ABSTRAK

Faiza Nurul Zanah, Pengelolaan Citra Instansi Pemerintahan (Studi Deskriptif pada Akun *Instagram* @dishubjabar Dinas Perhubungan Provinsi Jawa Barat**)**. Citra instansi pemerintah merupakan persepsi publik terhadap kinerja, kualitas pelayanan, serta komunikasi yang dilakukan lembaga pemerintah, dan menjadi aspek penting dalam membangun kepercayaan masyarakat. Perkembangan teknologi digital mendorong instansi pemerintah memanfaatkan media sosial, khususnya Instagram, sebagai sarana strategis dalam mengelola citra melalui penyampaian informasi yang terbuka dan interaktif.

Penelitian ini bertujuan untuk mengetahui dan mendeskripsikan pengelolaan citra instansi pemerintah yang dilakukan oleh Dinas Perhubungan Provinsi Jawa Barat melalui akun *Instagram* @dishubjabar, dengan berfokus pada tahapan *Research, Action, Communication,* dan *Evaluation* dalam model RACE. Penelitian ini mengkaji bagaimana instansi memanfaatkan *Instagram* untuk menyampaikan informasi, merespons aduan dan keluhan masyarakat, serta membangun persepsi positif dan menjaga kepercayaan publik melalui komunikasi digital.

Penelitian ini menggunakan metode deskriptif kualitatif dengan paradigma konstruktivistik, serta menerapkan Model RACE (*Research, Action, Communication, Evaluation*) yang dikemukakan oleh Marston (1979) sebagai kerangka analisis. Data diperoleh melalui observasi pada akun *Instagram* @dishubjabar, wawancara mendalam dengan tiga informan dari Bagian Humas Dinas Perhubungan Provinsi Jawa Barat, serta dokumentasi, dengan teknik analisis data meliputi reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa pada tahap *research*, Dishub Jabar memantau opini dan aduan publik melalui kolom komentar, *direct message*, dan hotline, serta mengumpulkan data internal lintas bidang sebagai bahan perumusan konten. Tahap *action* dijalankan melalui pola perencanaan ganda, yakni terstruktur untuk program berskala besar dan fleksibel untuk konten harian, disertai segmentasi publik yang berlapis. Tahap *communication* diwujudkan melalui pemanfaatan beragam fitur Instagram *feed*, *reels*, *story*, dan *live* yang masing-masing menjalankan fungsi berbeda, mulai dari publikasi formal hingga transparansi visual melalui kombinasi *live* dan CCTV. Tahap *evaluation* dilakukan melalui kombinasi data dari *Instagram Insight* dan pembacaan terhadap sentimen komentar, yang turut berfungsi sebagai mekanisme deteksi dini risiko citra.

Berdasarkan hasil penelitian tersebut, pengelolaan citra Dinas Perhubungan Provinsi Jawa Barat melalui akun *Instagram* @dishubjabar berlangsung secara siklikal dan konsisten, sekalipun masih terdapat celah pada standardisasi indikator keberhasilan konten harian, sehingga diperlukan penguatan lebih lanjut pada aspek perencanaan dan evaluasi berkelanjutan.

Kata Kunci: Pengelolaan Citra, Instansi Pemerintah, Media Sosial, Model RACE

ABSTRACT

***Faiza Nurul Zanah**, Image Management of Government Agencies (A Descriptive Study of the Instagram Account @dishubjabar of the West Java Provincial Department of Transportation). The image of a government agency refers to the public's perception of its performance, service quality, and communication, and is a crucial aspect in building public trust. Advances in digital technology have encouraged government agencies to utilize social media particularly Instagram as a strategic tool for managing their image through open and interactive information sharing.*

The West Java Provincial Department of Transportation, through its Instagram account @dishubjabar, demonstrates fairly active communication, as evidenced by consistent posting and high public participation in submitting reports, questions, and complaints via the comments section. This situation demonstrates Instagram's function as a communication channel that serves as a sort of hotline for the public, with image management being carried out concretely by government agencies through digital communication practices.

This study employs a qualitative descriptive method based on a constructivist paradigm and applies the RACE Model (Research, Action, Communication, Evaluation) proposed by Marston (1979) as its analytical framework. Data were collected through observations of the @dishubjabar Instagram account, in-depth interviews with three informants from the Public Relations Division of the West Java Provincial Transportation Agency, and documentation; data analysis techniques included data reduction, data presentation, and drawing conclusions.

The research findings indicate that during the research phase, the West Java Transportation Agency monitors public opinions and complaints through comment sections, direct messages, and hotlines, and collects cross-departmental internal data to inform content development. The action phase is carried out through a dual planning approach structured for large-scale programs and flexible for daily contentaccompanied by multi-layered audience segmentation. The "communication" phase is realized through the use of various Instagram features including the feed, Reels, Stories, and Live each of which serves a distinct function, ranging from formal announcements to visual transparency achieved through a combination of live streams and CCTV footage. The "evaluation" phase is conducted using a combination of quantitative data from Instagram Insights and qualitative analysis of comment sentiment, which also serves as an early-warning mechanism for reputation risks.

Based on the research findings, the image management of the West Java Province Transportation Agency via its Instagram account, @dishubjabar, is conducted in a consistent and cyclical manner however, there remain gaps in the standardization of success indicators for daily content, necessitating further strengthening in the areas of planning and continuous evaluation.

***Keywords:** Government Agencies, Image Management, Social Media, RACE Model*