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FOREWORD

The U.S. Fulbright Scholar Program is a program of the United States Department of State Bureau of Educational and Cultural Affairs. The program offers nearly 470 teaching, research or combination teaching/research awards in over 125 countries. Opportunities are available for college and university faculty and administrators as well as for professionals, artists, journalists, scientists, lawyers, independent scholars and many others. In addition to several new program models designed to meet the changing needs of U.S. academics and professionals, Fulbright is offering more opportunities for flexible, multi-country grants.

In the area of communication considered as a foundational element in a globalized and internationalized world, the Fulbright Scholar Program of the 2018-2019 academic year offers numerous opportunities both to scholars and professionals of communication and journalism to teach and conduct research in their areas of specialization. Therefore Universitas Nasional (UNAS) is applying the US Fulbright Scholar Program. The American Indonesian Exchange Foundation (AMINEF) as an administration of Fulbright in Indonesia, agreed to give UNAS the opportunity to invite one scholar. After consultation with the Dean of Faculty of Social and Political Science and the Head of Communication Science Department, it was agreed to invite Dr. David Oh to teach in UNAS.

One of several activities of Dr. David Oh while in UNAS is seminar with several lectures of Communication Science Department, which held on 15th May 2019 at Universitas Nasional. The theme is "Communication and Media Studies". This proceeding contains papers from lectures presentations at that seminar. Hope this paper can contribute in developing communication science.

August 20th 2019

Enjoy to Read!

Yayu Sriwartini
Editor

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COMMUNICATION MANAGEMENT of REGIONAL GOVERNMENT of ADMINISTRATIVE DISTRICT of KEPULAUAN SERIBU IN DEVELOPING TOURISM POTENTIALS

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Abstract

This study aims to describe and explain the communication management of Regional Government Of Administrative District Of Kepulauan Seribu In Developing Tourism Potentials in developing tourism potential. This research was based on system theory and communication management concept. The research approach was qualitative with descriptive nature. The source of primary data was obtained through observation and in-depth interviews with several speakers including the Head of the Kepulauan Seribus Tourism Office, Tidung Island Village Head, Tourism Manager and RW (Citizens Association) Representative on Tidung Island. The secondary data sources were obtained from various online media (websites), journals and other scientific reports. The data validity technique used source triangulation and method triangulation. Judging from the system theory, the communication management of the Kepulauan Seribus Government in developing tourism potential, showed synergy and tiered communication flow. Orderliness the bureaucratic order was reflected in the flow of communication implemented by the government in the Kepulauan Seribus both at the district, sub-district, urban and neighborhood levels. It can be concluded that the government manages communication well, planned, systematic, tiered but also democratic.

Keywords: Communication Management, Tourism Development, Kepulauan Seribus

Introduction

At present, tourism is one of the mainstay components for development in Indonesia, because it is the main source of foreign exchange for the country.

Minister of Tourism of Indonesia, Mr. Arief Yahya said, "*In terms of foreign exchange, tourism was ranked 4th in the national foreign exchange contributor. Its contribution is 9.3% compared to other industries*"¹. The government's priority in developing tourism now is to build 10 new "Bali", they are Danau Toba, Tanjung

¹ Arief yahya. 2016. *Pariwisata Penghasil Devisa Nomor Satu*. <http://www.bumtrack.co.id/pariwisatapenghasil-devisa-nomor-satu>.

Kelayang, Tanjung Lesung, Borobudur, Bromo, Mandalika, Wakatobi, Labuhan Bajo, Morotai and Kepulauan Seribu.

Kepulauan Seribu is one representation of marine tourism destinations in the Capital Region which is the focus of the government's attention to be developed. So far, marine tourism planning in Kepulauan Seribu has placed the community as the main actor in its development. Through the Provincial Government regulation of Jakarta, article 165 RTRW Jakarta related to tourism activities on Tidung Island, The government allows people to build lodging, business centers and tourism services. The regulation indicates that the government gives space to the community to participate in managing and developing tourism in the Kepulauan Seribu. Unfortunately, the technical provisions of the article do not yet exist, so that the implementation of tourism is still going as far as the people want.

However, it seems that the community has not been painstaking and has not a high concern to treat tourism objects there well. For Example:

On Tidung Island, community involvement was limited to economic motives, such as renting out a house for a homestay. They had not initiative to develop their business, they are just waiting for a book from travel. And other tourist attractive spots such as the Jembatan Cinta area, North Coast, harbor, and coral reefs, is still lack maintenance.

This was evidenced by the fact that many locations were dirty, many coral reefs were damaged, deforestation for the construction of homestays. Service quality was minimal, there was no certification for tourguide and often imposes services that exceed quota.

We see that the communication aspect is very important in developing and maintaining the active role of various parties. The community will feel involved and cared for when the government reaches, embraces, accommodates and develops it so that communication is reciprocally intertwined. Therefore, good management of communication is needed between the government, the community, and investors. The relationship of these various parties becomes very important so that it becomes an integrated entity such as a system.

Research Question

How Is The Communication Management Of Government Of Administrative District Of Kepulauan Seribu In Developing Tourism Potential?

Research Purpose

To Describe How The Communication Management Of Government In In Developing Tourism Potential

System Theory

This research based on **System Theory**, it was triggered by Scott. That theory explains The system concept focuses on regulating parts, relationships

between parts and the dynamics of the relationship that fosters unity or the whole. According to this theory there is interdependence between parts of the organization to achieve a common goal and there is communication management between the parts each other. Weick views organizational structure as an activity and more specifically, as a communication activity. Organizational structure is determined by interlocking behaviors. Weick does not make a sharp separation between the organization and the environment. He expressed a more subjective view and argued that people were more active in creating their world. The members of the organization not only react but they also create, they make the environment through interaction and making meaning (communication). So, the organization and its environment are seen as interdependent².

Meanwhile Katz and Kahn explained that most of our interactions with people are communicative actions (verbal and nonverbal, speaking and silent). Communication which is the exchange of information and transmission of meaning is the core of a social system or an organization. They state that it is possible to classify forms of social interaction such as the use of influence, cooperation, social transmission or imitation and leadership into the concept of communication.

Katz and Kahn argue that the character of a social system is indicative of channel selectivity and communicative action. The organization consists of parts that communicate with one another, receive messages from the outside world and store information. The communication function of these parts is also a configuration that describes the system as a whole. In other words, from a system point of view, communication is an organization. Therefore, it is absolutely absolute that there is communication management within an organization.

Management of communication in an organization is applied based on the flow of information in accordance with the hierarchy in the organizational structure. In general, the purpose of communication management is to manage communication activities to run and achieve the results effectively. There are four phases of communication management:

1. *Planning communication activities*
2. *Organizing Communication activities*
3. *Implementing Communication Activities*
4. *Controlling Communication Activities*

Beside that, according to this theory, system in an organization has some characteristic, there are:

1. Openness (organizations interact with the environment so that they have energy and information)
2. Hierarkhi (information delivery is carried out in stages)

² Abdullah Masmuh. *Komunikasi Organisasi dalam perspektif teori dan praktek*. Malang: UPT Penerbitam Universitas Muhammadiyah Malang. 2008. Hal :178.

While Management of communication comes from the merger of two words, namely management and communication. As quoted by Umam³, Mary Parker Follet calls management an art to carry out work through other people. Whereas James A.F Stoner argues that management is a process of planning, organizing, leadership, and controlling the efforts of members of the organization and using all organizational resources to achieve the stated goals. Whereas Everett M. Rogers⁴ said that communication is the process in which an idea is transferred from the source to one or more recipients with the intention of changing their behavior. In simple terms it can be stated that communication management is the management applied in communication activities. This means that management will play a role or as a driver of communication activities in an effort to achieve communication goals⁵.

Based on this understanding, the implementation of management of communication into the system of activities in the organization / company by Robert E. Simmons (1990: 10), is explained through four stages called managerial planning, namely:⁶

1. Reorganize large masses of information into simpler yet more meaningful categories
2. Differentiate important information and eliminate non essential information
3. View problem-connected events, phenomena and concepts in an integrate context that makes it easier to make sense of, or explain what is occurring
4. Formulate strategy that can serve as the basis for plans and their implementation

So that communication can achieve its objectives effectively, then every element in the communication process needs to be managed in such a way by linking how many functions of management, namely the functions of planning, organizing, activating, and controlling. This can be clear if described in a matrix such as the following.

Table 1

Matrix of Relationship Management Function and Communication Elements

Manajement function	Communicaion Elements				
	Communicator	Message	Media	Communicant	Effect
Planning	V	V	V	V	V
Organizing	V	V	V	V	V
Actuating	V	V	V	V	V
Controlling	V	V	V	V	V

³ Khaerul Umam. 2015 *Manajemen Organisasi*. Bandung: Pustaka Setia

⁴ Hafied Cangara. 2014. *Perencanaan dan Strategi Komunikasi*. Jakarta: Rajagrafindo Persada

⁵ Tommy Suprpto. *Pengantar Ilmu Komunikasi (Dan Peran Manajemen Dalam Komunikas)*. Yogyakarta: Pt Buku Seru. 2011. Hal: 140.

⁶ Dewi K. Soedarsono. *Ibid* page: 48.

Based on the matrix, the things that communication program managers must do are:

1. Arrange planning for communicators, messages, media, audiences and plan of influence.
2. Organizing communicators, messages, media, audiences and desired influences
3. Activating communicators, messages, pauses and desired influences
4. Control / supervise communicators, message presentation, selection and use of media, selection and determination of audiences and expected effects.

Research Method

The approach of this research was qualitative. The selection of qualitative methods was based on research conducted in depth to obtain a descriptive-analytical description of communication management conducted by the Government of the District Administration of the Kepulauan Seribu to synergize all of its resources in developing tourism. The data collection techniques used were interviewed, observation and data tracking through the internet. Not all raw data was transferred into research reports, but sorted, reduced and analyzed based on the research objectives.

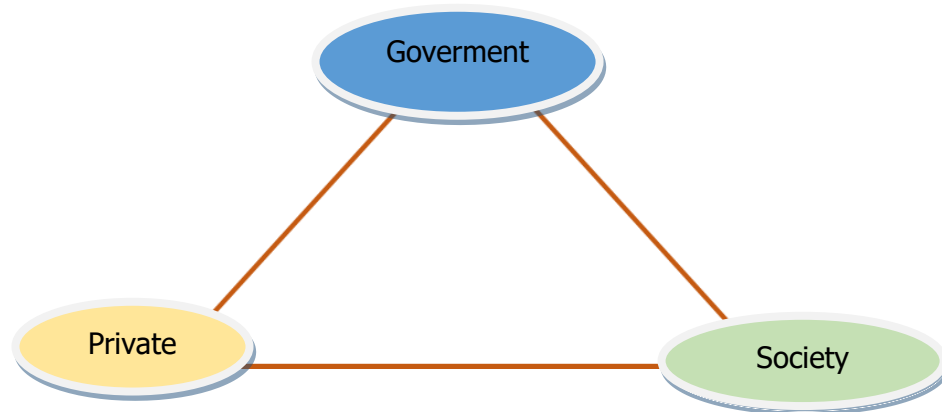
Research Results & Discussion

Development in general essence will always involve various stakeholders, as well as development in the tourism sector. The intended stakeholders include 3 (three) parties, namely: Government, private sectors, and people who have their respective roles and functions, including:

1. The government, in accordance with its duties and authority carries out its role and function as a facilitator and regulator of tourism development activities.
2. Private sectors (business actors / tourism industries) with their resources, the capital and networks carry out their roles and functions as developers and or implementers of tourism activity development
3. Communities with their resources, both in the form of customs, traditions and culture and their capacity to act as host, but also at the same time has the opportunity to develop tourism according to their capabilities.

These stakeholders can't stand alone, but must work together to achieve and realize agreed development goals and objectives. The figure below shows the relationship between stakeholders in the development of tourism:

Figure 1.
Stakeholders in Tourism Development



One thousand islands, as one of the ten priority tourism areas developed by the central government as a Strategic Areas National Tourism (KSPN), of course have the same stakeholder category, namely:

1. Government

As one of the top ten priority tourism areas, the government involved in implementing tourism development in a thousand islands is quite complex. The highest coordinator in the development of tourism in a thousand islands is the Ministry of Tourism and Creative Economy. While at the technical level, tourism in the Thousand Islands is under the responsibility of the Tourism and Cultural Service Units Of the Thousand Islands Adm Districts. Besides that, the Adm Regency Government of the Thousand Islands also has a big stake in the development of tourism. While when viewed from infrastructure development, the responsible party includes general Development , Housing and Transportation Service.

2. Private Parties (Actors in Tourism Activities in the Thousand Islands (Especially Tidung Island and Pramuka Island)

3. In fact, the implementation of the tourism industry involves various actors who also have different functions. Here are the actors involved in the tourism industry in the Thousand Islands.

Table 2
Acting in the Thousand Islands Tourism Activities

No	Subject	Function	Information
1	Agen 1 Tourism Agent (Travel)	Marketing (Publication, determining costs, communicating with tourists, communicating with the correspondent and owner	of the majority of the facilities owned and managed by the mainland Jakarta communityWisata (Travel)
2	Field Coordinator	Connecting Travel with the island's original facility owners	<i>for the island's natives</i>

No	Subject	Function	Information
3	<i>Tour guide Accompany</i>	<i>tourists since the tour began and as a help desk</i>	<i>for the island's natives</i>
4	Facility Owners	Provide services (services) for facilities owned.	Owners of home stays, traditional boats, ferries, cattering, bicycle rentals, rental of snorkeling equipment, watersports rentals (banana, donut boat, speed boat, etc.) Usually facility owners are also island residents

4. Society

When viewed from the previous table, it seems clear that the concept of tourism development in a thousand islands is community-based tourism development, because almost all actors involved in tourism activities are local people, except travel agents who are mostly mainland Jakarta residents. In the context of these stakeholders, even though the community acts as an actor in tourism development, but also as a community in general who have concerns about the erosion of wealth they have due to tourism development, especially the wealth of their culture. Increasing tourism development will sometimes relax the cultural system of the community that has been firmly held firmly, as well as the entry of liquor and drugs, which are feared to damage the young generation in the Thousand Islands as a negative result of tourism development.

From the analysis of stakeholders in the development of tourism in the Thousand Islands above, it can be simplified later that the dominant stakeholders in tourism development there are the government and the community, who in general are also actors or actors who invest in tourism development. Thus, so that tourism development can run well as stated by the government as one of the National Tourism Strategic Areas (KSPN), the implementation of communication management between the government of various structures involved in tourism development in the Thousand Islands is very important, to minimizing sectoral egos among services in the government. Likewise, the implementation of communication management between the government and the community, because in this case, the community in the Thousand Islands has two roles at once, namely the people there as actors of tourism implementation, who have strong business interests, as well as the general public the erosion of their culture.

As explained in the background of the problem that the Thousand Islands are now of the priority marine tourism destinations to be developed. In fact, the beauty of the natural scenery and various tourist attractions in the Thousand Islands have attracted a lot of interest from foreign and domestic tourists to visit. Tidung Island is one of the most visited destination islands, because on this island there is a building that is a tourist symbol in the Thousand Islands, namely the Bridge of Love. Besides that, on this island there are also some interesting spots to be used as snorkeling spots and famous as bicycle tours.



Figure 2. Bridge of Love on Tidung Island

Of course this is an opportunity to become a source of livelihood and increase income economically. Because of it's not surprising that many travel agency services have sprung up offering various tour packages in a Thousand Islands. Unfortunately there has not good and legal organization of the tourism agents, so that many run it individually in their own ways.

On Tidung Island itself for example, there are still a lot of dishonest travel agent business practices. This was conveyed by an informant who was also one of the business people in Tidung Island, Baiyyinah. According to him, tourism in the Thousand Islands, especially Tidung Island, of course provides benefits for the community. Baiyinah admitted that if this sector has helped the daily economy of the community to be able to send their children to college. "Because it is profitable, what needs to be communicated just the wishes of the people here, and also what the government wants in the rules. So people cannot also want to follow their wishes as opposed to the government. "

He gave an example of government regulations regarding sea transportation, ferries. So far, the tariffs for ferries have often been manipulated by certain individuals to pursue profits. For example, the ticket price is set at Rp 50,000 (fifty thousand rupiah) per person. But the community wants to get its own benefit, so that "playing behind" with the manager, by compromising only pays Rp. 30,000, so that people are fortunate and the manager is also profitable, because Rp. 30,000 will then go into the manager's personal pocket. So that if something negative happens, people like that don't want to be blamed and still the government must solve the problem. Related to this phenomenon,

researchers want to see how the management of Tidung Island local government communication in building participatory and constructive citizen participation.

According to one key informant in this study, namely Cecep, Tidung Island Village Head, tourism on Tidung Island has the potential to be developed. Not only the beauty of the sea and its nature, but also its own marine products. One of them is the potential for seaweed cultivation. If creative, then seaweed can be turned into ice seaweed. In fact, according to his analysis with 200gram of seaweed capital for IDR 15,000, which can be made into 10 cups of ice seaweed at a price of Rp. 10,000, then you can get a gross profit of Rp. 100,000. Besides that it can also be developed into ecotourism. Like opening a tour that contains ways to plant, breed, harvest seaweed. "Actually, if it is packaged in such a way it can produce results. When I talk about the idea I have had it from around 6 months ago, but the problem is lack of human resources ", according to Cecep.

In line with the statement of Cecep, the Head of the Thousand Islands Tourism Office, Cucu Ahmad Kurnia, said that the potential of citizens to develop tourism also exists, but unfortunately they have not yet realized and still enjoy personal business individually. This is inseparable from the background of their lives and their families who are mostly fishermen. When Tidung Island became a destination of new tourism and at the same time as a new livelihood here, they were not ready and this became a challenge. "When talking about natural resources, no one does not recognize their beauty. But what distinguishes it is its human resources. This is because earlier, the basic was as a fisherman. But do not blame completely, because their culture is still inherent. So, we also provide a lot of guidance to be directed ".

In addition, Cucu asserted that the local government which is the representative of the central government, namely the Head of Tidung Island Village, should have capable capabilities to manage tourism matters on Tidung Island. "Meanwhile, if it is from us, the DKI government itself, we lack technical and human resources and our mobility is also very difficult. So, the running of the government in DKI regarding tourism in the Thousand Islands, still must be accompanied. Tidung Island is a little different than on the island of Untung Jawa. There (Untung Jawa Island) they have community leaders who are not from the government. If they say A, yes A goes. Also on the island of Scout, but on Tidung Island there is nothing like that. Even if you have a respected community leader, this really facilitates communication between the government and the community. "

Therefore to build human resources that are ready to meet the era of tourism, there are several steps taken by the Thousand Islands government to motivate citizens to be participatory in developing tourism potential. First, because the people of Tidung Island have a background as fishermen, so to prepare HR (Human Resources) in this case the Thousand Islands Tourism Office holds various forms of technical guidance and workshops. Especially workshops

are given to business people, for example to the community, the innkeepers / managers are given training in homestay management. The material provided starts from the arrangement of neat and clean accommodation, friendly and swift service, to accommodative price management. Then for fishing boat owners to be given ship maintenance training to always function properly, services and facilities that are adequate and safe when used by foreign tourists. Then training for tour guides includes the provision of effective communication techniques, basic English and ethical and ethical services. In addition, training was also provided on the functions, use and techniques of snorkeling equipment rental business.

The same thing was stated by Bayyinah, an informant who works as a tourism / homestay manager. According to him the training was also given to the mothers of Family Welfare Trustees (PKK). "Usually those who are trained are PKK mothers. So RW chose several PKK mothers who had free time to get training from the government. As after being given training in making breadfruit crackers and chips, the government also provided assistance with crackers and breadfruit cutters. It was given by the government through such training. Activities are usually held in Jakarta. "

Second, in curbing the tourism business and giving a sense of justice to the business community, the government makes policies through various rules. One of them is the management of transportation tickets to Tidung Island (Thousand Islands). This management is carried out by the sub-district. This is done to minimize the practices of mark-up or manipulation carried out by certain individuals. Communicating these policies is done through socialization. The community was gathered and then given an explanation of the new rules for ship tickets. And the government is consistent with this regulation through continuous supervision by the Investment Institution (LPM). So, this LPM person supervises the dock at all times, and checks passengers, for example, whose name, age, etc. So there is a database.

But even though there have been attempts to control, in practice it is difficult to control these manipulative actions. Many "naughty players", especially nowadays there are not a few tourist agents who come from outside Tidung Island such as from Banten and Bandung. Cecep also acknowledged that until now there had been no rules covering the existence of agents in the Thousand Islands (especially Tidung Island). So travel agents can easily and freely make tour packages.

"It's rather difficult to control it. There is no obligation to take care of legality. So far, many of the travel agents are individual, even word of mouth. Who knows who. Yes, most people will share with their friends. There is a guide, some find accommodation, some are snorkeling guides. But usually if you want a lot of profit, that person is the guide and snorkeling guide. Then just work with people who have lodging. Just like that.

In its journey, good intentions and efforts from the government alone are not enough to move citizens to be participatory in developing tourism potential in Tidung Island, if it is not supported by good and genuine goodwill from the community. According to Cucu, one of the obstacles is that the people on Tidung Island are from difficult to regulate.

They prefer their own businesses which sometimes, determine their own prices which are important profit, but do not pay attention to quality. In fact, sometimes fraudulent practices are sniffed. The Village Apparatus seemed to have no power to stop this. Different from the people on Pramuka Island who are more orderly. Likewise with Java. The people there have respected opinion leaders, who can bridge community communication with the government. Such conditions make it easier for the government to develop tourism development programs together. "

In addition, tourism development on Thousand Islands cannot be careless. Here there are cultural limitations too. For example on Scout Island, in the morning to evening can snorkel and play water tours. But at night, nothing more can be done. If you are in Bali you can beer, but you can't. Because it is very fanatical and religious culture. In addition, almost the average population on the islands of the Thousand Islands is very religious. The population is not so ambitious as to make tourism objects diversified.

"The important thing is for them to be able to live peacefully, have income and be able to fulfill their daily needs. Do not have too many thoughts for tourism development. Therefore, if only the village is thinking and has ideas, the residents are calm, it's difficult. When viewed from submissions every 2 years, they do not want more management of these islands. For tours only submission of docks and the like ".

However, the government does not stop trying to invite the entire Tidung Island community to continue to improve the island's environment as well as possible. The Lurah always moves all residents' compensation to "open" their eyes that in reality Tidung Island has become part of their favorite marine tourism destinations and has become a priority.

The development of tourism in the Thousand Islands, especially on Tidung Island, must certainly have implications for the economic development of local residents. Therefore the Government on Tidung Island is quite proactive in opening and receiving assistance and cooperation from various outside parties. One of them is the success of the DKI Jakarta Governor's fund assistance program, the Oke Oce (One District, One Center of Entrepreneurship) program. So, each sub-district has at least one potential to be a business opportunity.

In addition, the regional government also opened cooperation with outside parties, including non-governmental organizations (NGOs). But so far the cooperation has not been formal. According to Cucu, written cooperation has never been done. But these NGOs were still facilitated to carry out socialization

in the area of Thousand Islands. However, his party could not arbitrarily make cooperation with certain institutions without the permission of the local government.

Therefore, the government must also prepare good and beautiful ports, it seems that in 2018-2019 this action from the government to help the community on Tidung Island has become one of the pilot international level tours. Even though this was communicated with the government as a spice of the Lurah and Bupati, it seemed that the focus was on the Thousand Islands to make an international-level tourism pilot.

In developing tourism potential on Seribu Island, the local government seems to have a commitment to bring positive and beneficial impacts to the environment, social, culture and economy of the local community. For example, on Tidung Island, spatial planning and a large enough area encourage people to create cycling tours. Tourism born in 2010 is community-based, meaning that it is fully managed by the community and is one of the hallmarks of Tidung Island, because it is the only island known for bicycle tourism. For tourists, using bicycles as transportation back and forth on Tidung Island is very helpful and alleviates transportation costs, because the area on Tidung Island is quite extensive and the only public vehicle is a bus with a one-way fare of Rp. 10,000. Whereas for the owner or manager of bicycle rental, of course is one source of income.

Psychologically, bicycle tourism provides fun for its users because they can explore and enjoy the entire Tidung Island space calmly and casually. This is a pleasure, especially for tourists who like to exercise bicycles. Then the impact on the environment is no pollution. Traveling bicycle is more healthy for humans and the environment.

In addition, the construction of submarine cables by the central government in 2009 became an infrastructure that gave great benefits to the community and the development of tourism on Tidung Island in particular. The optical network can support lighting and clean fresh water supplies for the community, so that tourists can comfortably visit and enjoy Tidung Island at any time. In addition, according to the next informant, Asmawi (Deputy Chairperson of RW), the government was quite responsive in its efforts to create a clean environment. For waste water management, the government built a Waste Water Treatment Plant (WWTP), a structure designed to dispose of biological and chemical waste from water, allowing the water to be used in other activities. "With the IPAL, the community used to bathe or wash the water directly into the sea, now it has been managed by IPAL. So there is a shelter, after being clean it is just thrown into the sea again. "

Next, the manifestation of synergy between the government, the community and investors can be seen by the establishment of a "Seribu Ceria" art studio. This studio accommodates all children, adolescents and young people on Tidung Island to learn various forms of art such as dance, marawis, pencak silat.

Training is provided by the Thousand Islands Tourism Office. One interesting program held in Tidung is "Tidung Festival". Usually this event is held in the Jembatan Cinta area and is one of the attractions and charms of Tidung to attract even more tourists. Not infrequently also many foreign tourists who participated enliven the event as dancers. In its management, the "Tidung Festival" program involves the participation of the community ...



Figure 3. "A Thousand Cheers" Studio and Tidung Festival

According to Asmuni the management of the studio is fully conducted by the community, but monitored and guided by the Sub-Department of Tourism, part of culture. The government also pays attention to the welfare of its managers by providing honorarium as a form of appreciation. Even the government looks earnest to make a tourist attraction on Tidung Island a pilot. Communication that was built also flowed reciprocally both from the community to the government in the form of submission-submission programs and audiences, as well as downward vertical from the government to the community in the form of reviews, discussions, coaching and supervision. Often we are gathered together and given direction by the village head, sub-district head and regent. Communication is very very flowing and responsive. Asmuni also said the following:

"This year there have been tourism honors. Facilities such as the bridge of love have also been repaired and this year I propose from RW to repair the love bridge fence, and the love bridge canopy, then the translucent flow if there are western and eastern seasons, tourist activity continues. Because it happens that Tidung island is an elongated island, so if from the east the waves come from the north, then we can go south. The government is also preparing good ports that have started to move. And it seems that in 2018-2019 all the actions from the government to help the people to make this Tidung island become one of the international level tourism pilots have been prepared. Am I communicating with the head of the village head and the regent, it seems that the focus is on the Thousand Islands to make it an international-level tourism pilot. "

Even the government continues to do its best to improve the tourism sector on Tidung Island, for example by building stalls near the permanent love bridge, so that it does not look slum. According to Asmuni, the stalls were

initially made haphazard as long as they were made by individuals, not even paying attention to cleanliness and aesthetics. "At present there are 35 permanent stalls built by the DKI Government, in the future there will be 2 (two) levels, later below for sellers, above for the place to eat."

Thousand Islands Government Communication Planning in Developing Tourism Potential

In the planning phase, the development of tourism in the Thousand Islands from the beginning has been facilitated by the DKI Jakarta Government article 165 RTRW related to tourism activities on Tidung Island, where the government gives permission to the community to build lodging, business centers and tourist services. The policy is written communication that opens space for the community to participate in the tourism sector in the Thousand Islands, especially on Tidung Island.

Another policy is in the form of fleet pricing, in this case the ferry to Tidung Island is managed by the sub-district. This is done by the government because so far many people have set their own tariffs, so there are some who are expensive and some are cheap. This is not conducive and supportive for tourism development. The communication of the policy is carried out verbally and face to face through socialization. The community was gathered in the kelurahan then given an explanation of the new rules for ship tickets. Not only that, the government also posted the announcement of the transportation tariff at the Tidung Island Urban Village office.

In addition, the government is aware that the natural potential of economic value must be managed so that it becomes productive. For processing, human resources that have skills and competencies are needed. Therefore, in determining and absorbing the aspirations of the people around Seribu Island, the Regional Government, in this case the Tourism Office through their respective Villages held a hearing meeting with residents, youth organizations, majlis taklim and PKK members. The aim is to discuss and determine the training programs needed for natural resource management around the Thousand Islands. Other program planning is the establishment of the "Thousand Cheerful" art studio on Tidung Island.

In determining various trainings, the government began scheduled training schedules, training objectives, instructors to the material expected to be provided by the instructor. In addition, the training venue is also an important topic, considering the distance of the islands to each other separated by sea waters. When viewed from the organization's communication system, the Thousand Islands Government through its Tourism Service is cooperative and open to the village or urban government of each island to jointly seek solutions to develop the existing tourism potential and increase its human resource capacity. Besides that it is also democratic because in meeting with that opinion, the

government always tries to listen to complaints, suggestions and wishes or expectations from the surrounding community.

Physically, the planning process to support tourism development in the Thousand Islands is to prepare a variety of adequate infrastructure, for example on Tidung Island the government begins to build several beautiful ports and spatial and area tours for bicycle tourism. Even for the comfort of the environment on Tidung Island, the government has also built an underwater optical network to support lighting and freshwater supplies and Waste Water Treatment Plants (IPAL) to maintain environmental cleanliness.

Hierarchical communication is seen in the process of delivering messages or assignments. For example, from the first Tourism Office it was first communicated to the kelurahan, then from the kelurahan lowered the same message to the RW to be disseminated to the residents. The communication media used today use the Whatsapp Group channel more with practical and efficient considerations. Then the official invitation is sent via email. Communication organizations that are menonjol in this case is vertical downward communication. Vertical upward communication was also seen when the residents expressed their hopes both directly and through the local environmental apparatus such as RT / RW. Thus, citizen empowerment-based training is in accordance with needs that hope to help citizens become productive by developing their potential. In planning, it can be said that the local government of the Thousand Islands has carried out physical planning and program planning.

Organizing the Thousand Islands Government Communication in Developing Tourism Potential

The organizing process was carried out by the Seribu Islands Regency Government seen in following up on its planning. For example, when making a policy of transportation tariffs to Tidung Island, the Thousand Islands Government gave authority to the Tidung Island sub-district to manage it. That means that in the implementation process there is a distribution of tasks to sub-district officials.

Next in following up on various training programs, the Thousand Islands Government also shares authority with the kelurahan. For example in the Tidung Island Village, there are several activities managed by the kelurahan which are coordinated with the local RW. Even sometimes a committee is formed, so that the distribution of work is clear. For example in the training on making chips, crackers and seaweed dodol for PKK mothers, here PKK daily administrators are trusted to organize training activities. Or in the training of product packaging techniques, the kelurahan does not only coordinate with the Thousand Islands Tourism Office, but also initiates opening cooperation with various parties such as from universities to provide these materials.

Organizing essentially compiles and organizes certain people who will be involved in an activity both as participants, resource persons and the committee. If you look at the implementation of organizing various planned activities, the Government in the Thousand Islands always involves people who are considered relevant and appropriate. Other examples, for example in the management of the "Seribu Cinta" art studio, this studio accommodates all children, youth and young people on Tidung Island to learn various forms of art such as dance, marawis, pencak silat. Training is provided by the Thousand Islands Tourism Office.

Implementation of the Thousand Islands Government Communication Activity in Developing Tourism Potential

In essence communication activities are an attempt to deliver certain messages to achieve certain desired goals. In the context of this research communication activities are directed at developing tourism potential in the Thousand Islands. The communication activities in question are the provision of various trainings to selected residents in accordance with the target activities, including the following:

1. Homestay management training
The material provided starts from the arrangement of neat and clean accommodation, friendly and swift service, to accommodative price management.
2. Ship maintenance training for fishing boat owners to function properly, services and facilities that are adequate and safe when used by foreign tourists.
3. Training for tour guides with material includes effective communication techniques, basic English and ethical and ethical services.
4. Training on the functions, use and techniques of snorkeling equipment rental business.
5. Training on making breadfruit crackers and chips
6. Training on product packaging techniques
7. Dance and art training in the "Thousand Love" Art Studio

To support the achievement of the objectives of the activity, the government facilitates it with qualified instructors and adequate equipment and equipment. One of them is the government provides free breadfruit chip cutting tools to each trainee. In carrying out activities, the government also carried out synergies with other parties.

Stage of supervision and evaluation of communication activities that support the development of tourism potential

In the supervision phase, there are two ways that the government does, namely:

1. Direct supervision, namely by attending or reviewing training activities directly. In addition, the government also conducted an evaluation by looking at the progress of the training participants after receiving training. The aim is to ensure the implementation of knowledge and skills obtained through daily training.
2. Indirect monitoring and evaluation, carried out by giving full authority to the village government (kelurahan) to exercise control over the implementation of the activity program, and asking them to provide reports on the progress of the training participants. In addition, the government also cooperates with other parties to conduct supervision. In this study it was revealed that there was a synergy between the Tidung Island sub-district and the Investment Institution to oversee the sale of ferry passenger tickets.

Conclusion

Judging from system theory, the communication management of the Thousand Islands Government in developing tourism potential, shows a synergy and tiered communication flow. Ordering the bureaucratic order is reflected in the communication streams implemented by the government in the Thousand Islands both at the district, sub-district, urban and neighborhood levels. In the planning stage, the form of government communication to the community includes written policies. However, the government does not ignore democratic efforts and openness by embracing citizens in listening to opinions and input for the provision of training that is relevant to the needs of citizens in developing tourism potentials. Similarly, in the stage of organizing, implementing and supervising, the government involves various elements of resources that have competencies. This means that in building tourism potential in the Thousand Islands, communication management carried out by the government is truly planned, systematic and appreciative of the existence of roles and structures.

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