

Corporate Social Responsibility Communication Strategy of Pertamina Subholding Upstream Regional Java in Enhancing Corporate Image

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Abstract

This study aims to analyze the communication strategies implemented by the Communication, Relations, & Community Involvement and Development (CID) Team of Pertamina Subholding Upstream Regional Java in carrying out Corporate Social Responsibility (CSR) programs to shape and strengthen the company's image amidst social dynamics and high public expectations. This research employs a qualitative descriptive approach and refers to the four-phase public relations communication strategy model by Cutlip et al. (2016), which includes fact finding, planning and programming, taking action and communicating, and evaluating the problem. Data were collected through in depth interviews, field observations, and document analysis. The findings show that a structured, collaborative, and sustainable communication strategy effectively promotes active public engagement and increases community satisfaction with the CSR programs. Programs such as Pendidikan Lingkungan untuk Anak (PELITA) and other initiatives are implemented through a multiyear approach and widely disseminated via conventional media, mass media, and social media platforms. Program evaluations are carried out using tools such as Social Return on Investment (SROI) and the Community Satisfaction Index (IKM), which demonstrate that CSR programs not only create significant social impact but also enhance the company's reputation. Open and participatory two-way communication proves to be the key to the success of these strategies. The study concludes that strategically implemented CSR serves not only as a form of corporate social responsibility but also as a vital instrument for building public trust and legitimacy.

Keywords: Communication Strategy, Community Response, Company Reputation, Corporate Social Responsibility



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INTRODUCTION

Communication is one of the fundamental aspects of human life that plays a role in supporting various needs and daily activities. Through communication, individuals can convey information, express feelings, and build harmonious social relationships. This also applies in companies, where communication is a crucial element in managing the company's relationship with various stakeholders. Every company or corporation basically has a communication strategy in developing and advancing its business, ranging from simple to complex and innovative communication strategies.

One concrete form of a company's external communication strategy is through the implementation of CSR. Companies not only have the responsibility to pursue business profits, but are also obliged to make a positive contribution to society and the environment around their operational areas. Through CSR programs, companies are expected to play an active role in maintaining environmental sustainability. CSR is the full responsibility of an organization or company in managing the impact of its activities on society and the surrounding environment (Octaviani *et al.*, 2022).

The responsibility of companies in implementing CSR is inseparable from the fact that environmental damage has occurred a lot, this is due to the negative impact of the existence of a company. Therefore, companies are now required not only to focus on profits and the interests of stakeholders, but also to pay attention to their impact on the surrounding environment. This approach is known as the 3P principle, namely profit, people, and planet (Narwan, 2023). CSR in Indonesia is regulated in Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies Article 74 explains that companies that carry out business activities in the field of and/or related to natural resources must carry out social and environmental responsibilities.

This legal obligation strengthens the position of CSR as an integral part of corporate strategy, especially for companies operating in the energy and natural resources sector such as Pertamina Subholding Upstream Regional Java. As a subsidiary of PT Pertamina (Persero) engaged in the exploration and production of oil and gas, Pertamina Subholding Upstream Regional Java has a great responsibility to ensure that its operations are not only economically profitable, but also contribute to social development and environmental preservation. Pertamina Subholding Upstream Regional Java has implemented various CSR programs to improve the quality of life of the community and preserve the environment.

The role of PR is very important in delivering CSR programs to the community. PR has the responsibility of designing and implementing communication strategies so that CSR messages can be well understood, positively received, and able to form a responsible corporate image. Problems arise when the communication strategy is not fully effective in reaching a wide audience and building perceptions that are in line with the company's goals. The low public understanding of CSR values and the lack of community involvement in the program indicate a gap in communication.

Based on this, this study aims to analyze the communication strategy of Pertamina Subholding Upstream Regional Java Public Relations in implementing CSR programs. Pertamina Subholding Upstream Regional Java's PR function as Communication, Relations, & CID is the center of attention in this study with a focus on the communication strategy in delivering CSR messages to the public, its impact on the formation of the company's image, as well as factors that support and hinder the communication process. The results of this study are expected to contribute to the strengthening of the PR function as a manager of corporate strategic communication oriented towards sustainability and social care.

In 2024, there were a number of previous studies that discussed communication strategies in the implementation of CSR programs with various approaches and methods. One of the studies was conducted by Ayu & Arviani (2024) who analyzed the CSR communication strategy

of Pertamina Aviation Fuel Terminal Juanda in Overcoming Fish Waste in Kampung Cabut Dursi, Kalanganyar Village. This research focuses on the CSR communication strategy used by the company. This communication strategy includes four stages, namely planning, implementation, monitoring, and evaluation. In addition, the company's public relations role in implementing the waste management program uses four stages, namely finding the fact, planning, communication, and evaluation. This makes the communication strategy carried out by CSR Pertamina Aviation Fuel Terminal (AFT) Juanda can influence the community in tackling fish waste in Kampung Cabut Duri, Kalanganyar Village.

Another research was conducted by Prakoso *et al.* (2025) which examines the CSR communication strategy of PT Pertamina Patra Niaga AFT Adi Sumarmo in Community Empowerment in the Pokmas Ngudi Tirto Lestari Assisted Group, Sobokerto Village, Ngemplak District, Boyolali Regency. The focus of this research lies on the success of the company's communication strategy that shows a positive impact, both in terms of information delivery and in the aspect of community capacity building. Despite facing challenges from the social dynamics of the community, a sustainable approach through monitoring and evaluation allows the CSR program to continue to be adapted to local developments and needs.

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Communication Strategy

Communication has a very important role in human life, both in social interactions and relationships between individuals. Various forms of communication can occur in various contexts, such as group communication, mass communication, intrapersonal communication, and interpersonal communication. According to KBBI, communication strategy consists of two words, namely "strategy" which means a detailed plan to achieve certain goals, and "communication" which refers to the process of sending and receiving messages between two or more parties so that the message can be understood (Kusuma 2021).

Communication strategy is a guideline in communication planning or communication planning that is implemented through communication management to achieve predetermined goals (Miftah 2019). Communication strategy is not just a content or list of activities, but rather how messages or information are conveyed so that they can be understood and received by the audience properly. In order for the messages and information conveyed to be beneficial to the recipient, effective communication must be supported by the right communication strategy with appropriate methods and steps to achieve the desired goals (Kusuma 2021). According to Rusdianto, quoted from the research of Setyorini *et al.* (2022) states that communication strategies have three objectives, namely to secure understanding, to establish acceptance, and to motivate action.

A communication strategy must fulfill three main criteria. First, the communicator is trying to convey a meaning to the communicant. Second, the communicator realizes that the linguistic or sociolinguistic structure in the message may not be fully understood by the communicant. Third, the communicator chooses not to convey the meaning of the message directly or looks for alternative ways of conveying it (Zamzami & Sahana 2021).

Communication has a fundamental role in human life, both in social interactions and relationships between individuals. Communication strategies are key in ensuring that messages

are not only delivered, but also understood, accepted, and encourage action. By understanding the audience, crafting appropriate messages, choosing effective communication methods, as well as determining the media and the role of credible communicators, communication strategies can run optimally.

Public Relations and Its Job Functions

According to Simamora *et al.* (2022), Public Relations or better known as public relations has a strategic role as a structured management tool and is an integral part of an organization or company. This role is not only limited to external communication, but also includes various internal aspects that contribute to the effectiveness of the organization or company.

PR is responsible for building and maintaining the company's image, creating harmonious relationships with various stakeholders, and managing the flow of information to remain transparent and credible. The existence of very significant tasks and functions, PR has a great influence on the sustainability of the company, making it one of the key factors in determining the success of the company in achieving its vision, mission, and short and long term goals.

Corporate Social Responsibility

CSR is the full responsibility of an organization or company in managing the impact of its activities on society and the surrounding environment (Octaviani *et al.*, 2022). This responsibility is carried out transparently, based on ethics, and in line with the principles of sustainable development with the main focus on improving community welfare. Messages in CSR communication can be designed and disseminated through various media platforms, ranging from social reports, websites, advertisements, social media, and online news portals (Rahmawati 2020). Globally, the current development of CSR is strongly influenced by the changing orientation of CSR practice and understanding. Over time, CSR is not only seen as a corporate social obligation, but also as a strategy that can provide long-term benefits for the company, society, and the environment. This should make companies increasingly realize that the social responsibility they take not only has a positive impact on their company, but also contributes to the achievement of sustainable development goals.

There are three principles of CSR proposed by Crowther and Aras (2008) found in Hermawan's research (2023), namely sustainability, accountability, and transparency. These principles can be the basis for implementation so that companies can be socially and economically responsible.

PR Communication Strategy in Corporate Social Responsibility

PR communication strategy becomes very crucial in implementing CSR programs to ensure that the messages and objectives of the program are conveyed effectively to the public and stakeholders involved. One of the strategic approaches that can be used in this process is the four-phase model of PR communication strategy proposed by Cutlip *et al.* This model includes the stages of fact finding, planning and programming, taking action and communicating, and evaluating the problem. The four phases form a systematic framework for managing effective, results-oriented public communications.

Furthermore, to build a mutually beneficial relationship between the organization and stakeholders, the communication strategy used in CSR implementation can refer to the theory of two-way symmetrical communication. This theory was introduced by Grunig *et al.* (2008) in their work entitled Excellence in Public Relations and Communication Management. This approach emphasizes balanced two-way communication, where the organization not only conveys messages, but also actively listens and responds to input from the public. This can create a relationship that is dialogical, participatory, and able to increase the trust and reputation of the organization in the eyes of stakeholders.

Corporate Image and Efforts to Maintain It

Corporate image reflects the overall identity of the institution formed through various factors, such as financial stability, track record of success, product quality, harmonious industrial relations, achievements in export-import, social responsibility, reputation in creating jobs, and commitment to research and innovation (Tyasari & Ruliana 2021). A positive image not only reflects the company's success, but also shows consistency in carrying out policies oriented towards continuous improvement. In order to maintain their image, companies must implement an effective communication strategy in conveying their values, vision, and commitment to their stakeholders.

Through transparent, consistent and responsive communication, companies can build close relationships with various stakeholders, so that the positive image that has been formed can be maintained and strengthened. In addition, in today's digital era, communication strategies must also be adaptive to technological and media developments, ensuring that the company's messages are effectively conveyed to a wider audience. This can create a strong corporate image that will further support business sustainability and strengthen the company's position in the midst of dynamic industry competition (Rahmawati 2020).

In addition, companies also need to realize that a good image is not just the result of effective communication, but also of concrete actions that reflect the company's values. Consistency between messages and practices is key to building public trust. Social responsibility programs, sustainable innovation, and involvement in relevant social and environmental issues can strengthen a company's reputation in the eyes of society.

RESEARCH METHODS

The type of research approach taken by the author is a descriptive qualitative approach, which is a research approach focused on the process of collecting data collected and expressed in the form of words and images. The author analyzes the CSR communication strategy carried out by Pertamina Subholding Upstream Regional Java in improving the company's image, then concludes the findings of the analysis. The results of the research are descriptive, which provides an overview of how Pertamina Subholding Upstream Regional Java improves a positive image in the eyes of the public through its CSR activities.

The data used in this research consists of primary data and secondary data. Primary data was obtained through in-depth interviews with a number of key informants, while secondary data was collected from field observations as well as various sources such as company reports, archival documentation, official websites, and relevant social media.

The informant selection technique uses purposive sampling. According to Sugiyono in Umma (2022), purposive sampling is a technique of deliberately selecting informants based on certain criteria that are considered to have knowledge and direct involvement in the research topic. Informants in this study include parties who play a role in communication management and CSR implementation, namely:

1. PBB, L, CRC Manager
2. DD, P, CR Assistant Manager
3. PP, P, CR Officer
4. LBA, P, CR Officer
5. RER, L, Head of CRC PHE ONWJ
6. ID, L, Head of CRC PHE OSES
7. T, L, CRC Officer Zone 7

The data analysis process was conducted through three main stages, namely data reduction, data presentation, and conclusion drawing to ensure the accuracy and depth of the findings. This research was conducted at the Pertamina Subholding Upstream Regional Java

office located at RDTX Square, Jl. Prof. DR. Satrio No. 26, RT. 4/RW. 4, Karet Semanggi, Setiabudi District, South Jakarta City.

RESULT AND DISCUSSION

Pertamina Subholding Upstream Regional Java is a subsidiary of PT Pertamina Hulu Energi (PHE) engaged in the upstream oil and gas sector. Its main role is to manage and coordinate operational areas under the supervision of SKK Migas, including PHE ONWJ, PHE OSES, and Pertamina EP West Java, with a coverage of working areas in DKI Jakarta, Banten, Lampung, Bangka Belitung, and West Java Provinces.

As part of its corporate social responsibility, Pertamina Subholding Upstream Regional Java actively collaborates with various stakeholders to run social programs that have a sustainable impact. This strategy is in line with the company's commitment to support government programs and the Sustainable Development Goals (SDGs), especially in the application of Environmental, Social, and Governance (ESG) principles.

Through the CID program, Pertamina Subholding Upstream Regional Java not only focuses on the distribution of aid, but also on capacity building, knowledge transfer, and community innovation development. This program is carried out based on five main pillars according to ISO 26000 as a reference for corporate social responsibility, namely education, economy, environment, health, and infrastructure.

The implementation of CSR programs in each Pertamina Subholding Upstream Regional Java working area has initiatives that are tailored to the potential and local needs of the community. In the PHE ONWJ operating area, there are three main programs, namely Mantra Cinta (Masyarakat Terampil dan Cinta Lingkungan) which focuses on environmental- based skills training, Mpok Tamara (Program Pemberdayaan Kelompok Rentan Pemulung di Jakarta Utara) which targets marginalized groups, and PESAT (Pengelolaan Sampah Terpadu di Tiga Desa) which aims to create integrated and sustainable waste management.

Meanwhile, in the PHE OSES working area, four CSR programs are implemented that focus on strengthening the coastal economy and public health. The Palu Gada program (Panggung Lestari dan Mandiri Mendukung Kegiatan Budidaya Ikan Berkelanjutan) supports environmentally friendly aquaculture, Pelaut Tangguh aims to increase fishermen's income through social and togetherness approaches, Seribu Asa focuses on efforts to prevent stunting and malnutrition, and Tiga Perisai (Mitigasi Perubahan Iklim dan Konservasi) which raises environmental issues and adaptation to climate change.

Pertamina EP West Java has CSR programs spread across three working areas. In PEP Subang Field, the Pesona Subang program utilizes the potential of pineapple leaf fiber as raw material for creative products, while Purnama Subang empowers former migrant workers to be involved in environmental conservation. In PEP Jatibarang Field, Kampung Adat Desa Lelea program supports the preservation of local culture, Jari Tangan encourages farmers' independence and food security, and Jaga Bumi focuses on community empowerment to create clean, cultured, and independent villages. Whereas in PEP Tambun Field, there is the Kang Bekasi program which revives Betawi arts and culture, Karawang Berseri which seeks to reduce violence against women and children, and Melimpah which invites active communities in sustainable waste management.

Communication Strategy of the Communication, Relations, & CID Team in Implementing the Corporate Social Responsibility Program

The Communication, Relations, & CID Team of Pertamina Subholding Upstream Regional Java implements a systematic and sustainability-oriented communication strategy in implementing CSR programs. This strategy refers to the four stages of the PR communication strategy proposed by Cutlip et al. (2016), namely fact finding, planning and programming, taking action and communicating, and evaluating the problem. This approach provides a structured

framework for building harmonious and sustainable relationships between companies and stakeholders.

One of the concrete implementations of a systematic and sustainable communication strategy is the PELITA Program initiated by PT Pertamina EP Subang Field since 2017. This program aims to increase environmental awareness from an early age through an educational approach targeting children, especially in areas around the company's operations.

The implementation of the PELITA program involves active collaboration with schools and local communities, so as to consistently raise the awareness of the younger generation on environmental issues. The success of this program is not only reflected in the achievement of activities, but also in the long-term impact in the form of behavior change and independent program replication by the community. In fact, as a form of recognition for its innovation, the PELITA Program won the MURI Record in 2020 for the category of First Waste Management Education in PAUD Units.

This success certainly did not happen by chance, but was the result of the implementation of a comprehensive and structured communication strategy, starting from the most basic initial process to the final evaluation stage.

1. Fact Finding

The initial stage in this communication strategy is the collection of data and information through assessments conducted by the Community Development Officer (CDO) team in the field. This assessment includes various methods such as field assessment, village development planning meetings (Musrenbang), and social mapping to explore the potential and problems in the community. It also requires the involvement of consultants from academia to strengthen the data-driven approach and improve the accuracy of social analysis.

Based on in-depth interviews with PBB, L, CRC Manager of Pertamina Subholding Upstream Regional Java, it is known that the assessment process plays a very important role in determining the direction and effectiveness of CSR programs. This process is not only the initial stage of planning, but also the basis for developing targeted empowerment strategies. The following is an in-depth interview excerpt that further explains the approach used by the Communication, Relations, & CID team in conducting the assessment:

“Asesmen yang dilakukan oleh tim Community Development Officer (CDO) di lapangan tidak hanya berfungsi sebagai fondasi program CSR, tetapi juga sebagai mekanisme penyaringan untuk memastikan bahwa calon penerima manfaat memiliki potensi dan pengalaman di bidang tertentu. Program CSR tidak dimulai dari nol, sebagai contoh masyarakat yang tidak memiliki dasar di bidang kewirausahaan, mungkin akan kesulitan untuk bertahan dalam program pemberdayaan ekonomi. Oleh karena itu, asesmen bertujuan untuk memastikan bahwa program CSR sejalan dengan kebutuhan masyarakat dan program pemerintah, serta dapat memberikan dampak yang berkelanjutan.”

This statement confirms that the implementation of the assessment is not only administrative, but has strategic weight in supporting the long-term success of the CSR program. Based on the interview results, it can be concluded that this approach reflects a structured and sustainability-oriented communication strategy, where the company acts as a catalyst in community empowerment, not as a substitute for the government's role in creating community independence. Therefore, the CSR programs implemented can provide real and sustainable benefits for the community and the surrounding environment.



Figure 1. Assessment of PELITA CSR Program

2. Planning and Programmin

The assessment data is used as the basis for designing CSR programs that are contextual, well-targeted, and support the development direction of both the central and local governments. The planning process is conducted collaboratively by involving various key stakeholders, such as village governments, SKK Migas, and community representatives. Pertamina Subholding Upstream Regional Java is designed to complement and support, not replace, government functions in an effort to increase community independence. This approach reflects the principle of doing business in a good way, i.e. running a business in a responsible and sustainable manner, where Pertamina Subholding Upstream Regional Java is present as a catalyst in community empowerment, not as the sole actor of development.

PBB, L, CRC Manager of Pertamina Subholding Upstream Regional Java also emphasized that the CSR approach taken by the company is not based on a transactional relationship, but rather departs from the spirit of social contract as in the following interview excerpt:

“Kami tidak ingin program CSR kami dipahami sebagai bentuk transaksi. Bukan berarti ketika perusahaan hadir di satu wilayah, lalu masyarakat mendapatkan sesuatu sebagai kompensasi. Tapi ini adalah bagian dari komitmen kami untuk turut membangun daerah operasional secara berkelanjutan, tanpa mengambil alih peran dan tanggung jawab pemerintah yang sah.”

This statement emphasizes that CSR is not just an imaging effort or fulfillment of obligations, but part of the company's social mission in creating shared value in the operational area. The CSR program initiated by Pertamina Subholding Upstream Regional Java is a strategic instrument that not only supports sustainable development, but also strengthens the relationship between companies, governments, and communities in a harmonious and effective manner.



Figure 2. Road Map Planning of PELITA CSR Program

3. Taking Action and Communicating

CSR programs are implemented through a multiyear approach designed to run for a minimum of three years. Each annual phase has a strategic focus that is interrelated and sustainable. In the first year, the program is directed at basic training and intensive mentoring, to equip beneficiaries with relevant knowledge and skills, while building trust and social closeness between the company and the community. In the second year, the program focuses on further capacity building, such as certification facilitation, market access support, and local institutional strengthening to ensure the program is self-sustaining. In the third year, attention is focused on disseminating good practices and strengthening program sustainability, including the extension of benefits to other groups through replication schemes or cross-sector collaboration.

This implementation model allows for a process of reflection and adaptation every year, so that the program can remain relevant and responsive to the dynamics of socio-economic needs and challenges in the areas around the company's operations.

Public communication is conducted on an ongoing basis through various channels, including conventional media, online media and social media. This approach not only ensures transparency and public accountability, but also strengthens the company's reputation as a socially responsible entity. In addition, effective communication helps build trust and support from the community and other stakeholders.

PBB, L, CRC Manager of Pertamina Subholding Upstream Regional Java emphasized the importance of two-way communication in the implementation of CSR programs. He said, *“Kami percaya bahwa keberhasilan CSR tidak hanya diukur dari jumlah kegiatan atau besarnya anggaran, tetapi dari sejauh mana masyarakat merasa terlibat, didengar, dan memiliki program tersebut. Oleh karena itu, komunikasi tidak boleh bersifat satu arah. Harus ada ruang dialog yang hidup antara perusahaan dan komunitas.”*

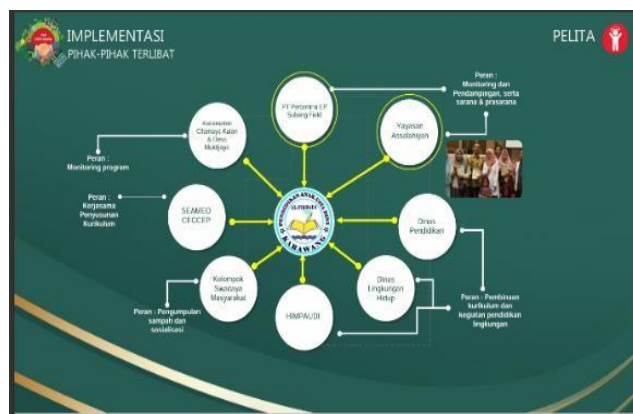


Figure 3. Implementation of the Parties Involved in the PELITA CSR Program



Figure 4. Inovation Implementation of PELITA CSR Program

3. Evaluating the Problem

Evaluation is a crucial stage in ensuring that CSR programs run effectively and provide real benefits to the community and the environment. To assess the success of the program, Pertamina Subholding Upstream Regional Java uses a variety of comprehensive and measurable evaluation instruments, such as SROI to measure the social value generated compared to the investment spent, and IKM as a tool to measure public perception and acceptance of the implemented program. This evaluation approach not only focuses on short-term outputs, but also examines long-term economic, social and environmental impacts.

The monitoring and evaluation process is carried out periodically and systematically, including direct observations in the field, community discussion forums, and the involvement of external parties to provide objective views. The results of this evaluation serve as the basis for the CDO team and management to make adjustments to the strategy or design additional interventions if obstacles are found in the middle of implementation.

Evaluation also serves as a risk mitigation tool, both from the social and reputational aspects of the company. PBB, L, CRC Manager of Pertamina Subholding Upstream Regional Java emphasized that the communication carried out in CSR programs must be anticipatory and sensitive to social risks that may arise. He stated,

“Kami memahami bahwa ekspektasi masyarakat terhadap perusahaan besar seperti Pertamina sangat tinggi. Jika tidak dikelola dengan baik, kesenjangan antara harapan masyarakat dan realitas operasional bisa menimbulkan gesekan. Oleh karena itu, strategi komunikasi kami selalu dirancang untuk terbuka, responsif, dan mampu meredam potensi konflik sejak dini.”

This statement reflects that in program evaluation, companies do not only focus on the technical success aspect, but also pay attention to the relationship aspect and social dynamics. Communication strategies in CSR programs are also directed at maintaining public trust, strengthening the company's credibility, and maintaining program sustainability in the long term.



Figure 5. Results of the PELITA CSR Program Community Satisfaction Index

Dissemination of CSR Program Information Through Conventional Media, Mass Media, and Social Media

The era of information disclosure has made CSR program communication insufficient if it only stops at field implementation. Information about the program needs to be widely disseminated to the public as a form of transparency, accountability, and reputation building. Publicity is an important indicator in assessing the level of success and acceptance of the program by the community.

The discussion in this context is the corporate image theory, which explains that public perception of everything that happens and is seen as a form of personal experience and

knowledge (Astutik 2021). A positive image is not only formed from the quality of the program, but also from how effectively information about the program is conveyed to the public through various communication channels. Therefore, CSR communication strategies should ideally not only be informative, but also build emotional relationships and trust with audiences.

Pertamina Subholding Upstream Regional Java's Communication, Relations & CID team actively disseminates information through three main channels, namely conventional media, mass media, and social media.

Social media is one of the most effective channels in reaching the younger generation and digital native communities. The appearance of content in the form of beneficiary success stories, documentation of activities, and behind the scenes from the implementation team, Pertamina Subholding Upstream Regional Java is able to build strong engagement with the public. Meanwhile, mass media is used to reach a wider audience and build credibility through third-party reporting. Not only that, Pertamina Subholding Upstream Regional Java also invites the media to directly cover CSR activities in the field so that the information spread is factual and verified.

This effort is important to ensure that the public is aware of the programs that have been and are being run by the company. Such implementation can make Pertamina Subholding Upstream Regional Java's CSR programs felt by direct recipients, but also become collective knowledge that strengthens public trust in Pertamina's social commitment.

Community Response to CSR Program Implementation and Its Impact on Company Image

Community response is a crucial indicator in assessing the success of CSR program implementation. The evaluation results referring to two main indicators, namely SROI and IKM, show that the majority of communities in the operational areas, especially in Zone 5, Zone 6, and Zone 7, expressed a high level of satisfaction with the CSR programs implemented. This was expressed by the Heads of Communication, Relations, & CID from each zone.

These two indicators indicate that CSR not only creates direct social impact, but also strengthens the legitimacy and trust of the community towards the company. Therefore, it is important to implement two-way symmetrical communication in this program so that communication is engaged between both parties.

High public satisfaction has a direct impact on the formation of a positive corporate image in the eyes of the public. Strategically designed and executed CSR is not just a form of fulfillment of social responsibility, but also an important instrument in building a strong and sustainable reputation. This is reflected in the various awards received by the company from the government, media, and independent institutions, as a form of recognition of the consistency and successful implementation of CSR programs.

The company's image as an entity that cares, is responsible, and sides with the community further strengthens its position as an industry player that not only pursues profit, but also encourages social sustainability. Corporate image reflects the overall identity of the institution that is formed through various factors, such as financial stability, track record of success, product quality, harmonious industrial relations, achievements in export-import, social responsibility, reputation in creating jobs, and commitment to research and innovation (Tyasari & Ruliana 2021).

This good reputation is also an important asset in expanding collaboration networks with various strategic partners, including non-governmental organizations, universities, and local communities. Thus, the company's positive image not only impacts public perception, but also becomes a strategic asset in creating long-term sustainability and sustainability.

Barriers and Support in the Implementation of CSR Programs

The implementation of CSR programs does not always run smoothly. One of the main obstacles faced is when there is a work accident or operational disruption that risks disrupting social activities around the work area. Such events can lead to a decline in public trust if not responded to quickly and transparently.

In addition, the evolving expectations of the community are also a challenge. It is not uncommon for communities to want assistance that is beyond the capacity of CSR or is not in line with the company's strategic plan. Therefore, consistent communication and a dialogical approach are needed to keep community expectations realistic and in line with program objectives.

On the other hand, support from various stakeholders such as local government, community leaders, academics, and religious institutions is the main reinforcement for the success of CSR programs. Supportive stakeholders provide social legitimacy and open access to collaboration. This support also creates a multiplier effect because it encourages cross-sector synergy to achieve more optimal results.

CONCLUSIONS

Based on the analysis of the communication strategy carried out by the Communication, Relations, & CID Team of Pertamina Subholding Upstream Regional Java in implementing CSR programs, it can be concluded that a structured, planned, and adaptive communication strategy is a key factor in the success of CSR programs in this region. Communication is not only one-way (Information), but also two-way, involving active participation from the community and building long-term relationships with stakeholders. The dissemination of information through conventional media, mass media, and social media shows that the company understands the importance of a multichannel approach in reaching various segments of society. Social media has become an effective tool in shaping public perception and bringing the company's image closer to the public, while mass and conventional media remain relevant to reach a wider audience and build external credibility. Positive community responses, as reflected in the results of measurements using SROI and IKM, confirm that CSR programs provide benefits in accordance with the five main pillars, namely education, economy, environment, health, and infrastructure. The implementation of CSR has proven to have a significant impact on improving the company's image as a responsible and caring entity, while building trust and legitimacy in the midst of social and environmental issues that are often faced by the energy industry.

To maintain and improve the effectiveness of CSR program implementation in the future, it is recommended that Pertamina Subholding Upstream Regional Java continue to strengthen two-way communication with communities and stakeholders through a participatory and transparent approach. Strengthening data-based communication strategies and maximum utilization of digital technology can be key in responding to evolving social dynamics. In addition, it is important for the company to build a more comprehensive monitoring and evaluation system to identify potential obstacles early on and manage community expectations realistically. By strengthening internal and external communication capacity, as well as establishing cross sector collaboration, companies can create CSR programs that are sustainable, have real impact, and are able to provide added value to the community and company reputation.

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