

## ABSTRAK

Keterlibatan oknum prajurit Tentara Nasional Indonesia (TNI) dalam praktik judi online pada periode 2023–2024 memicu krisis reputasi yang berdampak pada tingkat kepercayaan publik terhadap institusi militer. Krisis ini menjadi signifikan mengingat TNI selama ini dilekatkan dengan nilai disiplin, integritas moral, dan keteladanan. Penelitian ini bertujuan menganalisis penerapan strategi komunikasi krisis oleh TNI dalam menangani kasus judi online serta perannya dalam pemulihan reputasi institusi. Penelitian menggunakan pendekatan kualitatif dengan metode wawancara mendalam terhadap key informan dan informan internal TNI yang terlibat dalam pengelolaan komunikasi krisis, didukung oleh analisis dokumen dan publikasi resmi. Analisis data mengacu pada kerangka Situational Crisis Communication Theory (SCCT). Hasil penelitian menunjukkan bahwa kasus judi online dikategorikan sebagai *preventable crisis*, sehingga TNI menerapkan strategi *rebuild* dan *bolstering* secara simultan. Strategi *rebuild* dilakukan melalui penegakan hukum, pemberian sanksi disiplin, pembinaan moral prajurit, serta keterbukaan informasi kepada publik. Strategi *bolstering* diwujudkan melalui penegasan nilai-nilai institusional, publikasi kegiatan sosial dan kemanusiaan, serta pemanfaatan media resmi untuk memperkuat legitimasi moral. Integrasi kedua strategi tersebut menjadi faktor kunci dalam pemulihan reputasi institusi.

**Kata Kunci:** Komunikasi Krisis, Tentara Nasional Indonesia, Judi Online, Reputasi Institusi, SCCT

## ABSTRACT

The involvement of Indonesian National Armed Forces (Tentara Nasional Indonesia/TNI) personnel in online gambling activities during the 2023–2024 period triggered a reputational crisis that affected public trust in the military institution. This crisis is significant given TNI's strong association with discipline, moral integrity, and exemplary conduct. This study aims to analyze the implementation of crisis communication strategies by TNI in addressing online gambling cases and their role in institutional reputation recovery. This research adopts a qualitative approach using in-depth interviews with key informants and internal TNI personnel involved in crisis communication management, supported by document analysis of official publications. The analysis is guided by the Situational Crisis Communication Theory (SCCT) framework. The findings indicate that the online gambling case was categorized as a *preventable crisis*, leading TNI to implement *rebuild* and *bolstering* strategies simultaneously. The *rebuild strategy* was carried out through law enforcement measures, disciplinary sanctions, internal moral development, and transparent public communication. Meanwhile, the *bolstering strategy* focused on reinforcing institutional values, publicizing social and humanitarian activities, and utilizing official media channels to strengthen moral legitimacy. The integration of corrective actions and positive image reinforcement proved to be a key factor in restoring institutional reputation.

**Keywords:** Crisis Communication, Indonesian National Armed Forces, Online Gambling, Institutional Reputation, SCCT