



Military and Civil Communication in Citarum Harum Program in West Java, Indonesia

Selamat Ginting (Corresponding Author)

Master Program in Communication Sciences, Universitas Mercu Buana Jl. Menteng Raya No. 29, Jakarta-Indonesia

Email: [selamatginting@gmail.com](mailto:salamatginting@gmail.com)

Ahmad Mulyana

Master Program in Communication Sciences, Universitas Mercu Buana Jl. Menteng Raya No. 29, Jakarta-Indonesia

Article History

Received: August 7, 2020

Revised: September 27, 2020

Accepted: October 17, 2020

Published: October 22, 2020

Copyright © 2020 ARPG &
Author

This work is licensed under
the Creative Commons

Attribution International



CC BY: Creative
Commons Attribution License
4.0

Abstract

Communication of military organizations outside the battlefield in the Indonesian National Military (TNI) organization is manifested through TNI social communication. Implemented through Military Operations Other Than War (OMSP). The Indonesian Army formed the Citarum Harum task force after the Citarum River problem became an international concern. This study aims: 1) Model to analyze the communication of the Indonesian Army in building public awareness to restore the sustainability of the Citarum River; 2) Revealing the communication of the Indonesian Army Armed Forces to the public so that the Citarum Harum program can be achieved; 3) Revealing the form of cooperation between the Indonesian Army and the mass media in the Citarum Harum program. Research is based on the philosophy of post-positivism. Type of qualitative research. The nature of descriptive research. Case study research method. The technique of studying data is through data triangulation. Checking the correctness of data or information obtained by researchers from various points of view. The results of the study: 1) Military communication skills for regional officials are needed; 2) To create an understanding with the community, it is necessary to focus on listening to the aspirations of the community by living in people's homes and providing examples of working to protect the environment; 3) Collaborating with journalists to always actively publish in mass media and online media. Conclusion: 1) Organizational organization, internal communication organization is very important to support organizational activities. 2) TNI social communication functions to take a persuasion approach and increase public understanding of military organizations. 3) The communication strategy carried out by the Siliwangi Military Regional Command provides information and publication of the Citarum Harum Program every day to the mass media and facilitates to facilitate the coverage process.

Keywords: Communication; Organization; Military; Civilian; Citarum harum.

1. Introduction

The condition of Citarum River in West Java has drawn attention from the international community. In 2010, The Huffington Post which is published in the United States released a list of the world's nine dirtiest rivers including the Citarum River. The New York-based social organization Blacksmith Institute and Green Cross Switzerland also criticized the river by labeling it as the dirtiest river in the world.

The World Bank later used the label by dubbing Citarum River as the dirtiest river in the world. The National Geographic reported that waste and pollution in the Citarum River have reached an alarming level. Research shows that the Citarum River contains toxic chemical substances. The chemical content of its water is one thousand times higher than the safe drinking water threshold set by the world (Hamid, 2018).

Destruction is found not only in the river but also in its upper reach. This poses a serious problem for people residing in West Java and the Special Capital Region of Jakarta They will lose water sources from the Citarum River. The destruction includes forest damage in Mount Wayang which serves as the upper reach of the river.

Data from the Environment and Forestry Ministry reveal that forest cover in the Citarum River Basin Area (DAS) dropped drastically by 98 percent from 71,750 hectares to 9,899 hectares between 2000 and 2009. By 2009 the forest made up only 1.4 percent of the total area of the Citarum River Basin Area covering 716,372 hectares.

In contrast, settlements in the Citarum River Basin Area have grown rapidly, covering 176,411 hectares in 2009 compared to 81,685 hectares in 2000. Over the period, the area of rice field also rose from 244,662 hectares to 262,034 hectares, while the area of plantations almost doubled from 123,154 hectares to 240,470 hectares for settlements and industries. Overall, the increase was 161 percent during the past nine years.

If the public does not care to deal with the problem, a humanitarian disaster will be inevitable, including the damaged ecosystem of all creatures living near Citarum River as well as civilization disaster within the Sunda (West Java) and Jakarta communities.

This condition prompted the then chief of Siliwangi Regional Military Command (Kodam Siliwangi) in West Java, Major General Doni Monardo, to mobilize his men at the end of 2017 to clean up Citarum River, and rehabilitate Mount Wayang area which is the upper reach of the river.

According to him, the complex problems arising from the damaged ecosystem of the Citarum River Basin Area could be solved effectively under a single command of the Indonesian National Defense Forces (TNI) through Military Operation Other Than War (OMSP), among others. The single command is needed in light of the difficulty to solve the Citarum problem due to partial commitment to handle it. Poor communication is one of the causes of weak synergy among related agencies.

Kodam Siliwangi later set up a task force called Citarum Harum Task Force intending to restore the image of Citarum River as it was during the era of kingdoms in West Java. The chief of Kodam Siliwangi believed that one of the obstacles to handling the Citarum problem is poor communication. Hence, there needs to be such a model of communication capable of convincing all components of the community that TNI is serious about dealing with the Citarum problem.

On February 1, 2018, a program was launched to revitalize the Citarum River Basin Area, starting from the upper reach of the river in the Cisanti Site. When President Joko Widodo visited Citarum on February 22, 2018, he was impressed by and optimistic about the work done by Kodam Siliwangi to run the Citarum Harum program. To support the program initiated by Kodam Siliwangi, a few days later the president issued a regulation number 15 of 2018 concerning the accelerated control of pollution and destruction of the Citarum River Basin Area. The regulation serves as the legal umbrella for the implementation of the program.

The presidential regulation is designed to make every effort to rescue the Citarum River in such a way that it can be the cleanest river in about seven years. The presidential regulation which was stipulated on March 14, 2018, and promulgated on March 15, 2018, is a trigger for TNI soldiers to be the vanguard of the national project. (2018:357).

Given the legal umbrella, the chief of Kodam Siliwangi including the current chief, Major General Nugroho Budi Wiryanto, will continue the national program. To handle the Citarum River clean-up project, the government has deployed TNI personnel through the Citarum Harum task force as a spearhead.

Of course, this program involves the governments of regions through which Citarum River flows as stakeholders, including collaboration with the West Java Provincial Government. The handling of the Citarum River focuses not only on the mainstream of the river but also on the tributaries flowing into the river, down from the upper to lower reaches of the river.

This Citarum Harum Program refers to the TNI Territorial Master Manual, Regulation of the TNI Commander No. Perpang: 111/VIII/2011 dated August 18, 2011. This manual discusses the TNI Defense System. In this manual, the collaboration of TNI and the people is realized through the TNI territorial development pattern using three methods, namely TNI Civic Mission, Social Communication (Komsos), and Territorial Defense Development (Bintahwil).

In this connection, the Indonesian Army (TNI AD) carries out activities relevant to the development program, including establishing cooperation with regional governments, mass media, and social figures in the regions. In general, ongoing communication is a process of delivering messages from the military institution. The communication includes direct communication such as inviting journalists, holding coordination meetings of the Regional Leadership Communication Forum (Forkopimda), and visiting target groups to build mutual understanding and cooperation within the framework of territorial development.

Internally, communication is done through verbal or face-to-face communication channels, and externally, it uses print, television, radio, and electronic media. The communication media are used to send and receive information related to public interests particularly in implementing the Citarum Harum program.

The model of communication developed by TNI is relevant to that introduced by Fisher (1986). Fisher has simply highlighted the important role of communication in human life. According to him, communication plays a vital role in human life. From time to time, human beings are encountered with social problems that could be solved through “more” or “better” communication. (1986:9).

In light of the above, some questions arise: (1) how is the model of communication done by TNI AD to build public awareness to restore Citarum River and its nearby environment?; (2) how is the communication approach made by TNI AD to achieve the goal?; and (3) how is the model of cooperation between TNI AD and mass media to run the Citarum Harum program?.

2. Theoretical Framework

Organizational communication is the act of sending and receiving various organizational messages among formal and informal groups in an organization (Wiryanto, 2005). Formal communication is communications approved by an organization and oriented to organizational interests. The content of the communication is related to work procedures in the organization, productivity, and various jobs done by the organization.

The term organization is derived from the Latin word organizer. It means the integration of different parts that are dependent on one another. Some experts call the integration a system, while others call it a means. In his book *Communication in Organization*, Everett M. Rogers defined organization as an established system of those cooperating to achieve common goals through a ranking system and job distribution.

Robert Bonnington in his book *Modern Business: A Systems Approach*, defined organization as a managerial tool to coordinate material resources and human resources through a formal structure pattern of tasks and authorities.

The correlation between communication science and organization rests with its review focusing on humans involved in achieving the goals of the organization. Communication science questions what is the model of ongoing

communication in the organization, what is the method and technique applied, what is the media used, how is its process, what are the factors hampering it, and so on.

Sendjaja (1994), noted the functions of communication in an organization as follows:

1. Informative function. An organization can be seen as an information processing system. This means that all members of the organization hope that they could get more, better, and timely information. The information received by each member of the organization will enable them to do their jobs more surely.
2. Regulative function. This function is related to the rules prevailing in an organization. Two things are influencing the regulative function, namely a. It is related to people in the management system. b. It is related to messages. In general, regulative messages are oriented to jobs. This means that subordinates need certainty about the rules on the jobs that can be done and cannot be done.
3. Persuasive function. In controlling an organization, power and authority will not always bring about the expected outcome. Hence, many leaders prefer persuading to ordering their subordinates. Jobs done voluntarily by employees will lead to greater awareness than power and authority frequently shown by the leadership.
4. Integrative function. Every organization is trying to provide channels that enable employees to carry out their tasks and jobs properly. There are two communication channels to bring the matter into reality, namely a. Formal communication channels such as special publication in the organization (bulletin, newsletter) and progress report about the organization. b. Informal communication channels such as inter-personal chatting during rest hours, sports competitions, or tour. These activities will encourage employees to take a greater part in an organization.

Griffin (2003), in *A First Look at Communication Theory*, discussed organizational communication which follows classical management theory which places salary on production power, precision, and efficiency. The principles of classical management theory are as follows:

1. Unity of command: an employee only receives messages from one superior.
2. Scalar chain: line of authority from superior to subordinates, which flows from top to bottom within an organization; this chain caused by unity of command must be used as a channel for decision making and communication.
3. Job division: management needs directives to reach a degree of specialization designed to achieve the target of an organization efficiently.
4. Responsibility and authority; attention must be paid to the right to give orders and thorough obedience; an accurate balance between responsibility and authority must be achieved.
5. Discipline: obedience, application, energy, behavior, and honor consistent with habit and agreed rules.

Griffin later adopted three approaches to discuss organizational communication. The three approaches are as follows:

1. System approach. Karl Weick (pioneer of the information system approach) opined that hierarchy structure, a chain of communication command, and standard operating procedures are the enemy of innovation. He saw the organization as the life of an organization that must continue to adapt to an environmental change within an order to survive.
2. Cultural approach. Symbolic interaction assumption suggests that humans act on something based on the meaning they give to it. Motivated greatly by anthropologist Clifford Geertz, theorist and ethnographic, cultural researcher. Geertz sees unique collective meaning is determined by an organization. The organization is seen as a culture. The organization is a way of life for its members, to shape collective reality which distinguishes it from other cultures.
3. Critical approach. Stan Deetz, one of the followers of this approach, sees that corporate interests have dominated almost all other aspects of the community. Life is greatly determined by decisions made in the interest of controlling corporate organizations or managerialism.

3. Research Method

This research is designed to get a qualitative picture of how is the model of communication done by TNI, particularly in making the public aware of the need to conserve the environment along Citarum River through the Citarum Harum Program. The thoughts underlying this research refer to the rules of the post-positivism paradigm.

This research will show the model of communication developed by TNI to make the public aware of the need to conserve the environment along the Citarum River. Thus, this research uses a case study method.

Qualitative research is research that tries to analyze social life by depicting the social world from an individual standpoint or interpretation in the scientific background. In other words, qualitative research tries to understand how an individual looks at, gives meaning to, or describe his/her social world.

Qualitative research is not meant to generalize the results of the research. According to Sugiyono (2018), informants of this research consist of three types, namely:

1. Key informants, namely those who know and have a variety of basic information used for research.
2. Main informants, namely those who are directly involved in social interaction studied.
3. Additional informants, namely those who can give information although they are not directly involved in social interaction studied.

4. Research Results

The military can mean a group of armed people. It is a legitimate physically violent organization aimed at protecting a nation from foreign and domestic threats. The military organization is the arrangement of the armed force of a nation. This organization can propose its armed force to be national defense policy. The military can also be defined as an organization authorized by the state to use power, including weapons to defend the nation or attack other countries.

Civil-military relations observer Lieutenant General (retired) [Suryohadiprojo \(1999\)](#) defined that military is related to armed force. In this case, TNI is an armed force organization tasked with safeguarding state sovereignty. Hence, the military is a non-civil organization that has tasks in the fields of defense and security. It is an armed force organization tasked with safeguarding state sovereignty.

In the Indonesian defense system, TNI must stay united with the people through territorial development realized by applying three methods, namely TNI civic mission, social communication and regional resilience development. The government deployed TNI personnel to handle Citarum River through the Citarum Harum task force by involving the governments of regions through which Citarum River flows as stakeholders.

In general, communication in the military institution is the process of delivering messages from the military institution including direct communication by inviting journalists, holding coordination meetings of the Regional Leadership Communication Forum (Forkopimda), and visiting target groups to build mutual understanding and cooperation.

4.1. Internal Communication in TNI

Internally, organizational communication in the military uses a vertical pattern (superior-subordinate relations) through verbal or face-to-face communication media, and externally, it uses a horizontal pattern (equal relations). Interpersonal and intercultural communication is done through face-to-face meetings and communication media such as print, television, radio, and electronic media.

The media are used to deliver and receive information related to public interests to allow TNI to stay united with the people, empowering the public to participate in development programs and above all, promoting the public to care for the environment, particularly to restore the Citarum River in the interests of the community.

Operational foundations for TNI to conduct social communication are Law No. 3/2002 on State Defense, Law No. 34/2004 on TNI, and the Army's Doctrine Kartika Eka Paksi, Law No. 3/2002 stipulates that the realization of state defense is based on a universal defense system (Sishanta) as follows:

1. Indonesian territory can be utilized to promote defense capability by observing public interests, laws, and regulations.
2. Territory used for strategic and permanent military installations and military exercises is stipulated by government regulation.
3. Regional development must take into account the promotion of defense capability based on the State Defense Law.

Article 7 of Law No. 34/2004 on TNI stipulates that the basic tasks of TNI are upholding state sovereignty, keeping the territory of the Unitary Republic of Indonesia intact, and protecting the entire Indonesian nation, and homeland from threat and disturbance to the integrity of the nation and state.

The tasks are carried out through Military Operation for War (OMP) and Military Operation Other Than War (OMSP). OMP is any form of mobilizing and using TNI strength to oppose the military strength of foreign countries trying to launch aggression against Indonesia, or to engage in an armed conflict with a foreign country, preceded by a declaration of war by complying with the international law of war.

Meanwhile, OMSP deals with 14 military tasks, namely to

1. Fight against armed separatist movements.
2. Fight against armed rebellion.
3. Fight against terrorism.
4. Secure border areas.
5. Secure vital and strategic national objects.
6. Engage in global peacekeeping tasks following the country's foreign policy.
7. Secure the President and Vice President and their families.
8. Empower defense territory and its supporting strength as early as possible following the universal defense system.
9. Help administrative tasks in regions.
10. Assist the Indonesian Police in maintaining peace and order in the community following the law.
11. Help secure presidential-level state guests and foreign missions in Indonesia.
12. Help natural disaster mitigation, evacuation, and humanitarian aid distribution.
13. Help search and rescue (SAR) efforts.
14. Assist the government in protecting shipping and flights against hijacking, piracy, and smuggling.

The Citarum Harum program refers to three of the 14 tasks of the Military Operation Other Than War (OMSP). They are point 8, namely empowering defense territory and its supporting strength as early as possible following the universal defense system; point 9, namely helping administrative tasks in regions; and point 12, namely helping natural disaster mitigation, evacuation, and humanitarian aid distribution.

The Army's Doctrine Kartika Eka Paksi is a fundamental principle that serves as guidance and reference to carry out capacity building. It was developed based upon the theory and experience gained from the best results of

thinking during the specified period. One of the Army's functions contained in the doctrine is a territorial function. The territorial function includes social communication aimed at maintaining and forging relations between the Army and the community.

4.2. Command Communication

The Citarum Harum program is led by the commander of the task force, namely the West Java Governor, assisted by deputy commanders of the task force, namely the Chief of the Siliwangi Regional Military Command, the Chief of the West Java Provincial Police, the Chief of the Jayakarta Regional Military Command and the Chief of the Greater Jakarta Metropolitan Police. The program involves 19 relevant ministries and institutions.

This program started on February 1, 2018. It evolved from six sectors to eight sectors, 13 sectors, and later 23 sectors. Tasks are divided into 23 sectors comprising 22 sectors and one seedling sector in the upper reach of Citarum River. Each of the sectors is led by a sector commander with the rank of Colonel. A total of 22 from the Siliwangi Military Command and one from the Jayakarta Military Command.

In implementing organizational communication, a unit of command is needed. Each member must receive orders from the Sector Commander so that the members have the responsibility to the commander directly. If the duties and responsibilities are assigned by more than one commander, it can cause confusion and even conflict for the members. By using the principle of unity of command, the responsibility can avoid conflicts between members and can minimize the occurrence of orders that confuse members in the field.

The commander of the Siliwangi Military Command, Maj. Gen. Nugroho Budi Wiryanto, explained the decision-making process in the military organization. According to him, the decision to be made by the commander has gone through a process using an instrument called the Military Decision Making Process (PPKM). Is an instrument that applies to all TNI institutions. Of course, by empowering staff advice and considerations, before a decision is taken by the leader or commander.

Regarding the TNI communication command line, it is arranged in a hierarchical and pyramidal manner. The organizational structure is made so effective and efficient based on organizational rules. This aims to make the flow of information faster and there is no possibility of misinformation.

In communication, the order to carry out an instruction must always be from the superior. The order must be executed strictly with valid information. Doubt in carrying out orders and opposing orders is something that cannot be tolerated. Responsibility for a decision rests with a commander or leader.

4.3. Military Culture

In military culture, organizational communication is a new form of standard culture in the military world. In organizational communication within the Siliwangi Military Command, using military principles, there are superiors and subordinates. However, in practice, military communication is flexible and dynamic. Communication between superiors and subordinates can be in the form of communication as commanders, fathers, teachers, and colleagues as well as trainers in carrying out assignments in the Siliwangi Military Command area.

This is in line with the opinion of the anthropologist Clifford Geertz. The theorist and ethnographers, cultural researchers, see the uniquely shared meanings defined by organizations. The organization is seen as a culture. An organization is a way of life for its members, forming a shared reality that differentiates it from other cultures.

In military communication culture, it is determined in military regulations. Although in the field it depends on the prevailing dynamics. Organizational communication within the Siliwangi Military Command area runs both ways, from the leadership to the members. Leaders can act as commanders, fathers, teachers, and colleagues as well as trainers following the dynamics of the assignment at hand.

If it does not use military culture in organizational communication within the TNI, it can hamper the achievement of objectives and implementation of duties. In military organizations, there is a hierarchy and decision making by the leadership.

Maj. Gen. Nugroho Budi Wiryanto explained, the delivery of command (communication) messages to Siliwangi Military Command in the field. The communication must be conveyed using the term SYNTHELAS (Brief, firm, and clear). So that personnel in the field do not experience confusion or hesitation in carrying out tasks in the field.

Brief means not rambling directly on the objectives of the orders given by the commander or leadership to members. Decisive means emphasizing priorities that must be done. This means that it does not cause misinterpretation and is easily understood by members in the field.

The application of communication in military leadership cannot be separated from the principles of communication applied by the leadership. Efforts by the leadership of the organization to regularly communicate with the soldiers have been made. It was even scheduled in the Commander Hours activities.

In activities like this, unit leaders are usually used to communicate in two directions. The leadership will try to convey a variety of information related to the knowledge needs of soldiers, emphasize the soldiers regarding the discipline and spirit of the Korsas, build the spirit of the soldiers so that they can do their job better from time to time.

Although the Commander Hour is held regularly and is followed by most soldiers, the leaders must make sure that in communicating something that must be remembered. First; what the commander says must be heard and understood. Second; what is heard, make sure the soldiers can understand. Third; what is understood make sure the soldiers can understand well. Fourth; make sure the soldiers want to do what the commander or leader orders. Fifth; make sure the soldiers understand the material presented by the commander or leader.

Communication is very important in managing military organizations. Each unit leader is obliged to ensure that whatever is said must be heard by each member, through the subordinate leaders. So that what is heard can be

understood by every soldier. Unit leaders must try to convey a detailed explanation by adjusting the rank strata and this can be done repeatedly. This is to instill an understanding of soldiers. It took extra steps so that every soldier would understand.

The soldier's understanding of what the units and leaders want should be an example. The soldiers paid little attention to what their leaders were saying. They will only follow and imitate what their leaders are doing. The point is, for soldiers even though they hear, understand, and understand what the leader is saying, but to agree, they will only see the leader. When they see their boss doing what they say, they will agree and do it without saying much.

Communication in military leadership is part of an existing system within the Siliwangi Kodam organization. A commander in leading his members must use military communication. A commander or superior must have the knowledge and good communication skills. So that in communicating, it can influence and motivate its members to achieve the expected goals.

Communication in military leadership is a part of the military organization. Military communication applies the principle of hierarchy according to rank and position so that everything and the procedures for communicating between commanders or superiors and members have been determined by standard rules. The application of communication in military leadership is expected to be able to influence the thoughts, feelings, attitudes, and behavior of its members in the field. The goal is to be able to carry out activities in achieving the objectives of military organizations.

Each unit leader is obliged to ensure what he said. It must be heard by every member, through the subordinate leaders. So that what is heard can be understood by each soldier, the unit leader must try to give a detailed explanation. Adjust the rank and can be done repeatedly.

Likewise, to instill understanding in soldiers, extra steps are needed. So that every soldier would understand. The soldier's understanding of what the unit and leadership want can be an example. Soldiers did not pay much attention to what the leader said. They will only follow and imitate what their commander is doing.

4.4. Communication Strategy

The communication strategy carried out by the Siliwangi Military Command made a continuous and continuous publication plan. Attempting to provide information and publication of the Citarum Harum program that is being worked on and will be carried out every day by the Citarum Harum Task Force. Involving all components of society, such as Non-Governmental Organizations (NGOs), universities, and entrepreneurs. These activities are covered and published in online media, print media, and electronic media. Including using social media networks.

In its implementation, the Kodam Information collaborates with journalists to always actively publish in online media, print media, and electronic media, including social media. Every day the Citarum Harum program activities that are being carried out are covered by the Kodam Information Team along with several reporters covering the Siliwangi Military Command. Reporters raised together with the Citarum Task Force continuously cover and publish in their respective media.

A public education campaign was carried out by the Kodam Information from the beginning of the Citarum Harum Program. According to Colonel (Infantry) FX Wellyanto Kasih, the educational campaign was carried out in several ways.

First; installation of banners containing messages and invitations to participate in and support the Citarum Harum program. The message through the banner was conveyed to the community along the Citarum watershed. Including strategic places, such as places that are usually used for community waste disposal on the banks of the Citarum River, along bridges, and places that are easily read by the public. Besides, they also put up banners when there are certain activities or events held related to the Citarum Harum program.

Second; broadcast programs and activities related to Citarum Harum on the Siliwangi Military Command's Videotron. Third; publish every educational activity and momentum, such as seminars, discussions related to Citarum Harum, TNI social communications conducted by Babinsa, and the Citarum Task Force. Even the evaluation was conducted by the Siliwangi Military Command and West Java Governor regarding the implementation of Citarum Harum activities in online media, print media, electronic media, and social media.

Fourth; when there are special events held related to Citarum Harum, synergize with other agencies and institutions to make leaflets that are distributed to visitors. Fifth; socialization to communities around the Citarum watershed, by providing counseling.

To motivate and mobilize the community, the Siliwangi Military Command continues to utilize the mass media, to support the publication of every organization, NGO, businessman, university, and local government. Carry out activities by involving the community in the success of the Citarum Harum Program.

One example of Thematic KKN activities that involve students from various universities, such as carrying out cleaning and arranging on the banks of the Citarum watershed, planting trees, as well as light discussions involving the community around the Citarum watershed.

Another example is the activities carried out by the Citarum Task Force with local government officials and youth organizations. Involving the community by converting a garbage dump on the side of the Citarum River into a playground or sports facility for the local community. All these activities are continuously informed and published in online media, print media, and electronic media. Kodam's information also monitors the media, which is widely liked by the public.

In publishing, it is easiest to enter and read by all groups, by utilizing online media. Including national mainstream media such as Kompas, Media Indonesia, Republika, Pikiran Rakyat. The choice of media as a means of

publication can be seen in the momentum and events being held. If the event is attended by top officials at the provincial or district or city level, efforts are made to make use of print and electronic media.

The design of the message conveyed was related to the publication in the mass media, the Siliwangi Military Command issued a news release related to the activities carried out to be conveyed to journalists. Collaborate with journalists to attend the activities held and convey information to the public about Citarum Harum activities. As for the message design made on the banner, coordinated beforehand, and received approval from the Siliwangi Military Command. For the design of messages that are broadcast on Videotron or youtube, a Siliwangi Military Command team has created them, then distributed them to several mass media and social media.

Colonel Wellyanto admitted that media production requires special handling. Including banners or banners and Videotron / television as well as social media, youtube, and Instagram. Currently, Banner production is still printing at printing partners. Banner designs that have been made and have been approved will be printed at partner printers. Meanwhile, for video production, the Siliwangi Military Command's Information was able to make an activity video film with a duration of 2-6 minutes.

The distribution and installation of banners were carried out in collaboration with the territorial apparatus and the Citarum Harum Task Force in the field. It is hoped that the selection of a place for placing banners will be more effective and precise so that the messages to be conveyed reach the targeted community. As for distribution in online media and print media, the Siliwangi Military Command in collaboration with journalists utilizes the WhatsApp Group social media facilities. News releases were shared with the WA Journalists Citarum Harum group. Published by each journalist in their respective media.

For news or publication of Citarum Harum activities, the target is the community and entrepreneurs who use the Citarum River. Audience segmentation is mainly for adolescents and adults. In this regard, the media used is online media, which has an audience in that segment. Including through social media such as Instagram, YouTube, and FaceBook. Meanwhile, for the audience segmentation of entrepreneurs and stakeholders, the media used are print and electronic media (television and radio).

The documentation process is routinely carried out every day. In collaboration with the Citarum Harum Task Force and journalists who are always ready to work together. The members of the Citarum Harum Task Force and journalists documented and reported on the activities carried out in each sector of the Citarum Task Force. Then the reporters report the news link or news published in their respective media.

From the news reports of journalists, the Siliwangi Military Command Information monitors, collects, and reports to the Siliwangi Military Command as well as the Army Chief of Staff (KSAD) through the Army Information Service. The evaluation was carried out, both at the Citarum Task Force, Siliwangi Military Command, as well as the provincial level. The information from the Siliwangi Military Command concluded that the development and achievement of the accelerated revitalization and improvement of the Citarum river with its Citarum Harum Program went according to plan. This shows people's participation and understanding of the importance of the Citarum Harum Program.

4.5. Empower Communities

From the explanation above, it is revealed that social communication has the same goal, communicating the Citarum Harum program to empower the community. Also increasing the active role or participation of the community in development. This includes developing regional potential in accelerating the development process and improving community welfare.

Military organizations have a structure and hierarchy of authority and sub-systems that drive organizational performance. When the structure becomes more complex, it will have an impact on the increasingly complex communication process. Increasing organizational performance requires a system. A system capable of combining elements as a unit. In this approach, communication plays an important role in making the system vital and existent.

Facing the increasingly dynamic development of media requires military organizations to be more flexible and responsive to environmental changes. The success of social communication depends on the capability of the TNI-AD apparatus. The ability as a communicator to build a network to the community. This includes collaborating in various communication situations faced in the field.

In an organization, including the military, the role of internal communication is very important in supporting organizational performance activities. Communication skills can contribute to organizational performance in providing services, both internal and external. Through the ability to communicate, the TNI can design appropriate and effective messages. Communication can influence the community to actively participate in the Citarum Harum program.

TNI social communication increasingly shows its existence in various activities. Principles in communication activities are aimed at transforming information from government to society. That is, social communication activities are generally aimed at changing, building, inviting, and improving people's lives in various dimensions of life (Ali, 2009).

The biggest challenge in developing social communication is to package an appropriate information system. Of course, according to community needs accurately and attractively. These messages can be communicated using mass media or other media that are chosen according to the target of social communication.

TNI's social communication plays an increasingly clear role in creating a conducive climate for regional development. So, the important point of social communication is the delivery of messages from the TNI as a communicator to the community as communicants. Likewise, the implementation of social communication in the Citarum Harum program. This program calls for the role of territorial officials as communicators to pay more

attention to the openness of data and information in the communication process. Accurate information can influence community participation in the Citarum Harum program.

The public thinks that the TNI institution is one of the most trusted and loved state institutions for the people. This is inseparable from the role of TNI Information as of the front guard in publicizing TNI activities and performance. Therefore, the role and function of TNI Information, including the Military Command Siliwangi Information, has a very strategic and important value in forming public opinion on TNI service. They are one of the spearheads of the implementation of public communication.

The new direction of public communication is winning perception. Of course, to achieve legitimacy and gain public trust. This is done by conveying the facts, the Kodam's information personnel as public relations actors must be smart, clever in sorting out, and selecting positive and useful TNI news for publication.

In the communication system, the structural relationship between one individual and another individual and their environment is determined. Building social communication patterns can be done by identifying how to distribute information to communicants. Including who is the source of information, where are the information dissemination centers, and what communication channels are used (Sastropetro, 1988).

Military organizations are now required to have the ability to cultivate communication in all their activities. This is because organizational communication has a relationship between an effective communication system and a high overall organizational performance. Military organizations involve social communication as a flow to deliver messages to communicants using certain media. The most important thing in building effective social communication is the attention of the TNI territorial apparatus.

Attention to communication taking place interactively with the community. Any information conveyed by territorial officials has a changing effect to influence people's behavior. For example, being more concerned about the environment in the Citarum Harum program. As emphasized by Wiryanto (2009). "Communication is said to be effective if the message conveyed by the communicator can produce the effects or changes desired by the communicator, such as changes in knowledge, attitudes, and behavior."

These changes can be seen from the responses given as feedback or feedback. The easier it is for the communicant to receive communication messages, the faster the message will get feedback. Here the communicator's goal is not just to inform the communicant about something, but more than that. Trying to make the communicant feel moved by the emergence of certain attitudes or feelings, such as interest, participation, or joy after receiving a message from the communicator.

Here a participatory development communication model appears, the TNI empowers the potential that exists in the community component. Contribute to regional stability and provide opportunities to increase people's economic growth. The Citarum Harum program is part of the TNI-AD territorial development activities in realizing the unity of the TNI-people.

5. Conclusion

First: In an organization, including military organizations, the role of internal communication is very important in supporting organizational performance activities. Communication skills can provide a high contribution to organizational performance in providing services, both internal and external. Through the ability to communicate, the territorial command can design appropriate and effective messages. Communication can influence the community to actively participate in the Citarum Harum program.

Organizational communication is carried out through commander hours, briefings, and discussions between commanders or superiors and subordinates. The goal is to find out various things that have become obstacles or obstacles in carrying out tasks. So that commanders or superiors can determine the right policies and decisions for the implementation of tasks in the field, including in the Harum Citarum Program.

In the Citarum Harum Program, the sector (and sector) commander has the authority to give instructions or orders. The organizational structure has the authority to carry out Citarum Harum programs following the action plans prepared. Persuasive communication is useful for providing information or orders from the Citarum Harum sector commander. Information will be carried out by all members of the sector using an approach as a whole team. More precisely, this persuasive communication function is like inviting sector members to implement the Citarum Harum program following the plans that have been made.

Second: An effective social communication approach is very important in implementing the Citarum Harum program. The reform era demands that military organizations be able to provide more transparent information. As well as influencing the community to actively participate in regional development. Global developments and the reform era are at the same time opportunities for the TNI-AD to be able to approach society. Among others, increasing skills and competencies in social communication. as one of the main elements of the Citarum Harum program activities.

The Citarum Harum program embodies the unity of the TNI-people. Contribute to regional stability and provide opportunities to increase people's economic growth. The formula is that security stability will guarantee social and economic stability. Directly giving examples of real behavior or actions. Together, the community solves problems and realizes people's wishes. With a fulfilled desire, the public can easily follow the TNI in realizing the Citarum Harum Program without any repressive attitudes or pressure on the community. So that community participation will continue to increase in supporting the Citarum Harum program.

Third: The communication strategy carried out by the Siliwangi Military Command made a continuous and continuous publication plan. Attempting to provide information and publication of the Citarum Harum program that is being worked on and will be carried out every day by the Citarum Harum Task Force. Involving all components of

society, such as Non-Governmental Organizations (NGOs), universities, and entrepreneurs. These activities are covered and published in online media, print media, and electronic media. Including using social media networks.

In its implementation, the Kodam Information collaborates with journalists to always actively publish in online media, print media, and electronic media, including social media. Every day the Citarum Harum program activities that are being carried out are covered by the Kodam Information Team along with several reporters covering the Siliwangi Military Command. Journalists who have been raised by the Military Command Information together with the Citarum Task Force continuously cover and publish in their respective media.

References

- Ali, H. (2009). *Edisi baru marketing*. Media Presindo: Yogyakarta.
- Fisher, A. (1986). *Teori-teori komunikasi*. Remaja Rosdakarya: Bandung.
- Griffin, E. A. (2003). *A first look at communication theory*. MC Grwaw Hills Companies: New York.
- Hamid, J. I. (2018). *Kembalikan citarum harum*. Lensa Indonesia.Com.: Jakarta.
- Sastropetro, S. (1988). *Partisipasi, komunikasi, persuasi dan disiplin dalam pembangunan nasional*. Alumni: Bandung.
- Sendjaja (1994). *Teori teori komunikasi*. Universitas Terbuka: Jakarta.
- Sugiyono (2018). *Metode penelitian kuantitatif, kualitatif dan R and D*. Alfabeta: Bandung.
- Suryohadiprojo, S. (1999). *Hubungan sipil militer di Indonesia: Suatu pembahasan*. Jurnal FISIP UI: Jakarta.
- Wiryanto (2005). *Pengantar ilmu komunikasi*. Gramedia Wirasarana: Jakarta.
- Wiryanto (2009). *Pengantar ilmu komunikasi*. PT Grasindo: Jakarta.