

Strategy of PT Pelindo Terminal Petikemas Surabaya Region's Social and Environmental Responsibility (TJSL): Environmental and Educational Programs In Building Corporate Image

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ABSTRACT

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This study examines how PT Pelindo Terminal Petikemas implements its Environmental and Social Responsibility (TJSL) strategy to build and strengthen corporate image. The research is grounded in the four-step Public Relations model (Cutlip, Center, & Broom) and the Triple Bottom Line framework, positioning TJSL not merely as philanthropy but as a strategic instrument for legitimacy, stakeholder trust, and sustainable reputation. Using a descriptive qualitative approach, data were collected in 2025 through in-depth interviews and document analysis, involving four informants from internal units and external beneficiaries. The findings show that Pelindo Terminal Petikemas applies a dual-track program formulation—combining corporate initiatives with responsiveness to community requests—supported by structured planning tools such as Theory of Change/Logical Framework and impact measurement (e.g., SROI). TJSL communication is executed through multi-platform strategies and coordination with corporate communication, contributing to measurable image outcomes such as stakeholder recognition, awards, public satisfaction, and media exposure (PR Value). Key challenges include limited resources for social mapping across geographically dispersed terminals, which affects program precision and requires adaptive stakeholder engagement.

INTRODUCTION

As part of their corporate social responsibility (CSR) efforts, state-owned enterprises like PT Pelindo Terminal Petikemas (PTP) are increasingly incorporating Social and Environmental Responsibility (SER) into their governance frameworks. This shift is driven by the evolution of modern business practices. As Cahyadi et al. (2025) point out, companies are expected to strike a balance between profit generation and social and environmental responsibilities, so this obligation isn't just an administrative burden; it's also a strategic tool that affects corporate legitimacy, recognition, and lasting sustainability. As a post-merger business within the Pelindo Group, PT Pelindo Terminal

Petikemas is facing difficulties with organisational restructuring and restoring public trust and corporate reputation, making this change all the more crucial for them. In this light, Tanggung Jawab Sosial dan Lingkungan (TJSL) is seen as more than just a legal obligation; it is a strategic tool for the company to show its social commitment, fortify its corporate identity, and meet the rising public demands for sustainability and responsibility.

The idea of TJSL has evolved from being a legal requirement to becoming an integral part of the social and economic fabric of the connection between PT Pelindo Terminal Petikemas and the locals in the places where it does business. Charitable endeavours that were both occasional and unrelated to the

business's primary operating plan used to make up the bulk of corporate social responsibility efforts. Yet, CSR has progressed through the years to adopt a more holistic strategy, with sustainability concepts and corporate ethics integrated into long-term planning. Corporate citizenship and sustainability are now important standards in this modern view, which urges businesses to incorporate environmental and social concerns into their overall risk management and innovation plans, rather than viewing them as separate philanthropic endeavours (Sukma and Ismail, 2023).

John Elkington's Triple Bottom Line (TBL) and other more comprehensive sustainability frameworks are gradually replacing traditional financial performance metrics as the primary means by which companies are judged. According to Hasan et al. (2024), there are three interrelated factors that make up business success: profit, people, and planet. By incorporating TJSL within the TBL framework, PT Pelindo Terminal Petikemas has shown that it views TJSL as a tool for long-term company success and positive relationships with key stakeholders. Businesses want to lessen their impact on society, keep the peace in their local communities, and improve their image all at the same time through TJSL programs.

Businesses in infrastructure-based industries, like ports, where social and environmental factors are intrinsic to daily operations, need this viewpoint more than ever. Environmental and social repercussions are a real possibility for PT Pelindo Terminal Petikemas because of its role as a marine logistics company that functions in an ecosystem that includes both land-based and maritime infrastructure. Therefore, TJSL should not be seen as an add-on corporate program but as a strategic risk management tool. Ethical obligations and proactive actions to reduce long-term operating risks and maintain essential infrastructure assets are embodied in initiatives like coastal abrasion mitigation, environmental conservation, and reforestation projects. Responsible and sustainable business practices are supported by the intimate connection between environmental responsibility (Planet) and financial stability and operational sustainability (Profit) (Cahyaningrum & Muharam, 2023).

Verifiable sustainability results, like as compliance with regulations, openness, and social and environmental effect, are indicators of a well-implemented CSR or TJSL program. But in reality, public and private companies frequently take different approaches to corporate social responsibility (CSR) initiatives. Corporate social responsibility (CSR)

initiatives developed by Indonesia's largest private enterprises often reflect the companies' guiding principles and the values that consumers associate with their brands. One example is PT Astra International Tbk.'s corporate social responsibility (CSR) initiatives, which are based on the tenets of Catur Dharma Astra. These tenets include "Being useful to the nation and country" and "Prospering together with the nation" (Ermawati et al., 2023). Programs at state-owned businesses, on the other hand, need to be in sync with both national policy goals and industry-specific difficulties in order to address TJSL strategies influenced by regulations and operational hazards (Nuriyatman & Hidayah, 2024). This difference is a reflection of the fact that state-owned enterprises (SOEs) and private firms have different approaches to corporate social responsibility (CSR); SOEs' TJSL is mostly driven by governance frameworks and state directives, whereas private CSR is more focused on value alignment (Anshori & Kholmi, 2024). According to Gemiharto (2025) and Rahmawati and Hidayat (2022), there has been a gradual transition in Indonesian CSR practices from a focus on compliance to one on value, as a result of rising stakeholder expectations for openness and responsibility.

It is envisaged that TJSL initiatives within state-owned companies would not only meet legal requirements but also be strategically linked to the company's main operation in order to create shared value that can be sustained. By facilitating trade and export operations, PT Pelindo Terminal Petikemas, a marine logistics firm, works within a sector that directly impacts the growth of the national economy. Thus, the company's TJSL initiatives are made to fit in with larger development goals, such as helping MSMEs (micro, small, and medium enterprises) thrive. Anshori and Kholmi (2024) cite TJSL's Gedor Ekspor (Export Boost) program as an example of a program that combines social responsibility efforts with the company's strategic role as a national export gateway. This allows TJSL to create shared value instead of just providing charitable assistance. Social, Environmental, Economic, and Legal and Governance are the four pillars upon which PT Pelindo Terminal Petikemas's TJSL initiatives rest. These pillars serve as a framework for the development of inclusive and strategic programs that bolster the operational sustainability of the company (Fahrezi, 2024). Planting 50,000 mangrove saplings in Central Java is only one example of the company's environmental actions that show how they're committed to balancing

economic success, environmental stewardship, and social well-being (Dimansyah et al., 2024).

A company's corporate image, which is the sum of all stakeholders' opinions of the company, has a direct bearing on how successful TJSL initiatives are. According to Anggraeni et al. (2025), public perception of a company is influenced by both its actual and perceived behaviours. In order to stay afloat in a socially conscious and competitive market, PT Pelindo Terminal Petikemas must keep up a favourable public perception of the company. Considering the scope and dispersion of the company's operations, the loss of its social license to function might be disastrous if its image isn't solid and trustworthy. To ensure that stakeholders are informed about TJSL projects in a strategic and accurate manner, public relations (PR) is essential in this context (Tsabita, 2024). With increased public scrutiny coming from organisational restructuring and mergers, state-owned firms are particularly vulnerable to cynicism and greenwashing allegations when their communications fail to meet expectations (Anshori & Kholmi, 2024). According to Suryana and Wijaya (2025), public relations communication strategies play a crucial role in presenting TJSL initiatives as both corporate responsibilities and contributions to social and economic development. This helps to increase public recognition and reduces reputational risks. One such program is Gedor Ekspor. The fact that state-owned enterprises (SOEs) are both businesses and agents of national development means that their corporate social responsibility (CSR) programs need to be in sync with public accountability criteria and development goals (Pratama & Suryani, 2023).

Modern research on corporate social responsibility (CSR) communication positions public relations (PR) more as a managerial function than just a means of disseminating information. In a world where public opinion can quickly alter an organization's reputation, public relations helps build stories of social value creation and keeps corporations legitimate (Putri & Ardianto, 2022). According to Kusumastuti (2023), stakeholder engagement activities are crucial to the success of CSR communication. Public relations plays a role in this process by helping to include community opinions into corporate decision-making. When there is a disconnect between corporate stories and the ground-level execution of CSR initiatives, communication tactics pose additional ethical issues. A public relations professional's duty in such a scenario is to strike a balance between increasing the company's

profile and being trustworthy (Maharani & Sulistyowati, 2022). Government institutions, local communities, and market players are all stakeholders that state-owned firms must target through public relations communication, making this task even more difficult (Lahfah et al., 2025). Companies that effectively incorporate TJSL into their transformation narratives obtain stronger stakeholder support than those that view CSR as an afterthought, which adds another layer of complexity to periods of organisational transformation (Firmansyah & Nugroho, 2023). Cahayani and Amalia (2024) note that SOEs using TJSL must be in line with the Triple Bottom Line framework as well as the Sustainable Development Goals (SDGs), which raises the bar for responsibility in corporate communication.

There are still a number of strategic obstacles to overcome during the research and planning phases of TJSL program development, even though PT Pelindo Terminal Petikemas has demonstrated a strong institutional commitment to executing these programs. Comprehensive social mapping and precise identification of community needs are sometimes impeded by limited human resources, time, and the wide geographical coverage of operational regions (Banea et al., 2024). Prior research has brought attention to these issues, including the danger of insufficient social mapping that occurs when businesses do not have enough funding to undertake thorough community research (Setiani et al., 2023). The capacity of social and environmental interventions to endure over time is jeopardised when local needs are not well identified, leading to TJSL projects that are either too broad or too top-down. Companies like PTP may have great communication skills but still encounter structural constraints while developing their programs, which leaves a big hole in the current body of knowledge (Anggraeni et al., 2025). Even when operational issues arise during program execution, public relations plays a crucial compensating role in protecting business reputation by maintaining credible, logical, and evidence-supported communication narratives (Nia & Hamandia, 2025).

Despite the growing body of literature on corporate social responsibility and corporate reputation, several important gaps remain in the understanding of TJSL implementation in strategic state-owned enterprises. First, previous studies have predominantly examined the outcomes of CSR programs, such as social impact or improvements in corporate image, but have paid limited attention to the strategic processes through which CSR initiatives are

communicated and translated into reputational value. Second, existing research rarely explores the integration between TJSL implementation and Public Relations (PR) communication strategies, particularly in explaining how CSR initiatives are framed, communicated, and interpreted by stakeholders in shaping corporate image. Third, empirical studies that analyze CSR communication within the specific context of post-merger state-owned enterprises remain limited, even though organizational restructuring often creates new reputational challenges that require strategic communication and stakeholder engagement. In addition, although the Triple Bottom Line framework is widely used to evaluate CSR sustainability, relatively few studies have examined how TBL-based CSR practices interact with communication strategies in building stakeholder trust and corporate reputation within SOEs. These gaps indicate the need for a more comprehensive analysis that connects TJSL strategy, public relations communication, and corporate image formation within the context of large strategic enterprises undergoing organizational transformation. Therefore, the purpose of this study is to add to the existing body of knowledge on CSR communication and corporate reputation management by investigating how public relations (PR) mediates the adoption of TJSL and the development of corporate images in the setting of state-owned enterprises that are going through organisational change.

LITERATURE REVIEW

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is a foundational concept that regulates how companies should perform their roles within society. A widely used fundamental definition was proposed by Archie Carroll (1991) through the CSR Pyramid, which outlines four hierarchical responsibilities that firms must fulfill to contribute positively to society (Fadchurrozi, 2021). The pyramid places economic responsibility as the base, followed by legal responsibility, then ethical responsibility, and finally philanthropic responsibility at the top. The core principle is that companies must remain profitable while simultaneously meeting legal, ethical, and philanthropic expectations (Kaligis et al., 2025). In contemporary discussions, CSR has evolved from being an auxiliary activity into a strategic component integrated into core business processes, driven by increasing demands from consumers and stakeholders for more ethical and socially responsible practices (Sukma & Ismail, 2023).

In Indonesia, CSR has undergone significant institutionalization, particularly for state-owned enterprises (BUMN) under the framework of Tanggung Jawab Sosial dan Lingkungan (TJSL). Following the issuance of Ministerial Regulation of BUMN No. PER-5/MBU/04/2021, CSR implementation shifted from profit allocation toward the creation of sustainable and measurable impact (Yanuary, 2024).

CSR practices are commonly classified into three main forms. First, community development, which focuses on structured, medium-to-long-term empowerment of local communities through capacity building such as training, cooperatives, education, health, and basic infrastructure to foster lasting independence (Riyanti & Raharjo, 2021). Second, sustainability development, the most comprehensive form, which integrates the Triple Bottom Line—economic, environmental, and social considerations—into business strategy to minimize negative impacts and protect future generations (Santoso & Raharjo, 2021). Third, philanthropy, a more traditional and usually short-term approach involving voluntary donations or aid (e.g., disaster relief, scholarships), which is often not directly integrated with core business operations and may not generate structural long-term change (Sakka et al., 2023).

Social and Environmental Responsibility (SER)

Normatively, the implementation of TJSL in Indonesia stems from the obligation to comply with government regulations, so that social and environmental responsibility is positioned as a strong legal obligation, not just a voluntary activity (Lurencia, 2023). This CSR framework emphasizes two main requirements: (1) alignment of programs with Triple Bottom Line Theory so that CSR activities have an integrated profit, planet, and people development direction (Setiawan, 2021), and (2) quantitative impact measurement through reporting on results and impacts, not just expenditures, thereby encouraging the use of methods such as Social Return on Investment (SROI) to ensure accountability for the sustainable impacts generated (Ekawati et al., 2024). This shift confirms that TJSL in Indonesia is evolving from a philanthropic approach to a measurable strategic requirement mandated by the regulatory framework (Irawan, 2024).

Theory of Triple Bottom Line

TBL serves as an essential accounting framework for operationalizing the concept of sustainability mandated by CSR and TJSL. Recent research (2022) confirms that CSR implementation based on TBL is essential, especially to reduce the financial burden on society in times of crisis. If

companies focus only on *Single Bottom Line (profit)*, they will not be able to achieve true sustainability.

TBL ensures that corporate actions reflect a balance between social equity and environmental impact (Hilmy, et al., 2021). The link between TBL and reporting is very important. Disclosure of information through Sustainability Reporting, which is based on the TBL framework, is used by companies to create a positive image and show stakeholders that business activities are carried out with consideration for social and environmental aspects.

Therefore, TBL provides a philosophical and methodological lens for companies to implement their TJSJL commitments and credibly communicate their non-financial performance. This concept also serves as a framework for achieving economic development (ED) through business strategies that simultaneously consider economic, social, and environmental performance (Hamsir, 2021).

Public Relations

Public Relations (PR) is a management function that builds *mutual understanding* between an organization and its publics. In the context of state-owned enterprises (BUMN), Grunig and Hunt's perspective highlights four core components—management, communication, organization, and publics—which form the basis for PR coordination in managing strategic programs such as Tanggung Jawab Sosial dan Lingkungan (TJSJL) (Rahmi, 2023). PR therefore goes beyond information dissemination and should facilitate constructive dialogue with audiences, a capability that is crucial for BUMN because TJSJL is not merely philanthropic activity but a strategic instrument to strengthen corporate image, social legitimacy, and commitment to sustainable development (Smith, 2022).

To ensure TJSJL communication achieves its goals, PR effectiveness must be evaluated through measurable indicators such as media reach, public engagement, and shifts in public perception, which collectively reflect reputational outcomes (Park, 2021). These evaluations allow BUMN PR units to refine strategies so TJSJL programs remain targeted and relevant to stakeholder needs. Ultimately, a positive corporate image strengthens public trust and customer loyalty, making reputation a strategic asset; hence PR management in BUMN must maintain planned, continuous communication aligned with organizational values and vision to preserve long-term reputational stability (Lee, 2023).

Company Image

The success of image-building depends on the managerial effectiveness in projecting the representation and professionalism of an institution

(Effendi, 2021). Effective management can develop communication strategies that build and maintain a positive image in the eyes of the public. A positive image is the convergence of various factors, including the social responsibility carried out by the organization. This social responsibility not only enhances the image but also contributes to the sustainability and long-term recognition of the organization.

For organizations operating in strategic and sensitive sectors, a positive image is crucial to maintain the *Social License to Operate* and ensure smooth operations in a competitive business environment. The implementation of Tanggung Jawab Sosial dan Lingkungan (TJSJL) is widely recognized for playing a positive and significant role in forming and strengthening the corporate image. However, the causal relationship between Corporate Social Responsibility (CSR) and Corporate Image is not a direct and simple one. Chen et al. (2021) show that the positive relationship between CSR activities, particularly philanthropic and community development initiatives, must be mediated by Customer Trust (Kepercayaan Pelanggan/Komunitas).

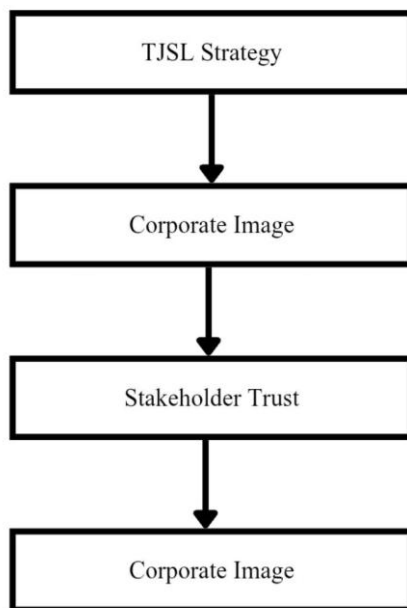
It is important to note that building trust among stakeholders is key to strengthening the overall corporate image (Chen et al., 2021). Companies must actively engage in dialogue with the public and stakeholders to understand their expectations and demonstrate a genuine commitment to social responsibility. In this regard, corporate image is not merely an external representation, but also reflects the values and ethics upheld by the organization, which ultimately contributes to long-term success (Effendi, 2021; Setiadi, 2023).

Previous research has extensively covered CSR, TJSJL, PR, and the Triple Bottom Line; however, these ideas are often studied independently instead of within a cohesive strategy framework. In reality, corporate communication tactics influence how stakeholders perceive social responsibility activities, and TJSJL programs are not independent of these strategies, especially in state-owned firms. Public relations serves as a tool for strategic communication that turns sustainability principles like the Triple Bottom Line into actionable stories for stakeholders, while TJSJL implementation offers the real basis for corporate responsibility. Transparency, accountability, and demonstrable social benefit may be demonstrated through organised communication methods, which in turn helps improve stakeholder trust in TJSJL efforts. Stakeholders assess an organization's credibility via its CSR activities and the way these programs are presented and experienced by the community, hence this trust plays a pivotal part in forming the corporate image. Corporate social responsibility initiatives are

turned into reputational capital through strategic communication practices. This process is sequential and interrelated with TJSL strategy, PR communication, stakeholder trust, and corporate image.

This research offers a conceptual framework based on this theoretical integration, wherein the company's TJSL strategy serves as the basis for CSR actions. Strategically disseminating and framing these activities to stakeholders is the role of public relations communication. Building a favourable corporate image is a two-way street; the first is increasing stakeholder trust via clear and consistent communication of TJSL activities. This model emphasises the significance of viewing TJSL as a process of strategic communication that connects sustainable practices with the results for business reputation, in addition to a social program.

Figure 1. Conceptual framework illustrating the relationship between TJSL strategy, public relations communication, stakeholder trust, and corporate image.



METHOD

Research Type

This research adopts a qualitative case study approach. The study focuses on an in-depth exploration of the implementation of Corporate Social Responsibility through Tanggung Jawab Sosial dan Lingkungan (TJSL) strategies and the role of Public

Relations (PR) in shaping the corporate image of PT Pelindo Terminal Petikemas. A qualitative case study approach is appropriate because the research investigates a single organization within its real-life context, allowing a detailed understanding of strategic processes, organizational practices, and stakeholder perceptions related to CSR implementation.

This approach is particularly suitable for examining complex social and managerial phenomena that cannot be fully captured through quantitative measurement. By focusing on a specific organizational case, the study aims to obtain a comprehensive understanding of how TJSL strategies are planned, communicated, and perceived by stakeholders within the context of a post-merger state-owned enterprise. The qualitative case study method also enables the researcher to explore experiences, decision-making processes, and communication practices that shape the relationship between CSR implementation and corporate image.

Through interviews, observation, and document analysis, this approach allows the researcher to capture multiple perspectives from internal and external stakeholders. As a result, the qualitative case study design provides a holistic understanding of how TJSL initiatives function not only as social responsibility programs but also as strategic instruments for building stakeholder trust and corporate reputation.

Conceptual Definitions

- Tanggung Jawab Sosial dan Lingkungan (TJSL): The corporate responsibility of PTP that includes social and environmental contributions in alignment with regulations and community needs.
- Teori Triple Bottom Line (TBL): This theory focuses on measuring organizational success through three pillars—Profit, People, and Planet. TPL will guide the assessment of PTP's sustainability practices and their social/environmental impacts.
- Public Relations (PR): The strategic management function at PTP focused on ensuring mutual understanding between the company and its stakeholders, emphasizing the role of PR in communicating the impacts and success of CSR/TJSL programs.
- Citra Perusahaan (Corporate Image): The public's perception and understanding of PTP, shaped by CSR actions and communication strategies.

Unit of Analysis

The primary unit of analysis will be the Tanggung Jawab Sosial dan Lingkungan (TJSL) programs implemented by PT Pelindo Terminal Petikemas. This includes strategies, processes, and impacts of CSR programs, particularly focusing on how they contribute to shaping the company's image and fostering stakeholder trust.

Research Informants

Key informants will include:

- VP of TJSL at PTP.
- Staff of TJSL at PTP.
- Staff from Financial and PR Divisions at PTP.
- Community members and beneficiaries of TJSL programs to assess their perspectives and responses.

Research Location

The study will be conducted at the Head Office of PT Pelindo Terminal Petikemas located in Surabaya, Indonesia. This location houses the central PR and TJSL management teams, and its operations impact several regions.

Data Collection Methods

- In-depth Interviews: Semi-structured interviews will be conducted with key informants to gather detailed insights on the TJSL strategy, its execution, and communication.
- Limited Participatory Observation: Observing the internal processes at PTP and community engagement at the program implementation sites will help validate interview data and assess the real-time impact of the programs.
- Documentation: Analysis of annual reports, sustainability reports, and any regulatory documents related to TJSL will provide background data on the strategies, objectives, and outcomes.

Data Analysis Techniques

- Miles and Huberman's Analytical Model: The data analysis will involve data reduction, data display, and conclusion drawing to interpret the findings. This will be iterative, starting from initial data collection and continuing through the entire research process.
- The researcher will categorize the data into themes (e.g., social impacts, communication strategies) and evaluate how these correlate with the company's overall CSR objectives.
- Triangulasi Data (Data Triangulation): Cross-checking data from interviews, observations, and documents to ensure the credibility and validity of findings.

Data Triangulation

- Triangulation Sumber (Source Triangulation): Data will be compared across different

informants, such as managers and community members, to assess the consistency of findings.

- Triangulasi Teknik (Method Triangulation): Data from interviews will be corroborated with observational data and document analysis to ensure the robustness of the results.
- Triangulasi Waktu (Time Triangulation): The study will collect data at different times to validate the consistency of responses over time.

This methodology aims to uncover the underlying mechanisms of PTP's CSR/TJSL strategy and its contribution to building a strong, positive corporate image, ensuring sustainable practices, and fostering long-term stakeholder engagement.

RESULTS AND DISCUSSIONS

Focus on Social and Environmental Responsibility (TJSL) of PT Pelindo Terminal Petikemas

The CSR program at PT Pelindo Terminal Petikemas is coordinated by the Directorate of Finance, HR, and Risk Management. The CSR Department handles the planning, execution, and evaluation of social and environmental programs in line with the Ministry of SOEs Regulation No. PER-05/MBU/04/2021.

The department works closely with the Corporate Communications Division to ensure programs are impactful and well-communicated. A key challenge is the limited human resources for social mapping across 32 terminals, but the company leverages local branches and stakeholders to maintain relevance and support its image. Strategically, the CSR programs focus on Education, Environment, and MSME development, aligned with the Pelindo Group's CSR KPIs and strategic programs for 2025 as outlined in PT Pelabuhan Indonesia's directive.

Development of TJSL Programs Based on Company Initiatives and Responses to Community Demands

On the basis of the company's initiative

"Sekarang misalnya ada terkait kebutuhan operasional yang perlu disupport misalnya, oh ada penertipan pedagang. Ini pergemburuan kita itu setidaknya harus mensupport operasional supaya lancar. Misalnya, oh ini pedagang ini perlu relokasi, masyarakatnya di sekitar terminal ini supaya tidak demu perlu bantuan sumur. Jadi tiap terminal kita sendiri masing-masing, maksudnya kita suruh mempersetaskan isu-isu apa yang disana." (Narasumber 1)

The remark above suggests that operational dynamics and community circumstances around each terminal region at PT Pelindo Terminal Petikemas are just as important as top-level management decisions when it comes to developing TJSL initiatives. Local operational units have a significant role in detecting community requirements, as each terminal is required to identify and explain local social concerns. This shows the presence of a decentralised planning process. In this way, the business may coordinate its CSR efforts with local community needs and economic trends, as well as meet operational goals.

The results are in line with those of Citrawijaya, Samanda, Amalia, and Fernando (2025), who found that bottom-up or participatory mechanisms can enhance community ownership and CSR program relevance when compared to top-down approaches. There are established routes for local operating units to convey community demands to corporate management, thanks to yearly coordination meetings and problem detection procedures. The importance of effective communication and coordination within CSR governance frameworks is demonstrated by these techniques.

From the vantage point of public relations, this procedure exemplifies PR's strategic role in opening lines of communication between the company and its constituents. Public relations (PR) is especially important for state-owned businesses when it comes to publicising corporate social responsibility (CSR) initiatives and incorporating stakeholder feedback into business decisions. Rahmi (2023) highlights that CSR projects in SOEs serve as strategic tools for establishing corporate legitimacy, enhancing social reputation, and showcasing the company's impact on sustainable development, in addition to its traditional role as charitable endeavours.

Program creation at TJSL is also evidence-based, thanks to thorough social mapping done during the planning phase. With the use of social mapping, businesses may better pinpoint community needs, social hazards, and intervention opportunities; this improves the chances that CSR initiatives can solve actual issues. In order to make sure that CSR projects aren't just lip service but rather focused actions that address stakeholder expectations and local socioeconomic circumstances, Ramadhan (2024) says that organised social mapping is crucial.

In technical terms, a social mapping method is applied at each endpoint to identify community needs. Before presenting TJSL projects to upper management, each operational unit studies the local economy and community to determine which problems are most pressing. Supporting company operations while also creating social value for local communities, CSR programs are able to take this approach because the

TJSL program design process integrates operational concerns with community-based needs assessment.

Response to Public Demand

"Dia minta dibikinkan paving kayaknya. Dari yang sebelumnya kayak gini, jadi di paving dibantu Pelindo seperti ini. Kalau lokasinya ini hanya di daerah operasional kan Bu? Kan tersebar dari 15 terminal. Disebarkan sama ring satu perusahaan. Bisa kayak di Surabaya ini, berarti harus di daerah Perak? Atau kalau tiba-tiba nggak mungkin di Menanggal gitu kan Bu? Itu bisa kalau ada program sosial, sekiranya ada sesuatu yang bisa di branding, itu bisa." (Narasumber 3)

One of the primary ways to find new TJSL projects is to look at what the community wants, as the above statement shows. Having said that, not all community suggestions are immediately approved by the firm. Rather, the requests are double-checked to make sure the initiatives are in line with the company's operating environment and meet real community needs. The results of this study point to a methodical decision-making process that takes into account both community goals and organisational needs while implementing TJSL at PT Pelindo Terminal Petikemas.

The community-requested TJSL initiatives are evaluated for viability through a multi-stage methodical procedure. The TJSL team first verifies the request's relevance and urgency by field surveying local communities that have submitted ideas or requests for help. At this point, social mapping comes into action as it helps the business zero in on community concerns and differentiate between group wants and individual hobbies (Ramadhan, 2024). After the verification procedure is complete, the corporation will generate official administrative papers to back up the decision-making. These documents include the Memorandum of Principle Approval (NDIP) and a Survey Report (BA). According to Setiadi (2023), the program's applicability to the terminal's operations region and its ability to boost the company's reputation are the two main factors that will be used for the evaluation.

This approach exemplifies the deliberate incorporation of community responsiveness within CSR governance. To make sure that TJSL projects help the areas who are most impacted by the terminal's operations, the corporation gives priority to programs that are already there. According to the Social License to Operate theory (Effendi, 2021; Setiadi, 2023), this strategy is in line with the idea that the legitimacy of a corporation is contingent upon the confidence and approval of local stakeholders. So, CSR projects that address community needs serve as social interventions and tools to fortify stakeholder relationships while keeping operations stable.

The growing significance of participatory CSR initiatives is further illustrated by the bottom-up emphasis of TJSL program identification. Corporate social responsibility (CSR) initiatives are more likely to be well-received if they include communities in identifying social concerns. According to Citrawijaya et al. (2025), stakeholders in participatory CSR models believe that their opinions are truly taken into account when programs are being planned, which leads to greater satisfaction and increased community participation. As a result of increased trust from stakeholders and a more positive public perception of the firm, responsive TJSL efforts help local communities in the short term while also benefiting the company in the long run (Yanuary, 2024).

The Logical Framework Approach (LFA) in TJSL Program Planning

"Program TJSL di anak perusahaan itu arahnya sudah ditentukan dari pusat, ada KPI dan RKM yang harus kita ikuti, jadi kita tinggal menyesuaikan dengan kondisi di lapangan" (Narasumber 1)

The preceding remark suggests that the Pelindo Group, in its capacity as holding company, establishes strategic directions that are followed by PT Pelindo Terminal Petikemas in order to implement TJSL plans. The incorporation of TJSL efforts into the larger corporate planning framework is seen by the presence of Key Performance Indicators (KPI) and the Corporate Work Plan (Rencana Kerja Manajemen/RKM). Within this framework, TJSL programs serve as both social initiatives and parts of the company's system for managing strategic performance.

This discovery shows how TJSL program planning makes use of the Logical Framework Approach (LFA). The LFA stresses the significance of synchronisation between program activities, organisational goals, and KPIs. The company makes sure that social and environmental initiatives are designed, executed, and assessed in a disciplined and quantifiable way by incorporating TJSL goals into corporate KPI systems. In this way, TJSL is positioned as a strategic tool that helps create social value and improves organisational performance, rather than as a collection of isolated CSR initiatives.

Theoretically, this situation is reflective of the hierarchical governance used by business groups, where the controlling firm establishes the group's strategic direction and the subsidiaries carry it out operationally. The holding level's strategic objectives can be transformed into operational programs at the subsidiary level using a key performance indicator cascade mechanism. This system keeps all operational units aligned with the corporate strategy and makes sure that TJSL projects are implemented consistently.

Also, rather than being separate from strategic management techniques, CSR efforts at state-owned firms are becoming more institutionalised as part of corporate KPI and planning systems, with TJSL programs being one example. In this light, implementing TJSL helps with social growth, legitimacy of the organization, and viability of the company in the long run. Thus, CSR is more effective as a governance tool that backs up company goals and stakeholder expectations thanks to the congruence between TJSL initiatives and corporate strategy.

Regional Priority Strategy: Focus on Ring 1 as a Strategic Impact Area

"Kita cek dari masing-masing lokasi itu. Nanti kita survei mana yang bisa kita lakukan program DGSL. Kalau program DGSL, kebanyakan dari kita sendiri. Jadi kita menentukan program DGSL nih, kita di Panjang Masin ya. Di Panjang Masin, disana kita tanya masing-masing terminal. Disana ada kendala apa? Maksudnya di dampak sekitar di perusahaan itu apa masalahnya? Tetap kita prioritaskan yang lebih membutuhkan bantuan." (Narasumber 2)

According to the statement given, the socio-economic realities of the communities surrounding PT Pelindo Terminal Petikemas's operations regions have a significant impact on the prioritisation of TJSL activities. In order to determine the most pressing concerns impacting the surrounding communities, the firm conducts surveys and consults with local terminal units. Only then does it decide on the relevant TJSL initiatives. It is clear from this method that local needs and operational implications are also considered when choosing CSR projects, rather than only corporate preferences.

By putting the Ring 1 plan into action, the corporation hopes to strengthen ties with the local community, lessen the likelihood of social unrest, and keep public support for port operations high. To put these plans into action, we have vendor relocation programs to guarantee the uninterrupted flow of logistical operations inside terminal regions, and support programs for TKBM (dockworkers) to keep labour stable. The corporation directs its corporate social responsibility (CSR) efforts toward stakeholders whose lives are most directly impacted by its operations by giving preference to communities situated in its immediate operating area.

From a theoretical standpoint, the focus on Ring 1 communities demonstrates how the social license to operate and corporate responsibility theory are being used. Formal regulatory compliance is important, but public support and acceptance from local communities are even more crucial to a company's legitimacy and ability to stay in business,

according to this idea. There will be less social resistance and more stability in the company's operating environment if CSR programs address the concerns of communities most affected by commercial operations.

A further indication of how sustainability concepts are integrated into company strategy is the establishment of TJSL initiatives in Ring 1 locations. As stated by Elkington in Dewi et al. (2024), these initiatives are assessed using the Triple Bottom Line (TBL) methodology, which takes into account economic performance, social welfare, and environmental responsibility. Rather than being seen as standalone social projects, TJSL activities are presented in this way as components of a larger sustainability plan. The idea of CSR sustainable development is congruent with this perspective; this approach ensures long-term community well-being while also maximising organisational profitability (Santoso & Raharjo, 2021).

PT Pelindo Terminal Petikemas Strategic TJSL Program

PT Pelindo Terminal Petikemas implements strategic Tanggung Jawab Sosial dan Lingkungan (TJSL) programs focused on four key areas: Education, Economy, Maritime Economy, and Environment. These flagship initiatives are structured and measurable, aimed at creating a sustainable impact on communities within terminal operational areas. CSR is defined as a long-term approach to creating positive social impact based on brand alignment, stakeholder integration, and ethical behavior (Submittable, 2026). These TJSL programs are not only a corporate obligation but also a strategic tool to create shared value for both the company and society.

The programs adopt the principles of community development, emphasizing local community empowerment and capacity building to foster independence and improve quality of life sustainably (Riyanti & Raharjo, 2021). Community development through CSR is not just temporary philanthropic activity but structured programs addressing social-economic root causes through skill training and capacity-building, ensuring long-term positive change for the community (Agustin et al., 2023).

The success of PT Pelindo Terminal Petikemas' strategic TJSL programs was recognized through awards at the Pelindo TJSL Community Involvement & Development (CID) Awards 2025, organized by PT Pelabuhan Indonesia (Persero). The company achieved significant recognition with all four strategic programs nominated and winning in different categories. This accomplishment positioned PT Pelindo Terminal Petikemas as one of the top Pelindo

subsidiaries with the best TJSL programs in Indonesia in 2025, proving that the programs have not only had a real impact on society but are also recognized externally as best practices in CSR implementation in Indonesia.

Strategic Program in Education: Pelindo Juara Scholarship



Image: Pelindo Juara Scholarship Program
"Kami melakukan seleksi ganda, pertama dari sisi prestasi akademik siswa, kedua dari kondisi ekonomi keluarga yang diverifikasi langsung oleh pihak kelurahan. Jadi bukan hanya pintar, tapi benar-benar membutuhkan" (Narasumber 2).

This The statement above indicates that the Pelindo Juara Scholarship program is designed not merely as a philanthropic initiative but as a targeted social intervention that prioritizes both merit and socio-economic vulnerability. By applying a dual-selection mechanism based on academic performance and verified economic conditions, the company ensures that the program benefits students who demonstrate both potential and genuine financial need. This selection process reflects an attempt to balance fairness and social responsibility, which is essential in ensuring that CSR programs generate meaningful and equitable social outcomes.

The program is implemented in collaboration with the Barunawati Biru Foundation located in Perak Utara, Surabaya. The implementation begins with program socialization involving school administrators and parents to ensure transparency and shared understanding regarding the objectives and mechanisms of the scholarship. Recipients are selected through a verification process that evaluates academic records and family economic conditions, which are confirmed through coordination with the local subdistrict authority. Financial assistance is provided in the form of direct tuition (SPP) payments to the school, complemented by character development programs aimed at supporting students' personal and academic growth.

From the perspective of the Triple Bottom Line (TBL), the Pelindo Juara Scholarship program

reflects the People dimension of corporate sustainability by addressing educational inequality and improving access to quality education for underprivileged students. Education-based CSR initiatives play a crucial role in strengthening community capacity and long-term human capital development. This finding supports the argument that CSR in education contributes not only to immediate social assistance but also to broader social development by enhancing educational opportunities and reducing socio-economic barriers (Carroll in Kaligis et al., 2025). In this sense, educational philanthropy can serve as a strategic CSR approach that fosters long-term community resilience and social cohesion within the company's operational environment.



The impact of the scholarship program is measured using the Social Return on Investment (SROI) method, which demonstrates the program's measurable social value. The calculated SROI ratio of 1:2.19 indicates that every rupiah invested in the program generates Rp 2.19 in social value, with a total estimated impact of Rp 256,235,000. This value reflects several forms of social and economic benefits, including reductions in educational expenses for beneficiary families. The recorded savings for education costs reached Rp 22,680,000 for elementary school students, Rp 61,740,000 for junior high school students, Rp 52,920,000 for senior high school students, and Rp 81,270,000 for vocational high school students. These savings allow families to allocate financial resources to other essential needs, thereby improving household economic stability.

Beyond financial benefits, the program also generates broader social impacts, including improvements in students' academic and non-academic achievements valued at Rp 17,500,000. Additionally, the reputation of the Barunawati Foundation has improved, as reflected in an increase in new student enrollment valued at Rp 20,125,000. These findings indicate that CSR programs

implemented through educational support can produce ripple effects that extend beyond individual beneficiaries to institutional development within the community.

Public satisfaction with the program reached 93.24% on the Satisfaction Index, categorized as Excellent. This high level of satisfaction indicates that the program is perceived positively by stakeholders and beneficiaries. From a corporate communication perspective, such outcomes contribute to strengthening the company's corporate image by demonstrating tangible social contributions and accountability in CSR implementation. As stakeholders increasingly evaluate companies based on their social responsibility practices, programs such as the Pelindo Juara Scholarship can function as strategic instruments that enhance stakeholder trust, reinforce corporate legitimacy, and support the company's long-term reputation..

Strategic Program in the Environmental Sector: Green Movement in West Perak (Gotong Royong Waste Bank)

Image : TJSL Green Movement

"Tahapan programnya dimulai dengan renovasi gedung bank sampah yang layak, lalu kami bantu mesin press untuk mengolah sampah plastik agar lebih efisien. Yang paling inovatif itu aplikasi SiKelapa untuk pencatatan digital transaksi sampah, jadi transparan semua data tabungan nasabah. Kami juga kasih pelatihan tata kelola untuk 15 pengurus dan edukasi pemilahan sampah untuk 30 warga. Operasionalnya 1 minggu sekali setiap hari Sabtu" (Narasumber 2).

This program was implemented in Colombo Field, RW 03, Perak Barat Village, Krembangan District, Surabaya. The implementation began with an initial survey of local waste management conditions followed by the formation of the Gotong Royong Waste Bank management team. Infrastructure development included the renovation of a 50 m² waste bank facility and the provision of a 50 kg-capacity compactor to improve the efficiency of plastic waste processing. The introduction of the SiKelapa application represents a digital innovation that enables transparent recording of waste transactions and savings balances for participants. In addition, training programs were conducted for 15 waste bank managers and educational sessions on waste sorting were provided to 30 residents to strengthen local management capacity. The waste bank operates weekly through a structured process involving waste weighing, transaction recording, and sales to recycling

collectors, supported by a three-month mentoring program to ensure program sustainability.

From the perspective of the Triple Bottom Line (TBL), this initiative reflects the Planet dimension of corporate sustainability by focusing on environmental conservation, pollution mitigation, and emission reduction (Winayu, 2025). At the same time, the program also embodies the principles of Community Development CSR by empowering local communities to participate in solving environmental and socio-economic problems (Riyanti & Raharjo, 2021). Through this integrated approach, environmental CSR programs are not limited to environmental protection activities but also contribute to improving community awareness, skills, and participation in sustainable environmental practices.

The effectiveness of the program was evaluated using the Social Return on Investment (SROI) method, which demonstrates the measurable social, economic, and environmental value generated by the initiative. The SROI ratio of 1:2.81 indicates that every rupiah invested produces Rp 2.81 in combined social and environmental value, with a total estimated impact of Rp 646,000,000. The program contributed to a reduction of 5.59 tons of CO₂e emissions, savings of Rp 4.68 million generated from waste sales, and operational cost efficiencies estimated at Rp 130 million. These results indicate that environmental CSR initiatives can generate tangible economic and environmental benefits simultaneously, reinforcing the argument that sustainability-oriented CSR programs can produce multidimensional value for both communities and organizations.

Beyond quantitative impacts, the program also generated important behavioral and social outcomes. Residents involved in the program demonstrated improved waste sorting practices and greater environmental awareness, indicating a shift toward more sustainable community behavior. Such behavioral change is particularly significant in CSR initiatives because long-term environmental sustainability depends not only on infrastructure but also on the transformation of community practices and attitudes toward waste management.

The program's success was further recognized through the CID Environmental Award at the Pelindo TJSI Community Involvement & Development Awards 2025, which highlights the program's effectiveness in integrating environmental sustainability with community empowerment. From a strategic perspective, this recognition contributes to strengthening the company's corporate reputation by demonstrating its commitment to sustainable development and responsible environmental management. Programs that successfully combine

environmental impact, community empowerment, and measurable social value can therefore function as strategic CSR instruments that enhance stakeholder trust and reinforce the company's corporate image.

Strategic Program in the Maritime Economy Sector : Fisherman's Friend Crab Apartment

Image : Marine Empowerment



“Program apartemen kepiting ini menjadi solusi konkret untuk diversifikasi pendapatan nelayan yang selama ini sangat bergantung pada hasil tangkapan laut yang tidak stabil. Kami menggunakan sistem RAS yang memungkinkan budidaya kepiting soka dalam ruang terbatas dengan tingkat survival rate yang tinggi” (Narasumber 3).

The statement above illustrates that the Fisherman's Friend Crab Apartment program was designed as an economic empowerment initiative aimed at addressing the vulnerability of coastal livelihoods that depend heavily on fluctuating marine catches. By introducing mud crab cultivation through Recirculating Aquaculture System (RAS) technology, the company provides fishermen with an alternative income-generating activity that is less dependent on unpredictable fishing conditions. This approach reflects an effort to transform traditional fishing practices into more diversified and sustainable livelihood strategies.

The program was implemented in two coastal areas in Surabaya, namely Kelurahan Romokalisari and Kelurahan Tambak Osowilangun, involving 20 fishermen organized into two groups of ten participants each. The initiative aims to strengthen economic resilience within coastal communities by introducing vertical crab farming systems known as “crab apartments.” The implementation process began with Focus Group Discussions (FGD) to identify the needs and challenges faced by local fishermen, ensuring that the program design responded to real community conditions. This stage was followed by intensive training on mud crab cultivation techniques and independent feed production to enhance local technical capacity.

Collaboration with Institut Teknologi Sepuluh Nopember (ITS), particularly through its Center for Regional Potential Studies and Community Empowerment (PDPM), played a critical role in ensuring effective technology transfer and program

sustainability. The partnership enabled fishermen to gain access to technical knowledge related to aquaculture management and RAS technology. Continuous mentoring was provided for six months to ensure that participating groups were able to operate the cultivation system independently. This mentoring process highlights the importance of capacity-building components within CSR initiatives, where community empowerment is achieved not only through financial assistance but also through knowledge transfer and skill development.

From the perspective of the Triple Bottom Line (TBL), the program simultaneously reflects the People, Planet, and Profit dimensions of sustainability. The People dimension is represented by the empowerment of coastal communities through income diversification and capacity development. The Planet dimension is reflected in the use of environmentally friendly RAS technology that reduces pressure on natural marine resources by providing an alternative to overfishing. Meanwhile, the Profit dimension is evident in the creation of new economic opportunities for fishermen, which contributes to improved household income and local economic stability. In this sense, the program illustrates how CSR initiatives can integrate environmental sustainability with economic empowerment in coastal communities.

The program's overall impact, encompassing both Surabaya and Gresik locations, was evaluated using the Social Return on Investment (SROI) method. The resulting SROI ratio of 1:4.92, the highest among all TJSL programs implemented by PT Pelindo Terminal Petikemas, indicates that every IDR 1 invested generates IDR 4.92 in socio-economic value. The total estimated social value produced by the program reached IDR 938.2 million, demonstrating the significant economic and social benefits generated through the initiative. Key outcomes include increased fishermen's income, reduced operational costs through improved aquaculture practices, and strengthened community capacity to manage aquaculture-based livelihoods.

Beyond economic impacts, the program also contributes to strengthening stakeholder trust and corporate legitimacy. CSR initiatives that directly improve community livelihoods often generate stronger social acceptance and reinforce the company's reputation as a responsible corporate actor within local communities. The recognition of the program through the CID Marine Empowerment Award at the 2025 Pelindo TJSL Community Involvement & Development Awards further demonstrates the effectiveness of integrating technological innovation, environmental sustainability, and community empowerment within CSR initiatives. Such recognition not only validates

the program's social impact but also strengthens the corporate image of PT Pelindo Terminal Petikemas as an organization committed to sustainable maritime development.

Evaluation and Measurement of the Impact of TJSL Programs

"Setelah kita melaksanakan program, nanti kita evaluasi. Dari satu tahun pelaksanaan program selesai, setelah itu kita ukur. Nah dari itu nanti ada IKM, Indeks Kepuasan Masyarakat dan SROI. Itu pengukurannya pakai pihak ketiga yang kredibel, karena kalau kita pakai perusahaan sendiri, nanti takutnya overkill. Jadi SROI itu untuk mengukur dampak positif dari nilai ekonomi, kalau IKM itu untuk kepuasan masyarakat" (Narasumber 2).

The statement above shows that the implementation of TJSL programs at PT Pelindo Terminal Petikemas is supported by a structured evaluation mechanism aimed at measuring both program effectiveness and stakeholder perceptions. The company evaluates its initiatives using two key indicators: the Community Satisfaction Index (IKM) and the Social Return on Investment (SROI). The IKM measures the level of community satisfaction with the program implementation, while the SROI quantifies the socio-economic value generated by the CSR investment. This evaluation process is conducted through periodic monitoring consisting of quarterly reviews to track implementation progress, semi-annual assessments to evaluate outputs and operational challenges, and a comprehensive annual evaluation to measure broader program outcomes.

The use of an independent third party in conducting SROI assessments is intended to ensure objectivity and credibility in evaluating the impact of TJSL programs. External evaluation reduces the risk of internal bias and strengthens accountability in CSR implementation. From a theoretical perspective, the use of SROI reflects the growing emphasis on impact-oriented CSR evaluation, where companies are expected not only to report the amount of resources allocated to social programs but also to demonstrate the tangible social value created by those initiatives. By combining impact measurement (SROI) with community perception indicators (IKM), the company is able to assess both the measurable outcomes and the perceived benefits of its TJSL programs, which ultimately contributes to strengthening corporate legitimacy and stakeholder trust in the company's social responsibility practices.

The Impact of TJSL Programs on Corporate Image and Reputation

"Dampak positif yang dirasakan perusahaan dari program TJSL, pertama kalau citra udah pasti ya, citra perusahaan. Terus dengan stakeholder, pemerintah mau nggak mau kan akhirnya menjadi kenalkan dengan kita. Jadi meningkatkan koordinasi juga, harmonisasi. Selain branding kan juga ketika kita ada permasalahan atau ada keperluan, setidaknya kan kita sudah pernah menjalin hubungan baik, jadi mau nggak mau kita akan dibantu. Misalnya kita ikut nanam pohon di Jawa Tengah bareng dengan pak gubernur. Pemerintah Jawa Tengah kita dikasih penghargaan. Itu kan bukti, data empiris fakta, bukan kita ngarang di berita" (Narasumber 1).

The preceding statement shows that PT Pelindo Terminal Petikemas's TJSL activities help build corporate partnerships with important stakeholders, such local communities and government institutions, and also contribute to social development. By launching a number of environmental and social programs, the business is able to involve its stakeholders in a positive way, which helps with problem solving in terms of both operations and society at large. Public acclaim, gratitude from program participants, and favourable press coverage are all signs that TJSL projects are serving as tools for enhancing the organization's image. As a result of these achievements, PT Pelindo Terminal Petikemas is now seen as more than just a logistics operator; it is also a development partner that helps with local economic, social, and environmental problems. This strengthens the company's social license to operate.

More people are aware of TJSL's sustainability efforts because of the media coverage of its projects, such as the Green Movement Perak Barat and Teman Nelayan Apartemen Kepiting. By drawing attention to the company's efforts to foster environmental responsibility and community empowerment, good press and public acclaim serve to bolster a positive perception of the business. Recognised in several categories, PT Pelindo Terminal Petikemas' reputation was further enhanced at the Pelindo TJSL Community Involvement & Development (CID) Awards. These recognitions suggest that CSR programs help build the company's image as a responsible and long-term corporate player by highlighting its concrete social contributions (Effendi, 2021; Setiadi, 2023).

The Impact of Digital Publishing on Brand Awareness and PR Value

"Setelah kita melaksanakan program, nanti kita evaluasi. Dari satu tahun pelaksanaan program selesai, setelah itu kita ukur. Nah dari itu nanti ada IKM, Indeks Kepuasan Masyarakat dan SROI. Itu pengukurannya pakai pihak ketiga yang kredibel, karena kalau kita pakai perusahaan sendiri, nanti takutnya overkill." (Narasumber 2).

The statement above indicates that the evaluation of TJSL programs at PT Pelindo Terminal Petikemas is not limited to measuring social impacts through instruments such as the Community Satisfaction Index (IKM) and Social Return on Investment (SROI), but also involves assessing the effectiveness of communication strategies in disseminating program outcomes to the public. Digital publication plays an important role in communicating CSR initiatives to broader audiences and strengthening corporate visibility. The use of independent third parties in evaluating PR value and communication outcomes ensures objectivity and credibility in measuring the effectiveness of TJSL communication, particularly through indicators such as media exposure and the Advertising Value Equivalent (AVE) approach, which is widely used in public relations practice to assess the value of media coverage.

The impact of digital publication is reflected in increased engagement on the company's social media platforms, particularly Instagram @pelindoptk, where TJSL program content generates active audience participation through likes, comments, and shares. Such engagement indicates that CSR communication distributed through digital platforms contributes to increasing public awareness of the company's social initiatives and sustainability commitments. From a public relations perspective, the measurement of PR value through digital exposure aligns with the Evaluating the Program phase in the 4-Step Public Relations Model proposed by Cutlip, Center, and Broom, which emphasizes the importance of assessing communication outcomes in order to determine the effectiveness of PR strategies (Filayly & Ruliana, 2022). In this context, digital publication functions as a strategic communication channel that amplifies TJSL initiatives, strengthens brand awareness, and supports the formation of a positive corporate image.

The Impact of TJSL Programs on Corporate Image

“Dampak positif yang dirasakan perusahaan dari program TJSL, pertama kalau citra udah pasti ya, citra perusahaan. Terus dengan stakeholder, pemerintah mau nggak mau kan akhirnya menjadi kenal dengan kita... pemerintah Jawa Tengah kita dikasih penghargaan. Itu kan bukti, data empiris fakta.” (Narasumber 1).

The statement above indicates that TJSL programs implemented by PT Pelindo Terminal Petikemas contribute significantly to strengthening the company's corporate image and institutional relationships. Through consistent social and environmental initiatives, the company is able to build constructive engagement with key stakeholders, particularly government institutions and local communities. These relationships are reflected in various forms of recognition, including appreciation from local governments and awards received for TJSL program implementation. In 2025, PT Pelindo Terminal Petikemas received multiple awards at the Pelindo TJSL Community Involvement & Development (CID) Awards, reinforcing its reputation as one of the leading implementers of TJSL initiatives within the Pelindo Group. Such recognition demonstrates that CSR activities can function as strategic instruments for strengthening corporate legitimacy and building long-term stakeholder trust.

In addition to institutional recognition, the effectiveness of TJSL programs is also reflected in community perceptions of program benefits. The Community Satisfaction Index (IKM) of 93.24% for the Teman Nelayan Apartemen Kepiting program indicates a high level of beneficiary satisfaction, suggesting that the participatory approach used in the program successfully addressed community needs. This finding supports the concept that corporate image is formed through the interaction between corporate actions, stakeholder responses, and the organization's positioning within its social environment (Anggraeni et al., 2025). When CSR initiatives are perceived as relevant and beneficial by stakeholders, they contribute to the formation of a positive corporate image and strengthen the company's reputation as a socially responsible organization (Effendi, 2021).

Exit Strategy and Sustainability of TJSL Programs

“Program seperti Apartemen Kepiting itu bukan cuma soal lingkungan, tapi juga bagaimana nelayan bisa lebih sejahtera dan kelompoknya makin kuat” (Narasumber 1)

This statement reinforces the finding that the sustainability of TJSL programs is designed to generate interrelated impacts across environmental, economic, and social aspects.

Within a theoretical framework, this approach is in line with the concept of sustainable development, which emphasizes the creation of long-term impacts through a balance between economic, social, and environmental dimensions. Sustainability-oriented CSR enables companies to create long-term impacts that are not only felt by the beneficiaries but also strengthen the legitimacy and reputation of the company (Elkington in Dewi et al., 2024). The implementation of CSR based on the Triple Bottom Line is essential to achieve true sustainability, ensuring that corporate actions reflect a balance between social equity and environmental impact (Hilmy, et al., 2021).

Challenges and Solutions in the Implementation of TJSL Programs

“Solusinya kita nggak jalan sendiri, tapi kolaborasi dengan banyak pihak. Ada pelatihan untuk masyarakat, ada inovasi yang kita coba terapkan, dan kita rutin monitoring supaya tahu perkembangan program di lapangan” (Narasumber 4)

The quote shows that the problem-solving strategy is not carried out partially, but through an integrated approach that combines capacity building, technology utilization, and continuous monitoring.

From a theoretical perspective, this approach is in line with the concept of continuous evaluation and improvement in TJSL program management. Program evaluation is a crucial validation stage to ensure that TJSL programs have a real impact and are not merely symbolic, covering the measurement of program success to the level of community satisfaction (Community Satisfaction Index) (Filayly and Ruliana, 2022). This evaluation process allows companies to learn from program implementation experiences, identify weaknesses, and develop continuous improvements based on monitoring results and feedback from the field to increase the effectiveness and long-term impact of TJSL programs.

CONCLUSION

This research shows that PT Pelindo Terminal Petikemas's TJSL programs serve as a tool for strategic communication that helps build trust among stakeholders and a type of corporate social responsibility. Green Movement Perak Barat, Pelindo Juara Scholarships, and the Fisherman's Friend Crab Apartment program are just a few examples of the initiatives that have been developed and implemented

through TJSL's program planning and implementation process. Measurable indicators like the Community Satisfaction Index (IKM) and Social Return on Investment (SROI) allow for the evaluation of the programs' contributions. Incorporating principles of economic value generation (Profit), community empowerment (People), and environmental protection (Planet), these programs demonstrate the implementation of the Triple Bottom Line paradigm. The results also show how PR is crucial for getting the word out about TJSL projects via digital channels and involving stakeholders; this turns CSR into reputational capital, which improves the company's standing in the community and allows it to continue operating legally.

This research adds to the existing body of literature on corporate social responsibility (CSR) communication by providing theoretical evidence of the interplay between stakeholder involvement, PR communication tactics, and the implementation of TJSL as they pertain to state-owned firms and their impact on corporate reputation. In order to make sure that CSR programs are relevant and last, the results imply that businesses should improve their evidence-based planning by using systematic social mapping and continual effect evaluation. Stakeholder participation and business credibility may be further enhanced by improving digital communication tactics and publicly reporting program benefits. However, as this is a qualitative case study of just one organization, the results may not be applicable to other situations. Longitudinal studies to learn more about the social and environmental effects of TJSL programs in the long run, comparative studies across various BUMN sectors, or quantitative approaches to CSR communication and public perception could all be part of future research..

Author contribution

Author: Conceptualisation and Research Design, Data Collection, Methodology, Supervision, Writing Entire Paper, Conceptualisation, Data Collection and Analysis, Editing and Layouting. All Authors have read the final version of the paper.

Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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