

COMMUNICATION STRATEGY FOR THE CSR PROGRAM OF PT. PERTAMINA PATRA NIAGA IT SURABAYA (ANALYSIS OF SMITH & ROLAND'S THEORY)

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ABSTRACT

This research was motivated by the increasing demands on energy companies to carry out their social responsibilities in a sustainable manner through effective communication. PT. Pertamina Patra Niaga IT Surabaya, as a strategic operational unit, implements various Corporate Social Responsibility (CSR) programs in Ring 1 to Ring 3 areas in order to build harmonious relationships with the surrounding community. CSR is understood not only as a social activity, but as a strategic communication instrument that requires systematic planning and management. The purpose of this study is to analyze the communication strategy of the CSR Program of PT. Pertamina Patra Niaga IT Surabaya using the communication strategy framework of Smith & Roland (2005), which emphasizes the stages of situation analysis, audience identification, message formulation, media selection, and long-term relationship management with stakeholders.

This study uses a qualitative approach with in-depth interviews, field observations, and CSR document analysis. The data is analyzed descriptively and interpretively to assess the suitability of CSR communication practices with the Smith & Roland theoretical framework. The results of the study indicate that the success of CSR programs is greatly influenced by the implementation of dialogic and participatory communication at every stage. Aligning communication strategies has been proven to increase community involvement, minimize resistance, and strengthen social legitimacy and corporate image. Thus, CSR is a planned communication strategy that plays an important role in building long-term relationships and supporting sustainable development.

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1. INTRODUCTION

Corporate Social Responsibility (CSR) is a form of corporate commitment and responsibility that not only focuses on achieving economic profits, but also demands an ethical role that encourages companies to provide direct benefits to the surrounding

community and ensure the sustainability of the environment in which they operate. CSR is then considered a moral obligation, because the activities of companies that utilize various natural resources and interact with the surrounding social environment make the existence of these companies inseparable from the communities that are an important part of the business process. Thus, companies have an important role to play in giving back to society as a form of balancing internal and external responsibilities. In addition to being a moral obligation, CSR is also a business strategy that serves to strengthen the company's long-term sustainability. Through the implementation of planned and systematic CSR, companies can build a positive image, enhance their reputation, gain public trust, and create harmonious relationships with stakeholders. CSR can also be a competitive advantage, as companies that care about social and environmental issues are considered more credible, ethical, and sustainable (Wibisono, 2007).

Corporate Social Responsibility (CSR) in Article 74 of Limited Liability Company Law No. 40 of 2007 is positioned as a legal obligation for companies operating in sectors related to the utilization of natural resources. Thus, CSR is no longer merely a business ethics-based practice, but serves as a regulatory instrument to ensure corporate contribution to sustainable development. The article emphasizes that every company is required to implement social and environmental responsibilities as an integral part of its operational activities. The implementation of CSR must be budgeted as a component of company costs and carried out appropriately and proportionally in accordance with the principles of good corporate governance. Therefore, CSR can't be understood merely as a philanthropic activity, but rather as a corporate strategy that integrates legal compliance, social legitimacy, and environmental sustainability in the relationship between companies and the community. This obligation also implies that companies must balance their economic orientation with social and environmental responsibilities, because neglecting CSR implementation can result in normative sanctions and threaten the sustainability of company operations.

Meanwhile, according to Hba et al. (2008), the CSR 2.0 framework is reinforced by emphasizing that corporate transformation can only occur through the use of technology, multi-sector collaboration, and long-term social innovation. From a development communication perspective, as explained by Rogers (2003), innovation will have a significant impact when disseminated through an effective, planned, and participatory communication process. Therefore, communication strategies in transformative CSR must be able to bridge the relationship between companies, communities, and strategic partners, thereby creating a collaborative network that is sustainable and adaptive to change. Thus, both Visser and Hba et al. emphasize that modern CSR is no longer merely a symbolic activity, but rather the result of a strategic communication process that drives social change on a broader scale.

According to Prabowo (2009), Corporate Social Responsibility (CSR) in education has strategic value because it acts as a long-term social investment that can improve the quality of human resources and strengthen the competitiveness of society in a sustainable manner. Within the framework of sustainability-oriented development, educational CSR is no longer viewed merely as a philanthropic activity, but rather as a planned intervention to build an inclusive and responsive educational ecosystem that is in line with industrial needs and modern social dynamics. According to Prabowo, educational CSR not only

improves access to and quality of education, but also functions as a catalyst for social transformation that synergizes the roles of companies, educational institutions, and the community. For energy companies such as PT. Pertamina Patra Niaga IT Surabaya, the implementation of CSR is an important instrument in reducing potential social barriers, increasing community acceptance, and strengthening operational legitimacy. This study was conducted to provide an in-depth understanding of how CSR is implemented, the communication strategies used, and how it impacts the economic, social, and environmental sustainability of the communities surrounding the operational area.

This study differs from previous studies in that it focuses on the CSR Communication Strategy of PT. Pertamina Patra Niaga IT Surabaya based on the Smith & Roland framework, which emphasizes the importance of Communication Strategy in building relationships with stakeholders. Through this approach, the implementation of CSR Programs is analyzed in measurable terms in economic, social, educational, and environmental aspects to support sustainable development. A comparison with the research by Andrea Ilham Prakoso et al. on Pertamina AFT Adi Sumarmo's CSR Communication Strategy shows that a systematic, inclusive, and participatory approach can increase trust and collaboration with the community, which inspired the development of Pertamina Patra Niaga IT Surabaya's CSR Communication Strategy.

The urgency of this research stems from both academic and practical needs to comprehensively analyze the effectiveness of the Corporate Social Responsibility (CSR) communication strategy implemented by PT. Pertamina Patra Niaga IT Surabaya as a strategic entity in the state-owned energy sector ecosystem that interacts directly with the community and the environment, thus requiring accountable, participatory, and sustainability-oriented communication governance. In the energy sector, which has a high level of social and environmental risk, CSR not only functions as an image-building instrument but also as a mechanism for obtaining a social license to operate that is dynamic and responsive to the evolution of public expectations. Thus, research on CSR communication strategies is increasingly important to ensure that companies do not merely implement programs administratively, but are also able to function as a space for dialogue that strengthens the quality of the company's relationship with stakeholders.

The purpose of this study is to analyze the communication strategy of the CSR Program of PT. Pertamina Patra Niaga IT Surabaya using the communication strategy framework of Smith & Roland (2005), which emphasizes the stages of situation analysis, audience identification, message formulation, media selection, and long-term relationship management with stakeholders.

What is PT Pertamina Patra Niaga IT Surabaya's communication strategy for promoting its CSR Program to the communities surrounding the company's operations?

2.METHOD



Informants were selected using purposive sampling based on role criteria and direct assessment in the implementation of the CSR Program of PT. Pertamina Patra Niaga IT Surabaya. This strategy was chosen to ensure that the data obtained was conceptually relevant to Smith & Roland's risk analysis.

The informant criteria included:

1. Two Community Development Officers (CDOs) and One HSSE Officers of PT. Pertamina Patra Niaga IT Surabaya who were directly involved in the planning, implementation, and evaluation of the community CSR Program.
2. One Communication & Relations Officers of PT. Pertamina Patra Niaga Regional Jatimbalinus

3. One Village Officials and One Beneficiary Communities involved in the Program carried out by PT. Pertamina Patra Niaga IT Surabaya in Kebonsari and Jambangan, Surabaya.

Analytical Steps (Analytical Procedure)

1. Verbatim Transcription

All interviews were recorded and transcribed verbatim to preserve the integrity of the narrative meaning.

2. Open Coding

The data is read repeatedly to identify units of meaning related to elements of Smith & Roland's communication strategy, such as situation analysis, message design, media selection, and relationship management.

3. Axial Coding

Initial codes are grouped into broader conceptual categories, such as message quality (credibility, clarity, relevance), participation patterns, and feedback mechanisms.

4. Theoretical Mapping

Empirical categories are then systematically mapped onto the Smith & Roland framework to ensure explicit links between data and theory.

5. Data Triangulation

Validity is strengthened through triangulation of sources (CDO, community), methods (interviews, observation, documents), and context.

6. Audit Trail and Reflexivity

Researchers document analytical decisions and reflections on the researcher's position to increase transparency and enable procedural replication.

The qualitative research method applied involves data collection techniques such as in-depth interviews, participant observation, and document analysis to explore the subjective meaning and dynamics of the communication process, so that this study produces a holistic understanding of how Smith and Rollan's strategies are applied in a real context, with an emphasis on narrative interpretation rather than quantification. The theory used in this analysis is descriptive according to Sugiyono, who defines the descriptive approach as a method of describing phenomena as they are through the collection of factual data without manipulation variables, aiming to provide an in-depth picture of the actual conditions of these communication strategies.

Empirical findings from in-depth interviews with Community Development Officers (CDO) and beneficiaries in October 2025 show how the CSR communication process takes place through message planning, media selection, information delivery strategies, and feedback mechanisms which is participatory in nature. The entire process is closely related to the social construction that develops within the company environment, where CSR communication strategies serve as a bridge between corporate interests and community aspirations. This research is also relevant because it shows how state-owned entities are under regulatory and social pressure that demands a higher level of transparency, accountability, and public participation in CSR management. In energy companies such as Pertamina Patra Niaga, communication is a crucial element given that sensitive issues such as operational safety, environmental impact, air quality, and social relations with communities around terminals require accurate, strategic information

delivery accompanied by adequate opportunities for public participation. Therefore, the urgency of this research lies in the importance of ensuring that CSR communication strategies are not only a medium for one-way information dissemination, but also develop into a mechanism capable of shaping positive perceptions, deepening public understanding, creating more constructive relationships, and strengthening corporate legitimacy. Academically, this research makes a significant contribution to the study of development communication and corporate communication, particularly in understanding dialogical CSR practices in the energy industry, which is strategic, complex, and has long-term implications for community welfare and environmental sustainability.

The effectiveness of the Corporate Social Responsibility (CSR) communication strategy implemented by PT. Pertamina Patra Niaga IT Surabaya was analyzed through the perspective of Smith & Roland, who view communication as a strategic process that includes situation analysis, audience mapping, message design, media selection, and long-term relationship management with the public as integral elements of organizational planning. Within this framework, CSR communication requires formative research to identify community needs, communication barriers, and social perception dynamics before messages are developed and disseminated. This study examines the extent to which companies are able to produce messages that meet Smith & Roland's principles of message quality, including credibility, consistency, clarity, relevance, and the ability to reduce ambiguity so that the values of sustainability, social awareness, and the benefits of CSR Programs can be fully understood by the beneficiary community. The analysis also focused on the implementation of informative, persuasive, educational, and participatory messaging strategies tailored to the characteristics of the target audience, including how strategic framing was used to frame social issues addressed through CSR Programs. On the other hand, this study examined the selection of media based on Smith & Roland's media taxonomy through the use of interpersonal communication (FGDs, socialization, village deliberations), organizational media (Instagram, official websites, documentary videos, internal publications), and local news media to expand the reach of messages, increase exposure, and facilitate public understanding, while assessing their suitability with the principle of media appropriateness, which emphasizes the suitability of media to communication objectives, message complexity, and audience needs. Furthermore, this study positions relationship management as a central component of CSR communication strategy, in line with Smith & Roland's concept of relational maintenance, which emphasizes transparency, two-way dialogue, consistency of interaction, and continuity of the relationship between the company and the community. Through interview data with beneficiaries, this study identifies how communities interpret their involvement, assess the benefits of the program, and respond to the company's presence, thereby determining whether the communication strategy implemented has produced relational outcomes such as trust, commitment, satisfaction, and social legitimacy. Thus, this study confirms that CSR communication strategies are not merely a process of disseminating information, but rather a series of complex, measurable, and long-term strategic communication activities that not only shape public meaning but also determine the success of companies in integrating themselves into the social environment through responsive, participatory, and sustainable communication practices.

PT. Pertamina Patra Niaga IT Surabaya's CSR Program serves as a strategic communication tool that not only conveys corporate messages but also builds long-term,

mutually beneficial relationships between the company and the community. Within the framework of communication science, the implementation of CSR is closely related to the process of shaping corporate image, building public trust, and gaining social legitimacy, all of which are formed through continuous interaction between organizational actions and public perceptions of those actions. A systematically designed CSR Program can essentially become a powerful medium of non-verbal communication, where every social activity, economic empowerment program, and environmental intervention carried out by the company becomes a tangible representation of the organization's commitment to sustainability and improving the quality of life of the community. Therefore, this study is of significant importance in assessing whether these CSR initiatives function as effective communication mechanisms or merely remain symbolic without bringing about substantive change for the beneficiary communities. Through in-depth interviews, this study explores people's perceptions of their level of involvement in the planning process, the relevance of programs to local needs, and the social, economic, and ecological changes they have experienced after participating in CSR Programs. These findings form the basis for distinguishing between substantive CSR that truly targets community welfare and symbolic CSR that is more focused on image building without any real impact. Furthermore, this study also reviews the impact assessment mechanisms implemented by companies as part of a strategic communication cycle that reflects transparency, accountability, and the organization's ability to make continuous improvements based on public feedback. This evaluation is used to assess the extent to which messages conveyed through CSR are positively received by the community, whether they meet public expectations, and whether companies are able to maintain consistency between the messages communicated and the actions realized. Through in-depth interviews, this study explores people's perceptions of their level of involvement in the planning process, the relevance of programs to local needs, and the social, economic, and ecological changes they have experienced after participating in CSR Programs. These findings form the basis for distinguishing between substantive CSR that truly targets community welfare and symbolic CSR that is more focused on image building without any real impact. Furthermore, this study also reviews the impact assessment mechanisms implemented by companies as part of a strategic communication cycle that reflects transparency, accountability, and the organization's ability to make continuous improvements based on public feedback. This evaluation is used to assess the extent to which messages conveyed through CSR are positively received by the community, whether they meet public expectations, and whether companies are able to maintain consistency between the messages communicated and the actions realized.

3. RESULTS AND DISCUSSION

PT. Pertamina Patra Niaga IT Surabaya is one of the State-Owned Enterprises (SOEs) operating in the Surabaya Fuel Terminal area, located at Jalan Perak Barat 277, Surabaya City. The company plays an active role in implementing various Environmental Social Responsibility (ESR) activities in its operational area. The implementation of the CSR Program by PT. Pertamina Patra Niaga IT Surabaya is carried out as a form of fulfilling corporate responsibility, which is formulated based on the results of social mapping and company strategy formulation that has been analyzed previously.

The main characteristics of PT Pertamina Patra Niaga IT Surabaya's CSR program are that it is needs-based, participatory, and medium to long-term. These characteristics have a direct implication on the effectiveness of the communication strategy. Programs such as Geblak Jambangan and Social Forestry show that communication initiated by Social Mapping and FGDs results in a sense of ownership, so that behavioral changes (not littering in rivers, mutual cooperation, forest protection) are more sustainable.

Table 1 : CSR Programs of PT. Pertamina Patra Niaga IT Surabaya

Program Name	Ring: Location	Short Description
Community Empowerment of Tanjung Perak	Ring 1: Tanjung Perak	A community empowerment program focused on improving social and economic capacity in the Tanjung Perak area.
Disability Empowerment Program	Ring 1: Tanjung Perak	A program aimed at supporting and empowering people with disabilities through skills development and social inclusion activities.
Lentera Pagesangan	Ring 2: Pagesangan	A community-based empowerment program designed to strengthen social resilience and economic independence.
Kampung Ekoparian Geblak Jambangan	Ring 2: Jambangan	An eco-friendly community village initiative promoting environmental awareness, currently categorized as an exit program.
Satu Padu	Ring 2: Jambangan	A social empowerment initiative in Jambangan that has completed its support stage and is now an exit program.
Biodiversity and Social Forestry Program - Jatiarjo Village	Ring 3: Pasuruan	A conservation and social forestry initiative implemented in Jatiarjo Village, Prigen, Pasuruan, focusing on biodiversity protection.

Source: Results of the interview with the CDO

Mapping CSR Program Obstacles to the Smith & Ronald Strategy Stages

Informant: Mrs. Puji (Beneficiaries of the Geblak Kebonsari CSR Program)

Smith & Ronald Strategy Stages	Barrier Findings	Strategy Formulation
Situation Analysis	Pros and cons of the community regarding road construction and use of private land	Identification of the interests of residents who are directly and indirectly affected
Audience Analysis	Differences in perception between residents who have access to main roads and those who do not	Audience segmentation based on access and level of need
Message Formulation	Security and crowd concerns	Message emphasizes long-term benefits and tangible impact

Implementation	Initial resistance and rejection	Dialogic approach and proof through tangible results
Evaluation	Changes in residents' attitudes after the program was implemented	Success was measured by the acceptance and maintenance of facilities

Informant: Mr. Muji (Beneficiaries of the Geblak Jambangan CSR Program)

Smith & Ronald Strategy Stages	Barrier Findings	Strategy Formulation
Situation Analysis	High mobility of seasonal residents	The program is designed to be flexible and sustainable
Audience Analysis	The audience is transient and difficult to reach	RT and local heroes as key communicators
Message Formulation	Environmental messages are quickly forgotten	Repeated, practice-based education
Implementation	Inconsistent behavior of boarding house residents	Aliran Sungai School and youth organization involvement
Evaluation	The challenge of maintaining sustainability	Focus on community care and collaboration

Based on the interview results, the emergence of communication barriers in Kampung Geblak Kebonsari and Kampung Wisata Ecoparian Geblak Jambangan was caused by differences in understanding among the community, resulting in miscommunication. This situation prompted PT. Pertamina Patra Niaga IT Surabaya to formulate a more effective Communication Strategy so that the implementation of the Corporate Social Responsibility (CSR) Program could be successful, both in Kampung Geblak Kebonsari and Kampung Wisata Ecoparian Geblak Jambangan.

Communication Strategy is a way of planning and managing communication in order to achieve specific goals with clear and coordinated messages. Effendy states that Communication Strategy must be able to change the way of thinking, opinions, and actions of the target audience (Effendy, 2003). Communication Strategy can be understood as a series of communication activities or campaigns that provide information or persuade, with the aim of building understanding and support for an idea, concept, issue, product, or service in a planned manner. This effort is carried out by an organization, whether profit-oriented or non-profit, by setting clear objectives, designing specific steps, and preparing various alternative strategies based on research and evaluation results. However, the application of strategic communication is not limited to Public Relations practices alone (Smith & Roland, 2005). In Wibisono's theory (Kurniawan, Hidayat, et al., 2015), he states that there are four stages in implementing a CSR Program, namely planning, implementation, evaluation, and monitoring.

Public Relations is closely related to Corporate Social Responsibility (CSR) because it aims to improve the company's image. CSR is a long-term Public Relations strategy designed to build harmonious relationships and improve the public's positive perception of the company (Smith, 2011).

CSR Communication Strategy of PT. PERTAMINA PATRA IT Surabaya

The Corporate Social Responsibility (CSR) Communication Strategy of PT. Pertamina Patra Niaga IT Surabaya was formulated by considering the problems that had arisen previously. The condition of the settlements facing away from the river caused the area along the riverbank to appear dirty because it had not been optimally managed by local residents. This situation occurred due to a lack of understanding and limited technology in waste management. Most of the community still disposes of waste in the riverbank area, which then produces an unpleasant odor. This situation has led to environmental pollution and has the potential to disrupt the health of the community in the surrounding area.

In implementing its Corporate Social Responsibility (CSR) Program in Kampung Geblak Kebonsari and Kampung Wisata Ecoparian Geblak Jambangan, PT. Pertamina Patra Niaga IT Surabaya encourages community involvement to be more active in addressing waste and garbage disposal issues in the area. In this study, Communication Strategy plays a very important role in ensuring that the CSR Program runs effectively. This is because through the right Communication Strategy, various activities in the implementation of the CSR Program can be directed and controlled in a more structured manner. Thus, the achievement of program objectives is greatly influenced by the quality of planning and the establishment of the Communication Strategy applied.

The three stages of the Communication Strategy Implemented by PT. Pertamina Patra Niaga IT Surabaya in the executions of its CSR Program

1. Planning of the CSR Program at PT. Pertamina Patra Niaga IT Surabaya

During the planning stage, PT Pertamina Patra Niaga IT Surabaya's CSR communication strategy began with social mapping to identify the potential, issues, and characteristics of the community in each Ring area. This activity is in line with the formative research stage in Smith & Roland's theory, where organizations first understand their audience before formulating a communication strategy. The results of the social mapping then form the basis for the preparation of a five-year CSR strategic plan, which is translated into annual work plans and updated periodically. In the planning process, the company also involved the community through Focus Group Discussions (FGD) as a form of two-way communication to develop programs that are relevant to the needs of the community. CSR program planning is not only oriented towards the implementation of activities, but also considers the potential economic, social, environmental, and welfare impacts, even though not all programs are able to cover all four aspects of impact simultaneously.

2. Implementation of the CSR Program at PT. Pertamina Patra Niaga IT Surabaya

During the implementation phase, the CSR communication strategy is realized through the implementation of community empowerment programs, supporting infrastructure development, training, and charitable activities. This phase is in line with the concept of program implementation in Smith & Roland's theory, where CSR messages are conveyed through concrete actions that can be directly felt by the community. Program implementation is carried out with intensive assistance from Pertamina's Community Development Officers (CDOs), who regularly visit the field to communicate directly with the target communities. Monitoring is conducted periodically, at least once a month, and can even be carried out several times a week for certain programs, depending on the needs and dynamics in the field. The communication pattern used is interpersonal and flexible,

adapting to the pluralistic community with diverse backgrounds. This approach is clearly seen in the Social Forestry Program, which is implemented through stages of group management training, provision of supporting facilities, construction of water pipelines, and planting of productive trees as part of the sustainable empowerment process. The implementation of the CSR initiatives commenced in **2019** through the development program targeted at the community of **Kampung Geblak Kebonsari**. This initiative was described by Mrs. Puji, a beneficiary of the CSR Program residing in the Kebonsari area, as follows:

“Prior to the implementation of Pertamina’s CSR Program, the riverbank area was characterized by slum conditions, significant waste accumulation, and the absence of proper access routes for residents living along the river. Following the intervention of Pertamina’s CSR Program, this road was opened and transformed into the main communal pathway. What was once inaccessible is now connected through a rear access route that enables improved social interaction. The community collectively agreed to rejuvenate the area and undertake the ‘Balik Kanan’ movement. This is the reason the program is referred to as *Geblak*, an abbreviation of *Gerakan Balik Kanan* (Right-Turn Movement), symbolizing that residents along the riverbank would no longer turn their backs on the river.

The area has since become cleaner, complemented by the development of a small garden, pedestrian pathways, and a park facilitated by Pertamina’s CSR Program including the installation of a heart-shaped photo spot and *Anjang-Anjang*. Several facilities have also been formally acknowledged by the Surabaya City Government, which subsequently provided public street lighting (PJU) after the road was opened. This access road has proven highly beneficial, particularly for children who attend the Qur’an Learning Center (TPQ) across the riverbank, as they now have a safe and designated route.”

The establishment of greenery and the opening of the access road have additionally enabled residents to conduct community events and religious gatherings, which were previously constrained by the lack of adequate space. Before COVID-19, the community also operated an environmental-education-based tourism area, which included a Waste Bank, riverboat environmental tours, and a community dock also supported by Pertamina’s CSR Program. However, the tourism activities were discontinued during the pandemic due to operational limitations and insufficient boat facilities. Despite this, Pertamina’s CSR support for the dock construction and boat repairs remains notable.”

In the same year (**2019**), PT. Pertamina Patra Niaga IT Surabaya expanded its CSR efforts through the development of the **Geblak Jambangan Ecoparian Tourism Village**. This was further elaborated by Mr. Mujiono, the head of RT 05 in Jambangan District:

“Pertamina has provided numerous programs for the Jambangan community, particularly for Kampung Geblak Jambangan. These include various training sessions aimed at enhancing economic capacity, such as Ecoprint Batik Training and Eco Enzyme Production Training.

The River Flow School Program represents a multi-phase initiative spanning initial to advanced stages and is closely integrated with the Geblak Jambangan (Gerakan Balik Kanan Jambangan) Movement. Its primary objective is to support the preservation of the Surabaya River. Historically, houses in this area faced away from the river, leading residents to dispose of unused household items directly into the water and engage in bathing, washing, and defecating (MCK) activities along the riverbank, contributing to environmental degradation.

The Geblak Jambangan Program aligns with the Surabaya City Government's efforts to improve environmental behavior among riverbank communities. Pertamina's CSR Community Development Officer (CDO) observed the area's conditions and projected its potential for long-term intervention. With Pertamina's support, the program successfully encouraged community behavioral change. Subsequent training programs included Rescue Geblak Training and continued implementation of the River Flow School.

The River Flow School also engaged local youth groups (*karang taruna*), who were trained to disseminate knowledge on water conservation, cultivation techniques, and plant maintenance. After receiving training from Pertamina's CSR team, these youths became peer educators within the community. Pertamina additionally supported the installation of a Solar Power Plant (PLTS) at the Geblak Jambangan Café, demonstrating its commitment to renewable energy initiatives within the area."

Ecoprint Batik Training introduces a natural-dye textile technique using organic materials such as leaves, flowers, stems, and other plant parts containing natural pigments. The coloring process is carried out by pressing the plant materials directly onto the fabric, allowing pigment transfer through natural extraction.

Eco Enzyme Production Training is an educational activity aimed at teaching communities to process household organic waste into environmentally friendly multipurpose liquid through the fermentation of fruit and vegetable scraps mixed with sugar and water.

Rescue Geblak Jambangan Training is designed to enhance the emergency preparedness and response capabilities of community members and volunteers. Participants receive training in victim evacuation, basic medical first aid, the use of simple rescue equipment, and effective teamwork to mitigate risks, reduce casualties, and strengthen community resilience.

In 2021, the Geblak Jambangan Ecoparian Tourism Village Program won the Climate Village Program Award (PROKLIM LESTARI GEBLAK JAMBANGAN) from the Ministry of Environment and Forestry (KLHK) and PT. Pertamina Patra Niaga IT Surabaya won the Proper Gold Award from the Ministry of Environment and Forestry (KLHK). The Proper Gold Award is the highest award for companies that exceed environmental compliance and have a broad social impact, demonstrating excellence in environmental performance and sustainable social responsibility.

In 2021, PT. Pertamina Patra Niaga IT Surabaya implemented the Satu Padu (Integrated Agricultural Business Center) Training Program in Jambangan. This initiative involved members of the PKK women's group and aimed to cultivate an independent food security ecosystem by training participants to plant, maintain, process, and utilize their own agricultural products. Examples of processed products include ice cream, mushroom chips, catfish floss or nuggets, and sacha inchi oil (Based on the report by Abdullah Munir in *Radar Surabaya*, published on November 5, 2023, <https://radarsurabaya.jawapos.com/surabaya/773223798/pertamina-patra-niaga-jatimbalinus-kembangkan-program-satu-padu-untuk-ketahanan-pangan-di-jambangan>).

In 2021, PT. Pertamina Patra Niaga IT Surabaya introduced the Lentera Pagesangan Program, addressing socio-ecological issues faced by communities along the Surabaya River. The program promoted integrated waste management through the establishment and development of 13 waste banks distributed across the subdistrict. Digitalization efforts were carried out by enhancing facilities and building capacities related to waste bank

operations, oil-waste collection, water banks, product banks, and waste-reporting mechanisms.

In 2022, PT. Pertamina Patra Niaga IT Surabaya implemented a CSR Program focusing on the development of a Community Sewing Group in the Ring 1 area of Tanjung Perak, Surabaya. The program aimed to enhance vocational skills and economic independence by providing comprehensive sewing training from basic techniques to product creation suited for small businesses and creative industries. The program opened pathways for employment and entrepreneurial opportunities, thereby contributing to household income improvement and strengthening sustainable relationships between the company and the surrounding communities.

In 2024, PT. Pertamina Patra Niaga IT Surabaya initiated a Biodiversity and Social Forestry Program in Jatiarjo Village, Prigen District, Pasuruan, East Java. This program focuses on empowering forest-adjacent communities living on the slopes of Mount Arjuna through the LPHD Arjuna Lestari group, composed of local residents. The program serves as a long-term solution to land disputes between the community whose livelihoods depend on forest resources and Perhutani, which claims jurisdiction over the area. Through the Social Forestry scheme, clear boundaries are established between community-managed lands and Perhutani-administered areas.

In 2024, PT. Pertamina Patra Niaga IT Surabaya provided Group Management Training, laptops, stationery, land boundary markers, and a piped water distribution system to address the limited water access considering that the water source is located approximately one kilometer from the residents' agricultural fields.

In 2025, the Program was extended through The Planting Of Productive Tree Species such as durian, jackfruit, avocado, and coffee identified as key commodities accompanied by training for community members to serve as forest ranger partners (*Mitra Polhut*) to enhance their capacity in sustainable forest conservation.

3. Evaluation and Monitoring of PT. Pertamina Patra Niaga IT Surabaya

The evaluation stage of the CSR communication strategy is carried out through regular monitoring and assessment of the progress and achievements of each program. This evaluation is in line with the evaluative research stage in Smith & Roland's theory, which emphasizes the importance of measuring the effectiveness of communication programs. Impact measurement is carried out with reference to the Kompas Sustainability indicators, which cover economic, social, environmental, and well-being impacts. The evaluation results are used as a basis for improving and adjusting the CSR work plan for the next period. In addition to program achievements, the evaluation also considers social dynamics in the community, such as conflicts of personal interest, differences in background, and the role of local stakeholders in CSR implementation. Thus, the evaluation not only serves to assess the success of the program, but also acts as a feedback loop that strengthens the sustainability and effectiveness of the company's CSR communication strategy.

a. Social Mapping

The Public Relations unit initiates its intervention by conducting an extensive information-gathering and data-collection process prior to determining subsequent strategic actions. Social Mapping constitutes a systematic method for acquiring social information to gain a comprehensive understanding of community structures, intergroup

relations, available resources, access to opportunities, and socio-cultural dynamics that shape community life. As articulated by Mikkelsen (2005), Social Mapping serves as an analytical foundation for designing socially responsive and contextually appropriate intervention strategies. Within the CSR implementation process, this stage aligns with the program planning phase, wherein potentials, social problems, and community needs are critically examined to ensure that CSR initiatives are well-targeted and sustainable.

b. Planning

Before executing CSR Programs, Public Relations develops a planning framework that outlines strategic steps required to address identified community issues based on actual field conditions. At PT. Pertamina Patra Niaga IT Surabaya, the CDO formulates strategic plans and work plans derived from Social Mapping findings. Collaborative discussions with the Fostered Communities also play a vital role in refining these planning documents, ensuring that the Strategic Plan and Work Plan reflect community aspirations and empirical needs. These documents serve as essential managerial tools that enable the company to forecast program success, allocate resources more effectively, and anticipate potential risks in future implementation processes.

c. Communication

Public Relations is responsible for facilitating two-way communication processes that aim to build, maintain, and enhance a positive corporate image among stakeholders. At PT. Pertamina Patra Niaga IT Surabaya, communication strategies are operationalized through structured discussions with Fostered Community Groups, functioning as participatory platforms for dialogue, feedback exchange, and collaborative decision-making.

The Regional Office of PT. Pertamina Patra Niaga Jatimbalinus disseminates program-related information through press releases distributed across print media, online platforms, and social media channels, accompanied by direct field socialization efforts regarding the implementation of the CSR or Environmental Social Responsibility (TJSL) programs. CSR initiatives are designed by the CDO and subsequently proposed to the Regional Office for review, approval, and financial endorsement. Once approved, program implementation is executed by the CDO, who directly engages with governmental stakeholders and beneficiary groups in the field. The Regional Office supports these activities by preparing and distributing communication materials to inform the wider public about Pertamina's TJSL implementation as part of its transparency and stakeholder engagement commitments.

The Impact of CSR Implementation by PT. Pertamina Patra Niaga IT Surabaya on the Surrounding Communities and the Environment in Its Operational Area

The Sustainability Compass represents an advancement of the sustainability concept, emphasizing practical implementation. This framework employs the analogy of cardinal directions as indicators to assess various impact dimensions. The North/Nature symbol represents the environmental impacts generated by a program, the East/Economy symbol indicates the resulting economic impacts, the South/Social symbol reflects impacts measurable through social aspects, and the West/Well Being symbol denotes the conditions created or aspired to, serving as the ideal benchmark to be achieved.

Economic Impact: Increases in income, savings on electricity costs through the use of solar panels, reductions in production costs for MSMEs, and higher group income that is reinvested to develop the group Economic Example: In Ring 1, there is a Sewing Program. Women are provided with sewing training and sewing machines, enabling them to accept sewing orders and earn an income. Previously unemployed, these women now have a source of revenue.

Social Impact: Involvement of vulnerable or underprivileged communities, and the number of people benefiting from CSR Programs. Social Example: In Pagesangan, 128 people benefited as Waste Bank managers, 26 people participated in Fish Farming management, 60 people attended River Flow School training, and 42 Sula cadres across Surabaya participated in making Eco-Enzymes together. CSR social impact reaches hundreds of community members within a single village. In Ring 1, under the Tanjung Perak Community Empowerment program, 12 women became skilled in sewing. They were previously only housewives.

Environmental Impact: At Lentera Pagesangan, we developed a Household Wastewater Treatment Plant (IPAL), and the treated water is used for fish farming. This demonstrates environmental impact through waste management and pollution reduction. Solar panel use reduces electricity consumption from PLN, and tree planting in Social Forestry programs increases oxygen production, which can be measured. The Eco-Enzyme program transforms organic waste, reducing the volume of organic waste disposed of directly, including through support for 13 Waste Banks in Lentera Pagesangan, 2 Waste Banks in Tanjung Perak, and 1 Waste Bank in Jambangan. Other environmental impacts are smaller but meaningful, such as coral reef preservation, which is part of marine ecosystem conservation, including biodiversity programs on Bawean Island. The River Flow School educates the community not to throw waste into rivers, aiming to change behavior so participants no longer pollute waterways.

Well-Being Impact: Definition of well-being: increased prosperity. Several households have improved their welfare by joining fish farming groups. Group members, who previously did not interact, now participate in collective activities, such as regular Waste Bank events, enhancing social cohesion. The “Geblak” program (Back to Right Movement) in Pagesangan encourages community collaboration, such as joint cleaning and painting during pre-Independence Day activities. Residents who previously neglected the riverside now actively maintain and beautify the area. Awareness in waste sorting and management has grown, with women trained in Eco-Enzyme production now able to make it independently at home.

Based on interviews with Informants 1 and 2, the implementation of CSR at PT. Pertamina Patra Niaga IT Surabaya reflects the application of a communication strategy that is in line with Smith & Roland's (2005) theory, which emphasizes the relationship between audience analysis, message framing, and feedback in ensuring program effectiveness. The company maps the potential and problems of the community through FGDs and routine monitoring, then adjusts its CSR programs ranging from community empowerment, disability, to environmental conservation to the specific needs of the community, creating different economic, social, environmental, and welfare impacts. The communication strategy is adaptive, involving direct interaction, intensive monitoring, and annual adjustments to the five-year Strategic Plan. Obstacles arise from community pluralism, individual conflicts of interest, and the involvement of external stakeholders, but

through clear message framing and CDO neutrality, the company is able to maintain social cohesion and program effectiveness. This analysis shows that the success of CSR lies not only in technical implementation, but also in strategic communication capabilities that balance community participation, transparency, and responsiveness to social dynamics, in accordance with Smith & Roland's principles regarding the relationship between context, message, and audience.

4. Conclusion

The implementation of Corporate Social Responsibility (CSR) by PT. Pertamina Patra Niaga IT Surabaya demonstrates that CSR is not merely a moral or legal obligation, but a planned, participatory, and sustainable corporate communication strategy. Programs such as Kampung Geblak, River Flow School, Satu Padu, Lentera Pagesangan, Ring 1 Sewing Training, and Social Forestry have successfully promoted behavioral changes within communities, enhanced community participation, and strengthened environmental awareness. Tangible impacts are evident in economic aspects (income and skill improvement), social aspects (collaboration and inclusivity), environmental aspects (waste management and conservation), and community welfare (improvement of living standards and social cohesion). These findings emphasize that communication strategy is a critical determinant of CSR success, as systematic planning, participatory implementation, and continuous evaluation ensure program messages are effectively received and potential conflicts are minimized. The application of dialogic communication and intensive monitoring reinforces trust, social legitimacy, and long-term relationships with the community. From the perspective of Smith & Roland (2005), CSR success is also influenced by the company's ability to conduct audience analysis, message framing, media selection, and relational maintenance, making CSR communication not only informative but also adaptive, contextual, and sustainable.

Thus, the CSR initiatives of PT. Pertamina Patra Niaga IT Surabaya contribute strategically to enhancing corporate image, supporting sustainable operations, and delivering tangible and measurable community empowerment.

Future research may be conducted by expanding its focus to compare CSR communication strategies across various units within PT. Pertamina Patra Niaga as well as similar state-owned enterprises (SOEs). This is important because such comparisons can provide a more comprehensive understanding of strategy effectiveness, differences in approaches based on community characteristics, and the diverse impacts that emerge across regions. In addition, subsequent studies may incorporate quantitative measurement methods such as community perception surveys, social media analysis, or CSR Program performance indices to ensure a more objective assessment of communication effectiveness.

Further research may also undertake a deeper analysis by integrating digital communication strategies. The use of information technology and digital media is increasingly essential in building relationships between companies and the public. Studies investigating how communities form opinions about CSR through online media, how CSR messages are received and interpreted by different societal groups, and how companies can enhance public understanding of CSR Programs through branding and storytelling may also be developed. Research involving perspectives from communities that do not receive program benefits could offer new insights into broader public acceptance and reveal potential communication challenges that were not observed in prior studies.

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