, efficient and effective aspects of government's programs and activities; and (iii) Special Purpose Audit, which is audit conducted for special purposes outside the scope of financial and performance audits. Audit of other matters related to finance, investigative audit and audit on call are parts of special purpose audit. As the private companies that are made their public relations transformation, the government should also adapt to embrace the new media by using social media to manage image reputations as well as to effectively communicate with the public.

Related to the Head of Public Relations and International Cooperation Bureau, the utilization of BPK RI social media is the part of the BPK RI website information. BPK RI use their Twitter account as the information's window to the public that provides explanation of the BPK RI products such as audit reports, organizational information, the audit process activities. New media provide an interactive space as well as manage the relationship between the government and the public. However the BPK RI use their Twitter account for one-way communication to the public. The interactive features that have been provided by the Twitter as well as any other new media features tends not to be optimized since the BPK RI provide indirect services to

public. It tends to be quite difficult to explain BPK RI products in an interactive features. It is somewhat different from the other public services that provided by another government organization. Readability of the audit reports are not easily understand by the the public, since the using of technical language provides by the auditors. Therefore, the BPK RI established the Service Center of Information and Communication to provide more accurately and understandable information with a face-to-face discussion after the complemented the applicant data protocol. The BPK RI needs to give additional explanation in order to prevent the misinterpretation of the audit reports and bridging the gap in knowledge between the BPK RI and public. BPK RI continue to face ethical dilemmas and challenges, meanwhile how they provide information to the public being able to determine the organization value. Through their web page, BPK RI has already provided complaint features but also the complaints will be handling by the procedures. The BPK RI expanding limited online interaction with the public and the utilization of their social media account was completely an agenda. BPK RI concerns that the new media tends to bring the negative impact by the misapplication of any statements through their official social media. In essence of the Freedom of Information Act allow access by the public to data held by the government, thus there are also excluded information held by the BPK RI that cannot be accessed by the public regulated by the law. According to the Head of Public Relations and International Cooperation Bureau, the policy of the utilization of BPK RI social media account shall not aimed at blocking information from public, instead of maintaining the information. The BPK RI face greater challenges due to the demand of the public in the new media era. BPK RI emphasize that the contents of their organization information are different with another government organization as well as may leads at risk when it revealed to the public.

According to the Head of Information Services Sub Division, said that the BPK RI Twitter account officially taken over by the Information Services Sub Division in 2015, meanwhile in 2010 the BPK RI Twitter account was originally created by the staff of the BPK RI. As said by the Head of Public Relations and Cooperation Bureau, the utilization of BPK RI Twitter account to inform any agendas running by the Board of the BPK RI. Since the BPK RI was not directly serve the public and based on the Board of the BPK RI policies, any interactive communication to the public through online platform shall not facilitated. Despite many others government institutions that have adopted the new media features, the BPK RI still remain to not optimized the new media features. However, the BPK RI strive to provide the best of content information through the maximize of the BPK RI web page the utilization compared to the BPK RI Twitter account. But, still the interactive features is not also provided in the web page. The retweet features provided by the Twitter platform unable to raised by the BPK RI as well as the reply features to answer the questions that have been submitted by the public unable to used. In practice, the public relations in the BPK RI solely as the administrators, not the practitioners.

In response to the Act of the Republic of Indonesia Number 14 of 2008 on Public Information Openness (Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik), the BPK RI realizes the need to develop the capabilities and skills to communicate and deliver information to public through online communication. The government public relations running by the BPK RI being transformed by providing online press releases and other online documents through a new-look website of BPK RI launched in 2009 which allows the BPK RI to share variety informations and the BPK RI audit results providing as well as the launched the official social networking account through Twitter in 2010. In line with that, in 2011, BPK RI assigned the BPK Regulation Number 2 of 2011 on the public information management that regulate the establishment of Management Officials Information and Documentation (Pejabat Pengelola Informasi dan Dokumentasi/PPID) of BPK as well as the Information and Communication Center (Pusat Informasi dan Komunikasi/PIK) to facilitate the acceptance of public information requests and public complaints. The potential for two-way communication between public and government through online platforms provided by the new media era still not optimized through BPK RI. The features in the new-look website allows public the opportunity to critiques, advices, complaints and as well as to comment on the BPK RI, but not within the interactive features. Furthermore, the BPK RI have also considered to combining their public relations strategy and the utilization of the right platforms to managing information and communication with the public.

Through the interviews as well as the documents review, the implementation of government public relations of BPK RI in the new media era has not been optimal. BPK RI should conduct an improvement in socialization and communication to the public actively. Unreadiness to monitor conversations through online tend to be the threats that the government public relations of the BPK RI facing in the new media era. Instead of the BPK RI has identified a subdivision to manage the BPK RI information services, however they find it difficult to identify a core team of staffs and drafting policies that regulate the utilization and detail related to how the staffs should deal with negative comments, inaccuracy of information and misrepresentation of news

online with the quick response since the bureaucracy issues. Meanwhile the optimal utilization of the online platforms may provide advantages to the organization image and reputation.

#### **4. Conclusion**

The BPK RI still struggling to discover the utmost way to utilize their social media account within the government public relations transformation and their strategy to engage with the public in the new media era. Therefore, it is necessary to change the way that BPK RI communicate with the public by using a two-way communication approach. BPK RI might also consider that there are a variety tools and platforms in the new media that are cost effective and easy to integrate in order to spreading news further and faster to public. Furthermore, in order to facilitate public discussion around the audit process and result that usually held by a face-to-face discussion may adjustable in the online forums. BPK RI could begin to post information and sharing internal policy documents to satisfy public concerns as their effort to educate the public regarding the audit process and result as well as the audit findings or the misuse of the state finance.

By activated the interactive features to the public through online platforms, BPK RI might receive a vast responses and comments from public which then revealed the opportunity for the BPK RI to provide transparency information and perform their excellent responds. The BPK could optimalize of the online platforms uses to engage the public in two-way communication and expand the proactive release of information on BPK RI activities, programs, policies and services. To overcome the audit institution characteristic issue, it might be consider to providing the oversight of audit reports that are understandable, transparent and reliable. The findings of this study can provide a platform to understand the challenges facing by the audit institutions in terms of BPK RI. In contrast to overcome the concern of BPK RI in any misinterpretation caused by the online interactive, BPK RI may educate the public by explaining detailed information related to the BPK. Through online platforms the audit institution will be able to communicate effectively in terms of maintain public awareness on the BPK RI as well as managing the image and reputation of the BPK RI.

## Reference

- Dilenschneider, Robert L. 2010. *The AMA Handbook of Public Relations: Leveraging PR in the Digital World*. United States of America: American Management Association.
- Gassing, Syarifuddin S & Suryanto. 2016. *Public Relations*. Yogyakarta: CV. Andi Offset.
- Hassan, Robert and Julian Thomas. 2006. *The New Media Theory Reader*. New York: Open University Press.
- Heath, Robert L. 2005. *Encyclopedia of Public Relations: Volume 2*. United States of America: SAGE Publications, Inc
- Henry, Neil. 2007. *American Carnival: Journalism Under Siege in An Age of New Media*. Los Angeles: University of California Press.
- Indonesian Internet Service Provider Association (APJII). 2016. *Infographics Survey of Penetration and Behavior Internet Users in Indonesia 2016*. <https://www.apjii.or.id>. Retrieved January 31, 2017.
- Lee, Mordecai; Grant Neeley; Kendra Stewart. 2012. *ASPA Series in Public Administration and Public Policy: The Practice of Government Public Relations*. Boca Raton: CRC Press, Taylor & Francis Group.
- Lievrouw, Leah dan Sonia Livingstone. 2006. *Handbook of New Media: Social Shaping and Social Consequences of ICTs*. London: Sage Publications Ltd.
- Manovich, Lev. 2002. *The Language of New Media*. Cambridge, MA: MIT Press.
- Sari, Betty W.N. 2012. *Humas Pemerintah*. Yogyakarta: Graha Ilmu.
- Smith, Ronald D. 2005. *Strategic Planning for Public Relations: Second Edition*. New Jersey: Lawrence Erlbaum Associates, Inc.
- The Audit Board of the Republic of Indonesia Strategic Planning 2011-2015.
- The Audit Board of the Republic of Indonesia Strategic Planning 2016-2020.
- The Audit Board of the Republic of Indonesia Booklet. *Getting Closer to BPK*. Jakarta: Public and International Bureau.
- The Audit Board of the Republic of Indonesia Web Page: [www.bpk.go.id](http://www.bpk.go.id).
- Watson, Tom and Paul Noble. 2007. *Evaluating Public Relations: A Best Practice Guide to Public Relations Planning, Research and Evaluatio*. United Kingdom: Kogan Page.

