



ABSTRAK

Kementerian Keuangan mengimplementasikan program komunikasi *employee advocacy* sebagai upaya untuk memperluas jangkauan pesan kehumasan organisasi. Program ini dilaksanakan dengan cara melibatkan pegawai dalam penyebaran informasi kebijakan dan kinerja institusi melalui jaringan media sosial pribadi masing-masing. Adopsi konsep *employee advocacy* ini telah banyak dilakukan di sektor swasta, tetapi masih terbatas dalam konteks pemerintahan. Penelitian ini bertujuan untuk mendeskripsikan dan menganalisis implementasi program *employee advocacy* yang dijalankan oleh humas Kementerian Keuangan pada periode 2022–2024. Kerangka teori proses manajemen komunikasi *public relations* serta model *employee engagement* digunakan untuk memahami dinamika proses implementasi dan aspek keterlibatan pegawai yang terjadi. Pendekatan kualitatif dengan studi kasus tunggal dipilih untuk menelusuri realitas proses implementasi, kebijakan internal, dan interaksi antaraktor dalam konteks organisasi secara langsung. Teknik pengumpulan data meliputi wawancara mendalam dan studi dokumen. Hasil penelitian menunjukkan bahwa: (1) Program *employee advocacy* diimplementasikan sebagai respons terhadap dinamika opini publik di media sosial, dirancang melalui strategi komunikasi proaktif-positif, dan dilaksanakan dengan pendekatan berbasis IKU sebagai upaya pembiasaan partisipasi pegawai; (2) Dukungan operasional dan instrumen formal mendorong *engagement* yang bersifat administratif dan cenderung transaksional; (3) Kendala implementasi meliputi kualitas partisipasi yang belum optimal, keterbatasan sumber daya, serta lemahnya peran keteladanan pimpinan dalam membangun budaya advokasi. Pengembangan program bisa dilakukan terhadap aspek: pelatihan dan penghargaan, sistem digital pendukung, evaluasi terhadap dampak komunikasi, serta peran aktif partisipasi pimpinan.

Kata kunci: *employee advocacy*, *employee engagement*, humas pemerintah, kementertian keuangan, program komunikasi

ABSTRACT

The Ministry of Finance implements an employee advocacy communication program as an effort to expand the reach of organizational public relations messages. This program is implemented by involving employees in disseminating information on policies and institutional performance through their personal social media networks. The adoption of the employee advocacy concept has been widely done in the private sector, but is still limited in the government context. This study aims to describe and analyze the implementation of the employee advocacy program run by the Ministry of Finance's public relations in the 2022-2024 period. The theoretical framework of the public relations communication management process and the employee engagement model are used to understand the dynamics of the implementation process and the aspects of employee engagement that occur. A qualitative approach with a single case study was chosen to directly explore the reality of the implementation process, internal policies, and interactions between actors in an organizational context. Data collection techniques included in-depth interviews and document studies. The results showed that: (1) The employee advocacy program was implemented in response to the dynamics of public opinion on social media, designed through a proactive- positive communication strategy, and implemented with a KPI-based approach as an effort to habituate employee participation; (2) Operational support and formal instruments encourage administrative and transactional engagement; (3) Implementation constraints include the suboptimal quality of participation, limited resources, and weak leadership role models in building a culture of advocacy. Program development can be carried out in the aspects of: training and rewards, digital support systems, evaluation of the impact of communication, and the active role of leadership participation.

Keywords: communication program, employee advocacy, employee engagement, government public relations, ministry of finance