Communication Accommodation in Situational Crisis Communication for Business Sustainability: Case Study Concerning Online Transportation in Indonesia

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ABSTRACT

Phenomena concerning online transportation, particularly online bike transportation, have pro and cons. This research aims to determine the strategy and implementation of crisis communication conducted by online transportation. In this regard, such crisis occurs as the impact of demonstration held by online transportation drivers in their efforts to increase tariff that results in the implication of multicrisis faced by stakeholders includes other relevant service providers. Data were gathered by conducting interviews and in-situ observations on the basis of communication accommodation and crisis communication theories. Such research applied the constructivist paradigm and case study approach. The research indicates that the occurrence of demonstration is triggered by the formation of the two driver groups in their capacity as free human resources for online transportation. The first group consists of drivers with willingness to work hard diligently, and the other group consists of drivers that merely disappoint to the present condition. The last-mentioned group as a minority group often presents demonstration by performing pressure to drivers who refuse demonstration toward delaying or even stopping the online services that lead to the crisis occurrence. Any mapping concerning the environmental situation shows that the increasing tariff will lead to decreasing consumers, which finally leads to the increasing number of drivers without income. The management wants to raise tariffs after having formal policy from the government. Contrarily, the government faces difficulties in determining the ideal tariff of taxis and online transportation. In this situation, three main parties are involved, namely, management, drivers, and government, who must build an intensive dialog to determine the acceptable tariff. Such problem occurred because of external and internal situations that is indicated by the presence of the pressure group among drivers. The ultimate notice ought to be mentioned by the management is a two-way communication and the engagement of drivers which is convinced as an effective way toward business sustainability. Facing the abovementioned complex situation, the author proposes horizontal communication, convergence and divergence, and an action plan of applicable communication for managing the sustainability of online transportation from the perspective of economy, legal, and online technology.

Keywords: Business Sustainability, Communication Accommodation, Crisis Communication, Online Transportation

1. INTRODUCTION

The positive reputation and image are two components that must be achieved and maintained by organizations, including companies. Some efforts and strategies are conducted to maintain reputation and image; otherwise, it needs considerable effort, power, time, and resources to recover them. For companies, crisis is a frightening element that potentially influences the presence reputation and image. Moreover, crisis can

also paralyze the operations of an organization. When will crisis occur, how far it causes serious conditions, and when it will be recovered or even devastating are unknown. In this context, an issue management is crucial. Such issue management is an action aimed to control the company: is the issue potentially influence the company and even potentially to create any crisis. Issue management and crisis communication are parts of crisis management that need management skills that must be mastered by a Public Relations officer. During

the crisis era, Public Relations plays an ultimate role as a communication resource for an organization, which here means maintaining communication with internal and external stakeholders. Such a role aims at avoiding inappropriate news released by the media that sometimes does not expose the present organizational condition that finally leads to a worse situation. Furthermore, Public Relations is responsible for the formulation of the communication strategy of an organization before, during, and after crisis occurrence. The former research on how to manage crisis was conducted as a qualitative research using descriptive method, shows that crime-crisis faced by Pertamina EP Ltd was not handled properly due to merely involve the excuse-strategy that resulting to the prolonged crisis and even facing several phase as well as implementing some strategies (Indrihastuti, 2013). An acute-phase where the Public Relations of the company implemented ingratiation-strategy, which then applied justification-strategy during chronicle-phase, and followed by corrective action and full apology then ended by resolution-phase. However, Public Relations plays a strategic function because it runs in the management position in the context of its capability in planning and executing a strategy of crisis management effectively. Public Relations of Pertamina EP released several press-release and conducted press-conference involving mass media as its partner with the aim of maintaining communication between company and relevant public remain exist properly. Research concerning crisis management for the Bali recovery program to recover the tourism image of Bali after its boom in 2005 has shown crisis management on the basis of the local government policy, particularly the Tourism Agency for the Bali Area referred to the policy taken by the Minister for Culture and Tourism (Hendrani, 2008). The Bali recovery program consisted of three main sub programs: inbound program, outbound program, and media center. In such programs, BTP conducted several international events in Bali, promoted such a program to some foreign countries, and concentrated information resource from the press. Furthermore, research on crisis ccommunication in aviation companies has explored that a press release is a significant credible communication tool as an information reference (Adi and Kartikawangi, 2016). A press release should contain a strong key message to enable attracting public attention. The use of social media, exact role of spoke-person accompanied with fast-response was a main key in facing the crisis. Research on crisis communication in fashion company showed that Public Relations of the company determines crisis stages which then to be continued with crisis management starting from crisis analysis to the effort of communicative mediation between company and internal as well as external public (Afifa, 2015). Public Relations of the company also prepared contingency plan, appointed spoke-person, fast response and provided an accurate information to media. Other research on mortification as a crisis response strategy in Hospital

malpractice situation, a content analysis of www.sorryworks.net showed that strategy of mortification is a good strategy for facing crisis (Swanson, 2008). Such research also described that strategy cannot stand alone but it must be accompanied with other method for example open communication and forgiveness in facing the crisis. There is also a research in an automotive company which identifying strategy of Toyota on how to overcome crisis of product-malfunction on 2010. Such research was designed to find out an effective way for a company to manage crisis, particularly in communication based on theory of crisis-strategy by Coombs and how to improve image after crisis based on theory of image improvement by Benoit. Referring to the data gathered, response to crisis communication strategy and image improvement conducted by the Toyota, it showed that the only 81 respondents with positive response, meanwhile the other 124 with negative response, 49 with informative response, and 21 as media influencer (Myers, 2012).

Meanwhile, several cases on transportation crisis both domestic and foreign countries were well handled, and so the contrary. United Airlines is one of the examples of failures in conducting management and crisis communication. United Airlines Flight 3411 becomes the object of negative discussion due to an uploaded video containing some violent actions. This video is displaying the passenger that was ordered to give his seat to an officer of United Airline whereas all seats were fully seated and booked. Such passenger refused to be moved to other airline causing Dao to be evacuated by four securities of Chicago Airport which caused Dao got injured and bloody. In the next day, Oscar Munoz, CEO United Airline, released to internal company by stating that Dao was a disruptive and belligerent customer. Some Medias stated that the communication conducted by Oscar Munoz as CEO United Airline was a big failure and inappropriate manner. Even though Munoz requested pardon for the incident of violence faced by Dao, however, public judged that Munoz did not forgive sincerely and tended to support the action taken by the United Airlines. PR Week pointed-out that strategy and communication taken by the United Airlines as 'a tone-deaf communication response', to express how bad crisis management was. The communication strategy after crisis conducted by the United Airlines did not influence significantly. Whenever Oscar Munoz had opportunity to meet public, he always asked forgiveness and tried to build a dialogue with Dao and also made a change to their flight rules, but all of those strategies did not get positive response from the public thus created some more negative comments.

Other than crisis management done by the Air Asia whenever facing the accident of their air-craft in 2014. Such airline company received many appreciations from stakeholders as their effort can be example of good work for other corporation because Air Asia did fast response,

accurate and heart-touching. Some actions of their Public Relation that caused public attention among other are: consistency of communication team in providing up-date information on such accident via social media Twitter, changing the background colour of their website from red to become black and attitude of CEO AirAsia that directly met public as spoke person. The action of CEO Air Asia attracted public attention. Via this attitude, Tony Fernandes and Air Asia forwarded their awareness message concerning the accident and attention to the family of the victims. Communicative capability showed by AirAsia was the key of successful in facing such crisis. This effort is in line with the opinion of Belasen who stated that there are three important things must be done by the company while facing the crisis i.e. communication, communication and communication (Belasen, 2007).

Other than air transportation, in Indonesia can be found crisis faced by the land transportation, particularly taxi and conventional motor-bike taxi which compete with similar transportation with online-basis. Blue Bird Ltd faced crisis due to the conflict between the conventional taxi-driver under organisation *Paguyuban Pengemudi Angkutan Darat (PPAD*/corporation of driver for land transportation) and online-base application drivers on 22 March 2016. In their oration, one of their demands of conventional drivers was urging the government to stop the online-base transportation. It can be noted that not the only physical conflict of Blue Bird drivers but the presence of Blue Bird itself also attracted public attention. Physical conflict caused the value of Blue Bird share decreased 0,39%, 150 units of Blue Bird taxi were ruined, a lot of Blue Bird drivers were injured because they refused to join the demonstration and of course, devastating the reputation of Blue Bird Ltd that was built in the last 45 years. Some experts stated that Blue Bird management did slow response toward the crisis occurrence and seems like 'no responsibility' to the conflict. Even, public via their social media pointed out that such crisis was created by the management of Blue Bird as the effort to fight their competitor i.e. service provider of online transportation. However, the Blue Bird management refused via its releases, but Blue Bird faced decreasing of reputation. Blue Bird Ltd conducted some actions to build public positive attention, but such strategy was calculated as unsuccessful and thus created negative comment from the public.

The phenomenon of online transportation in Indonesia attracts many parties, in particular so called ojek or land transportation using motor-bike. Before, the ojek already existed informally. The ojek drivers used to park while awaiting the passengers at the end of the road which then creates terminology *ojek pangkalan (opang)*. Upon the arrival of online-based ojek, a lot of *opang* drivers join the online-bike drivers. The join it with any reason of tight competition and a lot of passengers move to online-bike because the reason of safety and cheaper

tariff. Up to year 2017, competition occurred between the three companies i.e. Gojek, Grab and Uber that offer a new feature to gain more customers. In November 2017 based on data released by ilmuOne Data with data-resource of comScore, there were interesting fact concerning Gojek, Grab and Uber. It is known that the amount of user or unique visitor of Grab was 8,6 million per month and Gojek 8,8 million per month, meanwhile the users of Uber reached 2,3 million per month. The basic users of Gojek is 8,8 million, and Grab is 8,6 million. Some of 4 million of Gojek users also use Grab. The interesting data shows that 15,8% of Gojek users and 16,9% of Grab users, they also use Uber. However, 60% of Uber users also use Gojek and Grab. The amount of users based on gender, Gojek reached 3,403,000 male users and 5,468,000 female users. Grab reached 4,259,000 male users and 4,341,000 female users; meanwhile Uber reached 988,000 male users and 1,355,000 female users. Beside gender, each provider has its own demographical segment concerning the age of users. The main user of Gojek is up to 35 year-old, Grab and Uber is from 18 to 24 year-old. It is noted that such data is based on data-usage at smartphone Android per August 2017. Due to very tight competition, the Uber gave-up to be acquisition by the Grab in 2018.

Business competition, particularly in tariff wars, causes an impact to drivers. Drivers are requested to provide good services with cheap tariffs. On the basis of this condition, the online drivers conducted demonstration to President Palace on Tuesday, 27 March 2018 under certain agenda of requesting the improvement of basic tariffs from the present tariff of IDR 1,600 to become IDR 2,500 to 4,000 and asked the government to force applicators to reduce the obligation from the company from 20% per kilometer to become 5%–10% per kilometer.

On the basis of the abovementioned description, it can be understood that phenomena concerning online transportation, particularly online bike transportation, have pros and cons. Research aims to determine the strategy and implementation of crisis communication conducted by the online transportation. In this regards, such crisis occurred as the impact of demonstration held by online transportation drivers in their efforts to increase tariff that resulting to implication of multi crisis faced by stake-holder includes other relevant service providers.

2. THEORETICAL BACKGROUND

2.1. Crisis Communication

A general definition of crisis is some breakdown in a system that creates shared stress (Perry, 2007). While specific definition of organizational crisis is the

perception of an unpredictable event that threatens important expectancies of stakeholders related to health, safety, environmental, and economic issues, and can seriously impact an organization's performance and generate negative outcomes (Coombs, 2015). Communication in this research is based on corporate communication, and corporate communication is the term used to describe various strategic management functions. Depending on the organization, corporate communication includes the following: public relations, crisis, and emergency communication; corporate citizenship; reputation management; community relations; media relations; investor relations; employee relations; government relations; marketing communication; management communication; corporate branding and image building; and advertising (Goodman and Hirsch, 2012). Therefor it is look at the function developed in companies. Communication is increasingly recognized as an important process in organizational crisis and crisis management (Seeger, Sellnow, and Ulmer, 1998). Crises somehow will disrupt all company's stakeholders as well as damage corporate reputations, and cost hundreds of millions of dollars. Crises also serve as the impetus for investigations and organizational change (Seeger, Sellnow, and Ulmer, 1998).

The theory of Image Restoration is one of some theories which is classified in the management of image, issue and crisis. According to Benoit (1995) such theory discusses on how to improve, revitalize or restore bad image and reputation of an organization or company. In the effort to restore image of organization or company, it needs to arrange and determine some strategy that will be implemented to handle the crisis. Nova (2019) described there are seven strategy to handle the crisis, as follows: Publications, Event, News, Corporate Identity, Community Involvement, Lobbying and Negotiation, Social Responsibility. Meanwhile Coombs (2007) explain in his theory of Situational Crisis Communication Theory as follow: Crisis managers benefit from understanding how crisis communication can be used to protect reputational assets during a crisis. Situational Crisis Communication Theory (SCCT) offers a framework for understanding this dynamic. SCCT provides a mechanism for anticipating how stakeholders will react to a crisis in terms of the reputational threat posed by the crisis. Moreover, SCCT projects how people will react to the crisis response strategies used to manage the crisis. Coombs (2007) also stated that in facing the crisis and building-up image and reputation, there are several strategies, among other are: Responding Quickly: Consistency, Openness; Content & Crisis Response: Instructing Information, Adjusting Information, Reputation Management; Dminishment Posture: Excusing, Justification; Rebuilding Posture: Compensation, Apology; Bolstering Posture: Reminding, Victimize, Mortification.

This research applies the combination theories of Nova and Coombs as the effort to analyze crisis communication. The theories of Nova applied in this research are community involvement, lobbying, and negotiation, which are then integrated with the three strategies of the crisis communication of Coombs.

2.2. Communication Accommodation Theory (CAT)

Communication accommodation theory provides a working frame with an ultimate objective of predicting and illustrating several adaptations to create, defend, or reduce the distance within interactions. The core of this accommodation theory is adaptation. Historically, strategy that was studied and to become core of CAT is convergence. Convergence is defined as the strategy in which individual accelerate their communicative behaviour involving the choice of wide language (e.g. accent) paralinguistic (e.g. pause) and non-verbal signal (e.g. smile). This type of adaptation is conducted in a certain way to enable similarity toward the speak-mate. In the other side, divergence strategy is directed to the difference of accent of speaking or nonverbal among others (Giles and Ogay, 2007). Theory of communication accommodation states that during conversation, there are several options, i.e. convergence, divergence and over accommodation.

Convergence. The first process relates to the theory of accommodative communication is convergence. Giles, Coupland & Coupland (1991) defined convergence is "a strategy in which individual adapts to communicative behaviour each other." Convergence is a selective process, not always choosing convergence strategy to communicate with other. People use convergence whenever they come to their perception concerning discussion or behaviour of other person. Convergence can occur positively whenever communicator acts in similar style with his communicant (West and Turner, 2010). A convergence communication can be seen effective whenever there are attractive communications, predictable and easy to understand (LittleJohn and Foss, 2009). There are several influence factors that makes us attracted to other, for example: possibility to further interaction with the speaker, capability of speaker in communication, difference of status among communicators. When they have similar confidence, behaviour and personality, those can be the causal of attractiveness and very possible to create convergence. Accommodative communication between company and society is dominant with the strategy of convergence. So do its effectiveness of communication is associated with the increase of prediction, decreasing the uncertainty and the presence of mutual understanding. However, convergence that occurs in the dynamics of communication is called as downward convergence which is influenced by the situational norm for inter-

individual and inter-group contact. When there is communication between company and society, the position of society seems lower than company. The partial convergence may occur in such relation. For example, it appears in the activity of advertisement and company CSR. Convergence occurs when the society does not merely accept the information released by the company. Therefore, the company states to meet the need of society for its product and SCR, meanwhile the society said that they choose what they consume (Kartikawangi, 2013) .

Divergence. In the accommodation, there is a process in which one or two of the communicators to accommodate communication among them. The strategy implemented to show-up the difference of each communicator in the field of verbal or nonverbal, which then so-called divergence. Divergence is different with convergence. Convergence is a strategy on how to adapt with other people. Divergence is an effort done by the speaker that is conducted whenever there is no similarity among them. Or there is no worry if they do not accommodate each other. Giles in West and Turner believed that sometimes the speaker show-up the verbal and non-verbal difference among themselves and other people, this is the divergence (West and Turner, 2010). Divergence is a type of communication in which the speaker keeps away to the listener because the speaker shows the difference to the listener (LittleJohn and Foss, 2009). Divergence cannot be misinterpreted as a way without agreement or a way not to response to his speak-mate, divergence is not similar with unawareness, but they decide to dissocialize or decide to keep away to avoid communication with various reasons (West and Turner, 2010). Whenever divergence occurs within culture community, they forward reason to defend their social identity, cultural proudness or it's unique. Divergence can also appear for the reason of power and the difference in role during conversation. The other reason to apply divergence is whenever the speak-mate is a person that is not wanted by the communicator; because the communicator thinks that the speak-mate has a bad attitude or bad performance. Therefore, divergence is a strategy to inform their presence and also to defend their position, because of certain reasons. There is no doubt toward the occurrence of communication accommodation between the two communicators in their effort to improve the conversation.

Over accommodation. Over accommodation is label attached to a speaker which is deemed redundant by the listener. Such term is intended to person even with good will, which is considered to humiliate other. Over accommodation is used to be causal of unequal position between the speaker and listener. Over accommodation often causes serious impact among other are the loss of motivation to further learning language, avoiding discussion and negative thinking toward speaker. Over accommodation can appear in three forms i.e. sensory

over accommodation, dependence over accommodation and intergroup over accommodation. A sensory accommodation occurs while the speaker tries to adapt redundantly toward the listener because he thinks that the listener has limited capability. Such definition refers to limited linguistic or physics. Here mean the speaker confines that the listener has limitation in linguistic and physical capability which leads the speaker to apply accommodation. The second type of over accommodation is dependency over accommodation which occurs whenever the speaker with or without intention, considers that the listener has lower status, here means the speaker put the position of listener to depend on the speaker. In this type of accommodation, the listener aware that the speaker feels to have a higher position. The third type of over accommodation is intergroup accommodation, in which the speaker put the listener into certain group and the speaker fails to treat everyone as a dependence individual. The main core of this type of over accommodation is stereotype that can cause a serious impact. Defending race and ethnic identity is an important thing, however individual identity is important, too. In the perspective that the ultimate objective of communication is to reach the intended meaning, the over accommodation is the main barrier to achieve such objective (West and Turner, 2010).

3. RESEARCH METHOD

The research was conducted by implementing qualitative method and applied approach of case study. Case study, single case multilevel analysis, is chosen under consideration that such approach was done as the method to search and to understand phenomena or problem that occurred during certain period of time involving several information, which then processing such information to find out problem solving (Creswell, 1998). Data was gathered via deep-interview toward management, drivers and users as triangulation. Such interview was supported with observation and secondary data from several sources. Such data was then processed via coding-process here means open coding, axial coding and selective coding which then to be continued with interpretation based on the main concept of object researched as an analysis process.

4. RESULT AND DISCUSSION

The research indicates that the occurrence of demonstration is triggered by formation of two groups of drivers in their capacity as free human resources for online transportation. The first group consists of drivers with willingness to work hard diligently and the other group consists of drivers that merely disappoint to the present condition. The last mentioned group as minority group, often present demonstration by performing

pressure to drivers which refuse demonstration toward delaying or even stopping the online services that lead to the crisis occurrence. William & Olaniran in Belasen (2007), explained that whenever facing the crisis, a Public Relations officers must manage a good communication with his audience, both verbal, visual or written, starting from the pre-crisis, upon-crisis and after-crisis. Starting from this opinion upon the emergency duration like crisis, the role of Public Relations is very needed in developing, maintaining, and defending communication with the stakeholders through a textual narration both in written or verbal format to maintain close relation with public belongs to the company and to avoid misleading of information which might leads to difficult situation to overcome. The most important part of textual narration is forwarding information as available, open to the present situation and to use the appropriate key words. Communication and openness are central to organizational reputation at times of crisis (Belasen, 2007).

Thousands of online-bike drivers from Gojek, Grabbike and Uber conducted demonstration in the front of President Palace on Tuesday, 27 March 2018. During such event, 5 persons of each representative were involved for discussion in the President Palace with officers of Ministry of Transportation. Result of interview indicated that the mass urged government to

1. Force applicator to increase tariff from IDR 1,600 per kilometer to become IDR 4,000 per kilometer. One of resource person stated that "We want government to force applicator to increase tariff to become IDR 4,000 per kilometer". He already 3 years worked as Gojek driver, thinks that the tariff IDR 1,600 per kilometer is not relevant to humanity. The reason is that he only get a very small benefit and sometimes his income to be null to pay internet quota and gasoline. "After driving for 3 to 5 kilometers we will get only IDR 10,000. It doesn't include quota, gasoline and pulse", he said.

2. The other demand from thousands of online-bike drivers is their willingness to the government to urge applicator to reduce the amount of obligation from the company from 20% per kilometer to become 5 to 10% per kilometer. "Obligation of 20% needs to be reduced because it causes difficulty for us", said another resource person. He was one of demonstrate participants of Grab-bike.

3. The last demand is to ask government to provide a clear legal regulation concerning their job such as tariff, insurance and safety. "At present, there is no certain legal regulation for us. We want the government to provide a clear legal regulation like tariff and insurance,"

The Director of Multimoda Transportation, Director General of Land Transportation, Ministry of Transportation described difficulty in determining basic tariff of online-bike because of business competition among online-application companies. So far up to the third meeting between Ministry of Transportation, online application companies and online-bike drivers, no tariff agreement determined yet. He also described that such tariff is determined by the companies and drivers based on the principle of enhancing welfare. In this context, it is said that Ministry of Transportation merely plays its role as mediator between online application company and drivers of online-bike. The reason is that there is no umbrella provision regulating that two-wheel vehicle as a public mode of transportation. Such statement is similar to what has been stated by the Minister of Transportation earlier. The similar statement between Minister of Transportation and Director General of Land Transportation shows that government faces difficulties in determining the ideal tariff of taxi and online transportation. Furthermore, Kotler, Kertajaya, and Hooi explain that in order to defuse the looming tension, the Indonesia government made several attempts to mediate and issue revised regulations to provide a win-win solution for both parties. One of the new regulations that can allow transportation companies to lower the tariff is expected to stir healthier competition among conventional and online transportation companies (Kotler, Kartajaya, and Hooi, 2019).

From the management side, especially Gojek, the management realize that being one of Indonesia's leading Unicorns, Gojek is often faced by incidents which put the company under media and public spotlight, triggering reputation crisis. These reputation crises if not responded and handled promptly and properly can cause damages to Gojek's reputation. Therefore, Gojek has Crisis Communication Standard Operating Procedure (SOP) which consists of policies and step-by-step instructions that describe the necessary activities in identifying, categorizing, monitoring, analysing, responding, and handling reputation crisis communication in an standardized way across Gojek's operational areas. Gojek Reputation Crisis Management Work Cycle as follow:

1. Pre-crisis monitoring and reporting: Pre-crisis processes and activities to help us Predict, Prepare, prevent any incidents or complaints that may lead to a reputation crisis

2. Analyze, Response and Treatment: Once a reputation crisis is identified, we need to classify it and assign the team to act on it. A Crisis Communication Command Center shall be established and the team shall be assigned based on the crisis classification. Action plans towards each crisis are unique, however the basic checklist may consist of: PR Management, Social Media, and Media Handling

3. Recovery-Rebuilt Relationship: Processes and activities needed in rebuilding relationship,

sustaining images and reputation, including with specific targeted/impacted stakeholders

Other interview-result in this research context shows that competition among service providers causing them to take tariff initiation. Service provider states that such tariff is calculated so far to enable drivers to work hard for gaining a better income. Management also describes that so many drivers forwarded a false-order causing the loss of company. Any mapping concerning the environmental situation shows that the increasing tariff will lead to decreasing consumers which finally leads to the increasing drivers without income. The management wants to increase tariff after having formal policy from the government. Awaiting the government policy concerning the mentioned tariff, management conducted dialog with drivers which further called as partners. Many activities were conducted to make the relation of service providers and drivers getting closer.

The management also develops a strategy in handling media during crisis. It based on the stakeholders mapping that company always adjust each year. Media play a significant role in reducing crisis. Even though it is not a part of the research focus, media relations strategy is relevant because through the information that media share it help people understand what is going on with the online transportation which they need for daily activities. In this case, company as the service provider relay on the media with credibility. The management explain that in the crisis situation the possibility of people spreading out fake news or hoax are huge. False information will be consumed by other people who are easily being provoked or have their own agenda, and it will make the crisis bigger. In facing this situation, the management develop a media relations strategy that they called as sandwich strategy. They deliver to the media a positive information with news value on what the company has done in balancing the crisis news. This strategy is implemented during and after crisis happen. However, media has their own agenda, so the positive information that management gives in order to be publish is not always turning that way. It needs not only great understanding and collaboration from both sides, but also ethical consideration. In this context, media relations strategy and implementation become pretty much important. The synthesis of the case appeared in the following table 1.

Table 1. Case Synthesis

Question	Option/ Hypothesis	Decision Criteria	Pros	Cons
Increasing tariff	Yes	Upon the new regulation by government	Fulfilling demands of online-bike drivers	Driver loss a lot of order Decrease of order of online-bike -
Proposing new regulation to government?	Yes	Increasing tariff mandatorily in the same time valid to all competitors.	- Regulation must be followed by competitors. - Unawaken the position of competitors	Duration to wait new regulation is not sufficient
Not to change the previous policy?	Remain accelerate to regulation by the government	Providing direct explanation to the drivers	Will not occur the significant change to the customers significantly	· Customers are loyal to Go-jek · Capable to increase the amount of users.

In this situation, there are three main parties involved i.e. management, drivers and government which need to build an intensive dialog to find out the acceptable tariff. Such problem occurred because of external situation and internal situation that is indicated by the presence of pressure-group among drivers. There is ongoing crisis in which company has to face it. By understanding the pattern and interrelations among company-driver-government and other stakeholders such as media and consumer, a proper strategy my develop.

The result of this study explained the implementation of Situational Crisis Communication Theory (SCCT). There is a circle of strategic situational crisis communication which start by pre-crisis preparation. The management understanding on the impact of crisis to reputation and has the strategic planning to coop with crisis in its daily routine are part of their crisis preparation. The communication which existing between the management and government, as well as with the drivers shows that there is a dialog between parties in order to develop understanding and solution. Even though in the case of tariff is still on progress to meet the expectation of the three parties, the efforts are appreciated. While waiting for regulation from the government, management repair and rebuild its reputation by intense communication with the drivers which implementing communication accommodation theory. Management also taking care of the customer who are in some ways impacted. By developing communication with the drivers, management able to encourage them to keep riding and serve the customers. Company, therefore should be aware and take the crisis situation as a daily issue which needs to consider. Strategic planning as well as crisis strategic planning will be a solution in preventing crisis. This strategic planning has to deliver to all employee in order to engage and built awareness through appropriate internal communication. The understanding of the employee on crisis situation that may happen will help them and the company less difficult in responding the crisis. Internal communication should follow by external communication with driver, government and especially

to the customer. Even though customer doesn't have direct relations, however customer will get the impact which will disrupt their loyalty. In the other side, government as the regulator understands that people need to work and become a driver of online transportation is one of the solutions. However, driver needs welfare as well. Therefore, regulation on tariff of online transportation become important. The tariff standard will not only secure the driver, but also the customer. It is kind of mutualism symbiosis. It could be understood that since the main business are services, management's effort to preserve the service quality is seen as the perfect way to maintain its business sustainability. These findings are proven by Indonesian millennials who choose Gojek as favorite service provider. Millennials as one of digital economic driver, like and enjoy this digital service, especially in three category which are transportation, food delivery and payment, based on a research done by Alvara Research Center (Gojek jadi favorit millenials, bukti karya anak bangsa unggul dari asing). It explains that the management able to handle the crisis, the business is sustaining and growing bigger. The company also develop and succeeds in deliver service differentiations. However, another potential crisis seems appear. Jakarta Globe release a news on the discount competition between Gojek and Grab which government pay attention on. The government's plan to ban discounts and promotional fares by online-based motorcycle taxis is based on a long-term view: preventing consumers from ending up at the mercy of monopolistic corporations. The industry is currently dominated by homegrown ride-hailing service Gojek and Singapore-based Grab, which are both burning cash at an eyewatering rate to become the one and only super-app for Indonesians. But the government fears this race could end up in an absolute monopoly for one of them, and a situation similar to what is now happening in the country's airline industry, where customers no longer have the power to bargain for lower prices. The ministry is planning to ban discounts on online-based motorcycle taxi fares by the end of this month, after earlier setting a floor on the minimum fares they may offer (Indonesia wants neither Gojek or Grab win).

Within the interrelation between company as the service provider, driver and government, it can be found a main concept as the basic research. The service provider and government made some efforts in responding fast and open case that is faced and as demand of the drivers. A divergence communication accommodation situation is modified into convergence by accepting drivers as partners and doing activities involving service provider and drivers. Communication conducted by service provider is not downward anymore to drivers, it is more horizontal. However communication accommodation to government is still upward. Horizontal convergence or divergence aren't in

the communication accommodation yet. It need to reconsider as new concept propose from the result up this research. Researcher argue that in nowadays situation, in which partners more equal, horizontal communication plays significant role in building and establishing relationship for business sustainability. In this regards, the Nova's theory on community involvement, lobbying and negotiation is applied within the context of communication accommodation. Furthermore, over accommodation occur among the drivers itself. It happens when, let say, good drivers being humiliated by bad drivers. These bad drivers force the good drivers to stop riding and get a customer, but participating in strike instead. In this phase, even though in the same community, their different characteristic in seeing the workforce become the trigger of the over accommodation. It is more complicated when the other feels that they are more powerful toward another.

Based on the result and discussion above, it can be understood that the strategy and implementation which are applied by the service provider is more stressed on rebuilding posture and bolstering posture. Meanwhile from the side of government seems strong to do diminishment posture by justifying that there is no umbrella provision yet for tariff determination. However. Government should do its homework in order to stabilize the foundation of regulation on online transportation which will be more needed in the future. These strategy and implementation won't be succeeding if the drivers don't see it as a good or win-win solution for them. Drivers also play significant role; they aren't object but subject. Among these three partied, media is the fourth, as a facilitator which able to contribute to the crisis reduction and solve, or the other way around, become worst.

Learning from the case of online bike it is understood the role of Public Relations as a part of company management in the field of communication that plays an important and central roles. Providing fast response, joining an accurate message and loyalty in accordance with the former and present condition, and choosing tool or media to forward such message, all are steps functioning efficiently which enable to soften conflict focusing to the company, refers to Forbes Agency Council, 2018 (Forbes Agency Council).

5. CONCLUSION AND RECOMMENDATION

Based on result of this research, it can be concluded that strategy and implementation of crisis communication which are applied by the service provider is in the form of lobbying and negotiation via convergence communication accommodation by improving the understanding on the tariff determination and acceptance as partner. Meanwhile, the action of

government is in the form of divergence communication accommodation by stressing unavailability of umbrella provision. Another strategy that is implemented is community involvement via several join activities.

The ultimate notice ought to be mentioned by the management is a two-way communication and the engagement of drivers which is convinced as an effective way toward business sustainability. Facing the above-mentioned complex situation, the author proposes horizontal communication, convergence and divergence, also an action plan of applicable communication for managing sustainability of online transportation from the perspective of economy, legal and online technology. For further research it is recommended to do deeper research on the horizonal convergence or divergence in communication accommodation concept, as well as deep dive the communication strategy from different perspective as mentioned previously.

ACKNOWLEDGMENTS

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