

Corporate Social Responsibility (CSR) Communication Strategy in an Effort to Form Corporate Image at PT. Resilient Superpower

Siti Noer Shavina^{1*}, Kristina Andryani², Yeni Febrianty³
Communication Sciences, Mercu Buana University, Yogyakarta

Corresponding Author: Siti Noer Shavina sittishavina@gmail.com

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ABSTRACT

To maintain a good corporate image, it is necessary to have strategies and approaches that align with the company's needs and primary goals. On the other hand, effective communication strategies between the company, stakeholders, and the public are also essential in the implementation process of programs to shape the corporate image. One way to achieve this is by implementing Corporate Social Responsibility (CSR) using communication strategies. The communication strategy in a company's Corporate Social Responsibility (CSR) essentially involves planning and management aimed at achieving specific targets in the communication process. Thus, the CSR/PPM programs planned by the company can run smoothly. Therefore, this research is titled "Corporate Social Responsibility (CSR) Communication Strategy in Shaping Corporate Image at PT. Adidaya Tangguh," which aims to explore how the CSR communication strategy shapes the corporate image in a company. This research uses qualitative methods and in-depth interview techniques with data collection techniques including observation, interviews, and documentation. The analysis of this research employs the theory of CSR communication strategies. A good communication strategy in CSR programs is essential for shaping a positive corporate image.

INTRODUCTION

Continuous progress in the era of globalization brings new cultural implications to all activities, from people's lifestyles in daily activities to people's culture in the work environment which includes business activities and competition among companies ranging from small business companies to start-ups and large-scale companies. Various programs and activities carried out by the company to build a good corporate reputation, ranging from providing the best service, listening to what the community wants as consumers, to charity programs to build a good view of the company towards the community. Every company wants a positive image, often using the term "imaging" which has become popular in everyday conversation. The image action taken by companies to improve their reputation (*Corporate image*) is a natural thing.

To maintain a good corporate image, it is necessary to have a strategy and approach that suits the company's main needs and goals, namely to remain relevant and sustainable in doing business in the midst of fierce competition. One aspect of communication that plays a role in social life is *public relations* or public relations (PR). As an institution, public relations or *public relations* is responsible for establishing and maintaining good relationships with the internal and external public, and the company's stakeholders. *Public relations* activities have a crucial role in maintaining the image of a company. Its function includes building a harmonious relationship between the company's management and various external parties, including customers or consumers, in order to create positive understanding and understanding. This aims to form a good image for the company itself. One of them is by applying.

Corporate Social Responsibility (CSR) uses a communication strategy. Communication strategy in a company's *Corporate Social Responsibility* (CSR) is basically planning and management that aims to achieve certain goals in the communication process. The company's CSR generally aims to implement real programs in the community that are the target of communication, with the aim of improving the standard of living in the region.

Laws and regulations in Indonesia that regulate the implementation of CSR include Law No. 40 of 2007 concerning Limited Liability Companies (PT Law) and Law No. 25 of 2007 concerning Investment (Investment Law) and Implementing Regulation No. 47 of 2012 concerning Social and Environmental Responsibility. Strengthened by the Ministry of Energy and Mineral Resources No. 1824 K/30/MEM/2018 which is quoted through the LL MEMR (2018) concerning guidelines for the implementation of Community Empowerment Development. With the existence of these laws and regulations, every company has been required to implement *corporate social responsibility* in its company activities. Every company is required to have a good relationship with each *stakeholder* so that the goals of the CSR program are achieved.

Before PT. Adidaya Tangguh carries out CSR as it is now, many things interfere with the company's operational process activities such as mass actions where this mass action is triggered by the increasing unemployment rate and the lack of job opportunities available to the local community. Many residents find it

difficult to find work, even though their area is rich in natural resources and managed by the large mining company.

The perpetrators of this action, consisting of young people who graduated from high school to workers who have lost their jobs due to changes in technology and company policies that demand PT Adidaya Tangguh to take concrete action in providing jobs. They complained that the huge profits reaped by the company were not proportional to the contribution to the welfare of the surrounding community

Responding to this demand, PT Adidaya Tangguh uses CSR in addition to being a form of implementation of the obligations that have been determined, this CSR Program is also an answer/response to mass actions from the community who continue to demand about labor and job vacancies. Which with this PT. Adidaya Tangguh launched the Corporate Social Responsibility (TJSP) program or Community Development and Empowerment which is focused on increasing job opportunities and empowering the local workforce. Secondly, apart from the CSR program, PT Adidaya Tangguh also increases the quota for accepting local workers in their mining projects, ensuring that most of the workers recruited from the surrounding community are run by PT. Adidaya Tangguh is a form of Community Empowerment Development which is a sustainability program that has a vision to empower the surrounding community so that PT. Adidaya Tangguh as a company can create a thriving community so that if the company is no longer running, at least the community can still survive through the empowerment program provided by PT. Superpower Tangguh.

LITERATURE REVIEW

In an effort to find out communication strategies in CSR programs in an effort to form a *corporate image* in the company PT. Adidaya Tangguh, so the researcher dissects it using the CSR Communication Strategy according to Morsing and Schultz (2006) including three activities, namely:

1. Stakeholder Information Strategy

This strategy may not always have a persuasive purpose. However, the company aims to objectively inform the public about their CSR activities. The Company conveys information and the latest news to the media through leaflets, news, magazines, and through certain figures to inform the general public.

2. Stakeholder Response Strategy

This strategy is carried out to obtain feedback on CSR activities carried out, or more generally, to find out how the response received from each action and decision taken by the company. The communication implemented in this strategy is two-way, where each stakeholder is asked for their opinions and expectations. However, in the end, it is the company that determines the focus of its CSR activities and then re-engages stakeholders to publicize those activities.

3. Stakeholder Engagement Strategy

This strategy is considered the most effective in communicating CSR. This strategy applies the principle of a mutually beneficial relationship between the company and stakeholders, where stakeholders have a sincere commitment to the company's CSR. In this strategy, it is not only the company that influences,

but also the stakeholders who exert influence on the company. Therefore, the commitments that have been made can be changed or replaced if necessary. The advantage of this relationship is that the company can follow the expectations and desires of the stakeholders and every party involved. In addition, companies can also understand the potential and impact of these expectations, even allowing those expectations to affect and transform the company.

METHODOLOGY

This research uses the constructivist paradigm used as the basis for this research. This paradigm considers social reality as the result of a construction that is formed through social interaction, not as something natural. Thus, knowledge is generated through the experience and thinking of the subject being examined, placing more emphasis on the subject than on the object.

In an effort to obtain and explore the information and data needed in this study, the researcher uses a data collection technique with three stages, namely the first, Observation carried out directly by the researcher where the researcher goes down directly to see and study the research object, where in this observation stage, the researcher goes and directly observes PT. Adidaya Tangguh itself and also the CSR program of PT. Superpower Tangguh. The researcher also participated and was invited directly to participate in several CSR activities from PT. The results of this observation are used as some additional information for research purposes. The second, Interviews conducted with informants or subjects in this study, this interview was conducted face-to-face at the same time as the observations made by the researcher, the second interview was conducted *online* by the researcher with the informant. Third, Documentation where this documentation is carried out by the researcher himself when making observations on the research object, besides that the documentation data from this study is also obtained directly from the data provided directly by the company to meet the data that supports this research.

This study uses a qualitative descriptive method, which aims to find and describe the activities carried out and their impact on the lives of the research subjects. The data collected is in the form of words and images that will be presented in the form of writing and quotes to provide a complete picture. The analysis of the effectiveness of CSR programs in shaping corporate image is the focus of this research.

RESEARCH RESULT AND DISCUSSION

Mining companies often face major challenges in terms of social and environmental responsibility because their operations significantly affect the community and the surrounding ecosystem. To overcome these challenges and make a positive contribution, many mining companies have implemented Corporate Social Responsibility (CSR) programs that focus on community development. Therefore, mining companies have a great responsibility to the environment and the communities around their operational areas.

One way to fulfill this responsibility is through the Corporate Social Responsibility (CSR) program. The mine's CSR program not only focuses on environmental management or social assistance, but also on the development

and empowerment of local communities. PT. Adidaya Tangguh is committed to running an effective and sustainable CSR program to provide real benefits to the community. And also in other programs, PT Adidaya Tangguh even held evaluation activities with *stakeholders* who are directly involved in the CSR program so that the company's communication with *stakeholders* is not interrupted and does not create misunderstandings to achieve common goals.

In its communication strategy, PT. Adidaya Tangguh is quite good at using each of his communication patterns in every different activity. In shaping the company's reputation through the CSR/PPM program, PT. Adidaya Tangguh is active in communicating in the form of discussions with stakeholders. Because through good communication, companies can inform, inspire, and involve various stakeholders.

PT. Adidaya Tangguh carries out CSR in several fields which are divided into four, namely the fields of education, health and environment, economy, and social & culture:

1. Education

School building programs in villages around the mine are often promoted as a corporate effort to support education and improve community welfare. However, a critical analysis of the program is needed to understand the extent to which the initiative actually benefits the local community and builds the company's reputation in the eyes of stakeholders. At first glance, the construction of schools in mining villages is a positive step that can increase access to education for children in remote areas. New schools and adequate educational facilities can provide a better learning environment, improve the quality of education, and open up opportunities for a brighter future for the younger generation.

However, it should be noted that the physical development of the school is not enough. The quality of education is also highly dependent on the availability and competence of teachers, relevant curriculum, and ongoing operational support. Without paying attention to these aspects, the school that is built may not provide maximum benefits for students.



Figure 1. Fango Elementary School 2019. Source: Personal Documents

2. Health and Environment

In this CSR program, PT adidaya tangguh makes this a way to be able to

build a good relationship with the mining community as a *stakeholder* prioritized by the company in an effort to form the *corporate image* of PT. Superpower Tangguh.



Figure 2. Doctor's visit 2023.

Source: personal Documents

3. Economic Field

Mining companies often face pressure from stakeholders regarding the environmental and social impacts of their activities. To overcome this criticism, companies often launch CSR programs that aim to empower the community through the establishment of fostered groups. This fostered group usually focuses on skills development, entrepreneurship training, and access to venture capital to help people increase their income. This fostered group is also the answer to the community's demands to the company regarding the application for job openings from the company in the mining community.

4. Social and Cultural Field

The Corporate Social Responsibility (CSR) program of mining companies that are focused on the development of village facilities and infrastructure is often considered a strategic step to improve and strengthen the company's reputation. However, it is important to critically analyse the programme in order to understand the true impact on the local community as well as the goals behind the initiative.



Figure 1. Balohang river bridge 2019.

Source: Personal Documents

On the one hand, this development brings real benefits to the local community. Adequate infrastructure can improve the quality of life of residents,

facilitate access to education and health services, and encourage local economic development. As such, the initiative has the potential to improve the relationship between the company and the local community, creating a caring and responsible corporate image.

A good communication strategy in a CSR program is essential to form a positive *corporate image*. With transparency, stakeholder involvement, diverse media use, good relationships between companies and *stakeholders*, continuity and consistency, as well as evaluation and *feedback*. Adidaya Tangguh can ensure that their CSR initiatives are not only beneficial to the community in the concept of community empowerment but also strengthen the company's image and reputation. In this study, the researcher will analyze the CSR communication strategy of PT. Adidaya Tangguh uses a communication strategy according to Morsing and Schultz which consists of three, including:

a. Stakeholder Information Strategy

This stakeholder *information strategy* is a communication strategy where its implementation is in the form of one-way communication. Where often the party who uses this communication strategy tries to inform something without the goal of getting direct feedback. In this strategy, PT. Adidaya Tangguh conducts one-way communication where this communication process is carried out in a form where companies in the CSR program only provide information related to the results of the CSR program to *stakeholders* and the public only so that they know and receive information related to the CSR program implemented by PT. Superpower Tangguh.

Using Laswell's theory, he defines communication as "*Who says what in which channel to whom with what effect*". Seeing in this case, Mr. Aziz can express the view that the program of distributing calendars to the community is a form of one-stage communication whose effect is uncertain. Although more limited in terms of interaction, one-way communication remains an important tool for conveying clear and consistent information from the company to stakeholders. In this approach, the company acts as a messenger who controls the narrative and ensures that the information conveyed is in line with the company's strategic and operational goals.

Based on what was conveyed by the subject of this study, the company made a calendar and then distributed it to *stakeholders* so that *stakeholders* received information related to CSR programs that have been implemented by PT. Superpower Tangguh. This can also be a reference where the information conveyed by the company through the calendar as a medium can affect the public's perspective on the company itself. But sometimes this communication strategy will also be counter-productive, as Ashforth & Gibbs puts it, calling this a challenge of the 'self-promoter paradox', which states that companies that overemphasize their corporate legitimacy risk the opposite effect.

b. Strategi Respon Stakeholders

This stakeholder *response strategy* is a communication strategy that uses asymmetrical two-way communication, where in the process this communication is indeed a two-way communication in which there will be a discussion between two parties, namely the company as the main party

conducting the discussion and *stakeholders* as the second party. This communication strategy often utilizes persuasive communication to influence stakeholder engagement and actions.

Of the several persuasive communication methods based on several psychology and communication experts such as Newcomb, Janis, Cartwright, Greves, Bowman and Harvey (Rudy, 2005), namely the participation method, the association method, the "*icing device*" method, the "*pay off idea*" method, and the "*Fear Arousal*" method. This strategy uses persuasive communication with the *icing device* method which is a communication activity by presenting a message using "emotional appeal" to make it more interesting. In its implementation, this communication is carried out with "*A-A Procedures*" from Wilbur Schramm which consists of several steps as follows:

1. Attention

In this stage, the process arouses the attention of stakeholders as the beginning of successful communication. Based on research on the use of this stakeholder response communication strategy, the company held a meeting to discuss the CSR program that the company will carry out to the community. To build stakeholder attention, the company as party 1 opened by discussing its intention to plan a village development program with local government leaders.

2. Interest

Once attention is obtained, the next step is to attract stakeholders' interest in the solutions offered by the company's CSR program. The company can explain how the program is designed to provide tangible benefits to the community and the environment. to maintain stakeholder interest. Communication at this stage remains centered on delivering interesting information without the need for active dialogue.

3. Desired

At this stage, the company's goal is to arouse the desire of stakeholders to support and participate in CSR programs. Companies can describe in detail the long-term benefits that the community will gain and how stakeholder contributions will be an important part of the program's success. By presenting inspirational stories and demonstrating the positive impact that similar programs have achieved, companies can arouse stakeholder desire to get involved.

4. Decision (encouraging people to make decisions)

After the desire is aroused, the company needs to encourage stakeholders to make decisions to support CSR programs. In asymmetrical one-way communication, companies can present a clear and structured action plan, showing how and when the program will be implemented as well as the role of each stakeholder. The emphasis on transparency of the process and expected outcomes will help stakeholders feel confident to make decisions in favor of the program.

5. Action

Finally, at this stage, the company must mobilize stakeholders to take concrete actions. in the form of direct participation in CSR program activities so that in the process of implementing this program, there is still protection and

security from the local government because of the sense of ownership and direct involvement with the responsibility of this program. Companies can provide clear guidance on the steps stakeholders need to take, such as signing a cooperation agreement, participating in a follow-up meeting, or starting a support campaign. Communication remains focused on clear and specific instructions to ensure real action from stakeholders.

c. Stakeholder Engagement Strategy

The stakeholder engagement strategy is a communication strategy where the communication pattern is carried out in a symmetrical two-way manner in contrast to the previous communication strategy. The success of a company is not only determined by its financial performance but also by its ability to build strong and mutually beneficial relationships with *stakeholders*. One of the most effective approaches to achieve this is symmetrical two-way communication. This approach encourages an open and balanced dialogue between the company and *stakeholders*, where both parties have an equal opportunity to be heard and heard.

This communication strategy must have the concept of sensegiving and sensemaking where to discuss until this strategy can have the concept of sensegiving and sensemaking, the communication carried out in this CSR activity includes three activities, including:

1. Making CSR information a double-edged sword

The company presents an update on ongoing CSR initiatives, emphasizing that this information can be a double-edged sword. On the one hand, transparent information can build stakeholder trust and support; On the other hand, if not managed properly, it can cause criticism and skepticism. In symmetrical two-way communication, this monthly discussion and evaluation program can be a place to provide beneficial information for both parties, but on the other hand, as Hendri said, the exchange of information from two-way communication carried out can have an impact on the company because the abuse of this evaluation activity is a place for the community to "ask for something" from the company. However, through this open dialogue, companies can also identify areas that need improvement and proactively respond to stakeholder concerns.

2. Non-financial reports as a means of subtle CSR communication

The company presents a non-financial report that summarizes CSR performance during the evaluation period. The report is designed as a subtle means of communication, providing a complete picture of the CSR program's achievements, challenges, and future plans. In the implementation of this communication, stakeholders are invited to review the report and provide input. Symmetrical two-way communication allows stakeholders to ask questions, provide suggestions, and have in-depth discussions about the data presented. This helps companies to understand stakeholder perspectives and adjust their CSR strategies according to the needs and expectations of the community.

3. Involve stakeholders in CSR communication as proactive support

PR. Adidaya Tangguh runs a CSR program by emphasizing the importance of involving stakeholders in CSR communication as a form of proactive support. The company invites stakeholders to participate in the planning and

implementation of CSR programs, as well as in broader communication efforts. These discussions provide an opportunity for stakeholders to share their experiences, ideas, and contributions, ensuring that CSR programs reflect common aspirations. Through symmetrical two-way communication, companies and stakeholders work together as equal partners, building a sense of belonging and shared responsibility for the success of the program.

CONCLUSIONS AND RECOMMENDATIONS

Based on the formulation of the problem in this study regarding how the communication strategy of the *Corporate social responsibility* (CSR) program in an effort to form a *corporate image* in PT. Adidaya Tangguh, it can be concluded that a good communication strategy in CSR programs is very important to form a positive corporate image. PT. Adidaya Tangguh uses three communication strategies, namely:

Stakeholder Information Strategy: Although this strategy seems easy to implement, it is the riskiest strategy to communicate a CSR program because it can overemphasize the legitimacy of the company which can risk the opposite effect. Looking at the company's informants showing how important this communication strategy is needed on the other hand, informants representing stakeholders actually show a slight difference because they tend not to have too much influence on stakeholders.

Stakeholder Response Strategy: This is an asymmetrical two-way communication in which companies interact with stakeholders to gather their information and opinions, while still controlling the message and direction of communication. Although challenging, this strategy helps build constructive relationships and a strong reputation with stakeholders.

Stakeholder Engagement Strategy: the implementation of this strategy establishes trust, loyalty, and strong long-term relationships with stakeholders that are beneficial to both parties. However, balancing the different interests and views of many individuals can be challenging.

Through the combination of these three strategies, PT. Adidaya Tangguh has succeeded in building good relationships with the community, improving the local economy, and overcoming the negative views of the community towards the company. This effective CSR communication strategy ensures that community empowerment programs are not only beneficial to the community but also strengthen the company's image and reputation in the eyes of stakeholders.

ADVANCED RESEARCH

Future research on CSR communication strategies should explore the dynamic interplay between these three approaches—Stakeholder Information, Stakeholder Response, and Stakeholder Engagement—by incorporating a longitudinal perspective to assess their evolving impact on corporate reputation over time. Additionally, examining how digital transformation, social media, and artificial intelligence-driven communication tools influence stakeholder perceptions and engagement could provide valuable insights into optimizing CSR messaging. A comparative analysis across industries and cultural contexts

may also reveal nuanced differences in stakeholder expectations, allowing companies like PT. Adidaya Tangguh to tailor their strategies more effectively. Moreover, investigating the psychological and behavioral responses of stakeholders to CSR communication could deepen the understanding of trust-building mechanisms and their role in fostering corporate legitimacy.

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