

Corporate Communications in Contribution to Addressing Environmental Problems: Case Study of an Indonesian State Oil Company

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Abstract. This study aims to explain the corporate communication of state oil companies through CSR in contributing to overcoming the problems of peatland fires and coastal abrasion. This research uses a qualitative approach with case studies. Research findings indicate that Pertamina's CSR communication targets farmer groups in dealing with peatland fires, namely establishing good relations, strengthening farmer group institutions, and connecting with other stakeholders or groups. Meanwhile, to overcome coastal abrasion, Pertamina empowers fishing groups in meetings, provides training and develops innovations to conserve mangroves. CSR communication to overcome the problem of forest fires and abrasion is carried out by developing ecotourism through community-based tourism (CBT). CSR activities are carried out with a limited area scale, so that it seems only for publication and corporate imagery. However, the company's communication with CBT can be an effective communication model in making people aware of protecting the environment. The Peat Arboretum and Mangrove Education Center are not only tourist destinations, but also a medium of communication for environmental education for the community. Environmental communication is not only directed to the local community, school students, and youth, but also to visitors, for media coverage and discussions on social media.

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Corporate environmental communications must be integrated with communication channels and stakeholders to support sustainable environmental development.

Keywords: corporate communication; CSR; environmental communication; CBT; sustainable development

Introduction

Environmental problems like pollution, forest fires, and climate change are real problems (Chaichana et al., 2019). The risk of this environmental change can impact the social and economic life of the community (Fredriksson & Olsson, 2014). Likewise, in Bengkalis Regency, Riau Province, Indonesia, peatland fires have been a major problem for the past 20 years. Peatlands are not only easily combustible but also have very complex problems. Some of the problems are related to land ownership, which is dominated by people outside the village and managed by workers from outside the village, the shift from rubber plantations to oil palm plantations, and the habit of people clearing land by burning (Arifudin et al., 2019). This habit also directs the expansion of oil palm plantations in Indonesia (Runtuboi et al., 2021). This forest conversion does bring economic benefits in the short term, but also carries significant environmental and economic risks in the long term, such as health and economic problems due to peat fires, loss of biodiversity and land subsidence (Uda et al., 2017).

In addition, damage to mangrove areas and abrasion are fundamental problems in the coastal areas of Riau. Riau Provincial Government in 2018 showed data that the damage to mangrove areas of Bengkalis alone reached 8,090 hectares (Susanto, 2019). Abrasion and exploitation of mangroves for building materials, charcoal and firewood has damaged mangrove forests. Law enforcement on perpetrators of mangrove forest destruction is still weak, this is also the cause. This damage has an impact on ecosystems like the absence of coastal protection, saltwater intrusion, degradation of shrimp, and fish life so that fishermen's marine products decline. This damage has an impact on the environmental quality of coastal ecosystems, so efforts are needed to unravel these problems (Putra et al., 2015).

In this case, corporate environmental communication through conservation programs becomes important. Environmental communication to resolve environmental damage needs to be emphasized to the local community and must receive support from various stakeholders (Gunathilaka, 2020). One of the integrated management is the corporate communications involvement through corporate social responsibility (CSR) in order to help preserve the environment and the company in a sustainable manner (Bickford et al., 2017; Dubravská et al., 2020). The existence of CSR does not only support the formation of a positive corporate image, but also increase the awareness of internal and external audiences (Dutta & Imeri, 2016). In addition, CSR has a role in campaigning for environmental issues such as forest and land fires, mangrove damage, or climate change. On the other hand, the company's role in preserving the environment must pay attention to environmental aspects and the existence of the surrounding community (Widhagdha et al., 2019). The existence of the local community is the main stakeholder in achieving sustainable development, especially in the development of tourism (Lundberg, 2017).

Nowadays, the society has a high awareness of social, environmental, and humanitarian issues so that it has an effect on increasing stakeholder expectations regarding corporate social responsibility (CSR) practices (Testarmata et al., 2018). To meet the ever-increasing demands for environmental care, companies need to include environmental aspects in their business models. The increasing trend of CSR is followed by increased communication (Faisal et al., 2019). Even environmental performance indicators are very important for a company today. Therefore, corporate communication is considered as an important component to gain legitimacy related to this (Fredriksson & Olsson, 2014).

The underlying principle of CSR, whether for the private or public sector, is that the company is socially responsible (Bickford et al., 2017). With that responsibility, a company can be considered committed if it produces a positive impact on local communities and the environment. Corporate communications behave ethically not only to maintain and to improve business life, but also to contribute to the tourism and economic development of the community. Several studies show that companies play an important role in community development through CSR activities carried out (Dutta & Imeri, 2016; Kirat, 2015) (Dutta & Imeri, 2016; Kirat, 2015). However, environmental campaigns through the development of edutourism are still lacking.

Research on corporate communication that aims to make people care about the environment is still not widely found. At the same time, CSR should play an important role in involving and improving the community's ability to manage the environment properly. In this case, the success of environmental communication in rehabilitating and conserving forests relies more on the active participation of local residents as actors or conversion actors (Gunathilaka, 2020; Rusdianti & Sunito, 2012). CSR communication through community empowerment can be the main solution in solving the problem of damaged environment, by involving other stakeholders (Pollach et al., 2012). In addition, the success of CSR implementation is also determined by the company's environmental management such as developing sustainable tourism (Bickford et al., 2017; Dubravská et al., 2020). Today, corporate social responsibility (CSR) has been considered as the main tool that helps companies to meet these environmental pressures and increase their competitiveness. Research on corporate environmental communication through CBT by integrating with publication activities on the internet is very important to be developed. Community-based CSR communication needs to be integrated into many communication channels to spread environmental messages (Pollach et al., 2012). In addition, the use of communication media for publication must be based on interactive media so that it can reach a wide audience and at a lower cost (Bosco, 2017; Linos, 2018).

Therefore, this study aims to explain the communication of Pertamina in its contribution to overcome environmental problems, especially forest fires and coastal abrasion in its operational areas. Without good communication and environmental management, environmental damage will get worse. In this case, Pertamina's corporate communication is assumed to be able to generate public participation and increase awareness of the environment. This corporate communication, in addition to empowering the community, can also provoke the involvement of other stakeholders in managing the environment in a sustainable manner.

Literature Review

Corporate Communication, CSR, and Stakeholder Theory

Communication is at the heart of organizational performance (Riel & Fombrun, 2007). The success of the organization in achieving its vision depends on how well and how professional the company communicates with its resource holders. Several studies explain that corporate communication is a strategic management function that contributes significantly in creating and maintaining a corporate image (Johan & Noor, 2013; Mohamad et al., 2014; Morsing & Spence, 2019). These corporate communications offer a coordinated framework for internal and external communications with the aim of building and maintaining reputation with stakeholder groups (Apolo et al., 2017; Pollach et al., 2012).

In this case, corporate communication involves all activities carried out by a company, which includes communication of all parties for the success of the company's goals (Mohammad & Bungin, 2020). Corporate communication is not just a relationship or interaction between the company and the surrounding community, but it includes public relations, crisis communications, reputation management, public relations, media relations, investor relations, employee relations, marketing communications, management communications, corporate branding, corporate citizenship, image building and advertising (Saha, 2013). Corporate communication is very important for the company because the organization establishes relationships both internal and external to the organization through communication.

In corporate communication, there are two main concepts that must be understood, namely CSR and stakeholder theory. Stakeholders are defined as groups or individuals who can influence or be influenced by decisions and the achievement of company goals. Stakeholder theory implies a company's relationship with shareholders, employees, trade unions, customers, suppliers, government, investors, media, competitors or local communities. Stakeholder theory explains the practice, an efficient, effective and ethical way to manage an organization in a highly complex and volatile environment (Harrison & Freeman, 2015). According to stakeholder theory, the management and satisfaction of stakeholder interests should be the main goal to be achieved by the company (Martínez et al., 2016).

Corporate communication is an integrative communication structure that connects stakeholders with the organization. The corporate communication structure describes a vision of how the organization can strategically manage all types of communication (Riel & Fombrun, 2007). Today, companies rely more on their CSR communication through interactive social media channels. The media make more easier to interact with many stakeholders because stakeholders are more active because of social media (Testarmata et al., 2018). Therefore, corporate communication is the company's overall effort to communicate effectively and profitably. Corporate communication plays a role in building corporate values. Dissemination of information by adapting new values such as concern for the environment can build an image and increase the credibility of the company (Dutta & Imeri, 2016; Johan & Noor, 2013).

Several studies also show that there is a high correlation between the implementation of management principles and the success of quality CSR (Dutta & Imeri, 2016; Kirat, 2015; Morsing & Spence, 2019). Successful companies usually value CSR and integrate it into their company's programs and activities. In addition, CSR activities are also integrated with sustainable corporate communications (Pollach et al., 2012; Siano et al., 2016). In the triple bottom line approach, the results of CSR include economic, social and environmental dimensions. Economic responsibility refers to the contribution of companies to the viability of the larger economic system. Social responsibility considers a company's impact on the local communities in which it operates, from corporate philanthropy to providing safe working conditions. Meanwhile, the environmental responsibility dimension emphasizes the company's influence on the physical environment (Testarmata et al., 2018).

CSR communication serves to stimulate better social action (Morsing & Spence, 2019). Therefore, corporate communication needs to emphasize the importance of campaigning and having concern for the environment. Companies must not only integrate environmental concerns into the company's mission, but they must also communicate to all their stakeholders (Kitic et al., 2015). CSR environmental communication can be done by establishing good social relations with the local community to increase public awareness and participation in practicing sustainable environmental management. This CSR activity has contributed to overcoming environmental damage (Widhagdha et al., 2019).

Nevertheless, the involvement of local communities is still often neglected in the implementation of CSR, especially in the increasing environmental awareness (Dutta & Imeri, 2016; Faisal et al., 2019). Whereas efforts to involve the community need to be made so that the community has the same understanding to care about the peat environment, such as not burning land anymore. CSR activities often ignore social and cultural relationships that exist in society. Even distrust of CSR programs often occurs because companies include too many company interests, such as marketing and company image, not focusing on solving problems faced by the community (Dutta & Imeri, 2016; Widhagdha et al., 2019). Environmental communication should be based on the local wisdom using friendship and group discussions (*musyawarah*) to build collaboration, understanding, cooperation, and integration with other stakeholder activities (Yasir et al., 2020). Corporate environmental communications should not only reach investors who have an environmental agenda, but also stakeholders such as environmental groups and political actors (Fredriksson & Olsson, 2014).

Environmental Communication

Communication is a process. Environmental communication is also process of using various communication strategies, approaches, principles and techniques in managing and protecting the environment (Flor & Cangara, 2018). There are at least three basic things in environmental communication: the existence of transactions; material, energy, and information between the environment; and other living systems. Environmental communication is useful for the sustainability of living systems, both organisms, ecosystems, and social systems. Meanwhile, Jurin explains that environmental communication is a

process of human meaning in, from, for, and about the world that surrounds humans (Jurin et al., 2010).

In this case, environmental communication is a very important means for humans to understand the surrounding natural environment. Environmental communication is pragmatically related to education, awareness, convincing, mobilizing, and helping humans to overcome environmental problems. Constitutively, environmental communication can be in the form of organizing, compiling, representing nature and environmental problems themselves as subjects of human understanding (Cox, 2010).

Today, environmental communication has expanded its use to cover many fields such as politics, policy, religion, education and . other fields. Policy-making, for example, environmental policy-making requires public involvement. So this participatory communication emphasizes the importance of dialogue. The essence of communication is to create awareness that raises concern for the environment (Gunathilaka, 2020). Therefore, communication from an environmental perspective is not only considered as a tool to support environmental management, but also becomes an integrated part of environmental management itself (Flor & Cangara, 2018). As explained, environmental communication discusses communication not only to reflect but also to construct, reproduce and naturalize human relations with their environment (Littlejohn & Foss, 2016). In essence, the environmental communication perspective used in this study does not assume the same as traditional unidirectional communication theory. Communication that separates human existence from animals or that separates humans from nature. This research approach seeks to abandon this binary assumption. In other words, the author tries to include nature as an important element in understanding the interaction between humans and nature itself.

Methods

The method used in this research is a qualitative research method with a case study approach. The case study method is more directing researchers to examine complex phenomena to develop theories or evaluate a program (Baxter & Jack, 2015). Research with case studies has been widely used in the study of social sciences. This study has influence in a practice-oriented field. In this case, the case study used is the interpretive paradigm (Starman, 2013). The case that is emphasized in this research is Pertamina's CSR efforts in handling environmental damage.

This research was conducted at the Indonesian State Oil Company (Pertamina) Refinery Unit II Dumai-Sei Pakning. This research was conducted in the time span between 2020 to 2021. The research location is in Sei Pakning, Bengkalis Regency, Riau Province, Indonesia. In this case, Bengkalis Regency has a fairly large area of peatland and forest, but the land is highly flammable. Meanwhile, the coastal area of Bengkalis Regency has a large mangrove area which is also prone to damage. This study took the subject of the informant Public Relations Manager and CSR Community Development Officer (CDO) managing Pertamina Refinery Unit II Dumai-Sei Pakning, members of the Tunas Makmur Farmer Group, members of the Fire Care Community (FCC), members of the Harapan Community of the Joint Fishermen Group, employees of the Environmental Service.

Bengkalis Regency, and the community involved in CSR program activities. These subjects were selected as informants purposively according to the needs of the research data, considering that they are involved as implementers, actors, and are closely related to company communication activities or as stakeholders.

Researchers collected primary and secondary data. Primary data collection was carried out by conducting discussions and interviews with CDO and Pertamina Public Relations, heads and members of farmer groups, heads of fishermen groups and local community leaders. Interviews were conducted to 10 (ten) selected informants. Researchers made observations by directly observing Pertamina's CSR activities. Observations were made on the results related to company communication in handling problems and developing ecotourism at the Peat and Mangrove Arboretum. Researchers also use data collection through documentation techniques, namely by collecting several archives of communication activities, regulations and policies produced. In addition, researchers collect various documentation related to Pertamina's CSR activities, such as news releases and content spread on social media. In this case, this research focuses on examining corporate communication in dealing with environmental damage to peat and coastal abrasion. In the analysis, the researcher uses interactive model analysis techniques (Moleong, 2010). This study also uses a technique of checking the quality and validity of the data (Starman, 2013). The technique is to use triangulation. Researchers use various sources and carry out an extension of research time to obtain a comprehensive understanding of the problem under study.

Results

Pertamina is an oil and gas company owned by the Government of the Republic of Indonesia. As one of companies under the Ministry of State-Owned Enterprises (BUMN), Pertamina is the holding company in the energy sector. There are five subsidiaries engaged in the energy sector, namely the Upstream Sub-holding managed by PT Pertamina Hulu Energi, Gas Sub-holding managed by PT Perusahaan Gas Negara, Refinery & Petrochemical Sub-holding managed by PT Pertamina International Refinery, Sub-holding Power & NRE is run by PT Pertamina Power Indonesia, and Sub-holding Commercial & Trading is run by PT Pertamina Patra Niaga. In addition, Pertamina also runs a shipping business through PT Pertamina International Shipping. Pertamina runs an integrated energy business from upstream to downstream.

Pertamina's business activities in the upstream sector include exploration, drilling, development and production of oil, gas and geothermal, providing technology services, as well as drilling and services both domestically and abroad. Various fuel and non-fuel products have been produced from the Dumai – Sungai Pakning refinery unit, Riau Province. Its products have been distributed to various regions in Indonesia and abroad. As a large company, this company needs a positive image through CSR activities. It seems that CSR activities are only for publication, opinion formation and imagery, because the priority scale of their activities is also limited. However, this CSR activity has a good impact on the surrounding community because the government places great emphasis on

state companies to participate in empowering the community. One of the focuses of this study is the communication and CSR activities of Pertamina Refinery Unit II Dumai-Sungai Pakning among six refinery units in Indonesia.

As an area where oil drilling and processing operations operate, Bukit Batu District, Bengkalis Regency is very often experiencing forest and land fires because of its peat land. On the other hand, the coast of Bukit Batu District is also often subject to abrasion and the mangroves are damaged. Environmental damage to peatlands and mangroves is a concern for Pertamina's CSR. Pertamina carries out CSR activities by involving other stakeholders, especially the main target communities, to solve the problem of environmental damage. Environmental management of peatlands and mangrove forests clearly requires a good environmental communication strategy, the application of appropriate technology, and appropriate sustainability management to support sustainable development.

Corporate Communications in Overcoming Forest and Peat Fires

Pertamina as a State-Owned Enterprise has CSR activities to prioritize the preservation of nature, the environment and society. Pertamina has a strategic vision to realize this commitment, namely sustainable community empowerment with an environmental perspective. Pertamina's CSR activities include Pertamina Hijau (concern for the environment), Pertamina Cerdas (concern for Education), Pertamina Sehat (concern for health) and Pertamina Berdikari (Community Empowerment) (Pertamina, 2020). This concern is compatible with the CSR approach with the triple bottom line concept that corporate sustainability is carried out as a process of permanent improvement towards a balance of economic, social, and environmental goals and values (Testarmata et al., 2018).

Corporate communication through CSR programs is always adjusted to the needs and characteristics of the operational area. CSR activities have clearly been regulated by the Indonesian government in Law Number 40 of 2007 concerning Limited Liability Companies. In addition, it is also regulated in Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility. In this regard, the main step of Pertamina Refinery Unit (RU) II Sei Pakning is to make plans based on problem analysis and objectives. Pertamina's CDO always conducts problem studies and social mapping. They make work plans and strategic plans, namely the Independent Peat Village Program. Miftah Farid as CDO Coordinator said:

“We carried out mapping involving the community and local government. We do our own survey. Then we held FGD. In the forum, the participants discussed what the problem was. From this discussion, there are several recommendations to be followed by the program to be implemented. Once program recommendations are made, target communities can be found. For example, the problem is peatland burning. The most vulnerable to this problem are the people living around peatlands. They are small farmers. So the target group is farmers. These small farmers live around peatlands that do not have a large area of land. So that they become the targets of empowerment. Next to implementation, we have a strategic plan which usually lasts for 5 years. In the first year, we focused on strengthening group capacity. We often go to the location, focusing on approaching the community so that they receive us well. The com-

munication process takes place in stages. When they are able to accept us and our existence, then we will teach, provide training on their soft skills or competencies. If they can, we will help with the equipment. The communication carried out is also interpersonal communication to make it more familiar and humanistic.” (Miftah Farid, Interview, August 1, 2020).

The Berdikari Peat Village Program is part of social and environmental responsibility to address problems in Pertamina’s operational areas. Pertamina Sei Pakning CSR through CDO runs the Berdikari Peat Village program by facilitating meetings between stakeholders, providing assistance with fire extinguishers, and providing training to prevent and anticipate land fires. The company’s communication channels are carried out through interpersonal, group and intergroup communication. CDO engages in dialogue and works with stakeholders. In this case, companies can collect a lot of information about the expectations they have, as well as to get feedback on CSR activities (Testarmata et al., 2018).

The Berdikari Peat Village CSR program also develops pineapple farming programs, peat arboretum management and peat love schools based on farmer groups. The choice of programs, communication channels and approaches is based on the CDO’s previous problem mapping. CDO set the target of this program by focusing on the community who are members of the Tunas Makmur Farmer Group in Kampung Jawa, Sei Pakning, Bukit Batu District. They as the target group are empowered to be involved in solving problems, as a model for other communities and also as the mainstay of coverage of CSR activities.

Therefore, CSR program implementation activities emphasize good relations with farming communities. Various forms of community relations are carried out by strengthening the institutions of this farmer group. Pertamina maintains group cohesiveness through cooperative business entities and bridges with other groups to be able to work together to overcome existing environmental problems. Participatory communication activities like this can create social relationships that build awareness for the environment in a sustainable manner, especially the problem of forest and land fires. Good corporate and community social relations can further increase public awareness and participation to maintain a sustainable environment (Widhagdha et al., 2019).

The company’s communication carried out by the CDO and has an important role to bring together other stakeholders in dealing with forest fires such as: the community, government, TNI (Indonesian Army), and Polri (Indonesian Police). This meeting facilitates coordination in overcoming existing environmental problems. In addition, the collaboration of the company, farmer groups, the village Fire Care Community (FCC) and the inter-village Fire Care Community Communication Forum made the framework clear. The forum which consists of five villages because the land is very prone to fires has succeeded in innovating Hydrant wells to find water sources to extinguish fires without having to use a fire engine. To support the activities of this FCC communication forum, Pertamina assisted five units of pump machines and other Hydrant well equipment. The head of the Tunas Makmur Farmers Group explained:

“From 2012 to 2015, there were many forest fires. Our peat area often experienced drought. It’s also due to the clearing of oil palm land in the west and in the east. Starting in 2016, we tried to plant the burned land with pineapples and Pertamina helped. Initially Pertamina helped

provide training on fire fighting, fire prevention and infrastructure assistance such as hoses and water pump machines. They also help in terms of agriculture. Pertamina trained us by bringing trainers from Bandung who are experts in the pineapple field. The trainers teach us about how to plant pineapples, care techniques, and processed products” (Interview, Samsul, 27 July 2020).

Company communication by fostering farmer groups and connecting with other groups or stakeholders is very effective in overcoming the problem of peatland and forest fires. The CSR program to overcome peatland fires in Bukit Batu District is also carried out by facilitating the community in the development and use of land that was burned in the area. Burnt-prone and abandoned areas are converted into pineapple farming areas, followed by providing training on pineapple product processing and other supporting entrepreneurship training (see Figure 2).



Figure 1: School children at the Peat Arboretum (source: www.kumparan.com)



Figure 2: Farmer with agricultural products and processed pineapple (source: www.xnewss.com)

Farmer groups as the target were trained to manage the Peat Arboretum as edutourism (see Figure 1). The peat arboretum and its supporting facilities are an attraction for tourists. Several types of plants endemic to the island of Sumatra that are almost extinct are used as mainstays, such as: *kantung semar*, *secang* wood, *meranti* wood and *geronggang* wood. This arboretum also has collections, namely: *Nepenthes Ampullaria* Jack, *Nepenthes Rafflesiana*, *Nepenthes Spectabilis*, *Nepenthes Mirabilis*, and *Nepenthes Gracilis* Korth. Apart from being a tourist destination, this peat arboretum area is used to convey messages and the value of environmental education for school students, university students, and even the community itself to be able to manage and preserve the environment.

In this case, Pertamina's CSR communication is not only able to solve the problem of peatland fires, but also creates a community that cares and is able to manage the environment independently. Tunas Makmur Farmer Group has 43 members and continues to grow, 18 of whom are housewives. This farmer group runs three sub-programs of Berdikari Peat Village, namely the peat arboretum area, pineapple cultivation and pineapple processing. Pertamina's CSR environmental communication through CDO has also developed the Cinta Gambut School curriculum, both for Elementary Schools (SD) and Junior High Schools (SMP), particularly in the Districts of Bukit Batu, Siak Kecil and Bandar Laksmana. Various messages campaigned by Pertamina are "Sekolah Cinta Peat" or "Youth Love Peat". Environmental communication strategies based on ecotourism and local communities targeting young people or school children. In this case, youth are the main potential targets because generally they are always interested in enjoying the natural environment (Cini et al., 2012).

Environmental communication through the "Kampung Peat Berdikari" program has not only succeeded in reducing the problem of forest fires but is also able to raise awareness to local communities and other stakeholders to care about the environment. Through publications carried out by Pertamina's Public Relations, mass media coverage or social media of Pertamina's CSR program activities can be considered successful in restoring the peat environment so as to satisfy the government and other stakeholders. Peatlands that were previously the source of the haze disaster have now become a source of income for the local community. The success of CSR communication that prioritizes environmental aspects is supported by CDO's communication skills in involving existing stakeholders. This Berdikari Peat Village program activity received awards such as the Indonesian Sustainable Development Goals Award (ISDA), CSR Nusantara Award, Gold PROPER from the Ministry of Environment, and others. CDO has succeeded in establishing partnerships with other stakeholders such as local governments, universities, and the mass media. This coordination facilitates communication when discussing environmental issues related to tourism development with local community members. All these groups can be connected with the same interests (Lundberg, 2017).

Corporate Communications in Overcoming Mangrove Damage

Pertamina's CSR activities not only contribute to solving the problem of forest and peat-land fires, but also contribute to efforts to overcome mangrove damage. Skilled CDO communication in approaching and analyzing community problems plays an important role in determining the success of community assistance in managing mangrove forests. CSR activities for handling mangrove damage place the Harapan Bersama Fishermen Group in Pangkalan Jambi Village as the main target. The mangrove area in Pangkalan Jambi was originally a resting place for fishing boats, but over time this area has been eroded by abrasion. However, the area is now overgrown with thousands of mangrove trees and some of the area has been developed into a tourist destination and a vehicle for environmental education. The existence of Pertamina's CSR program in developing mangrove ecotourism with fishing community-based tourism has changed this area. The concept of Community Based Tourism (CBT) refers to a form of tourism whose activities are carried out by the community using principles that adapt to sustainability and local needs (Giampiccoli, 2020; Suyanto et al., 2019).

Corporate communication through community development in fishing groups has similarities with farmer groups, because the CDO is still the same. The CDO steps are also the same, namely by familiarizing the fishermen, staying in touch or using an interpersonal approach. Intensive communication is well established between these CSR practitioners and the fishermen's groups. This attention makes fishermen want to make coastal areas that experience abrasion to be planted and managed. They plant and care for the mangroves to prevent further damage. In this case, the head of the fishing group explained:

“This area was originally just a place to lean a ship and was damaged. For fear of losing our anchorage, we planted mangroves. We have been planting mangroves in this area since 2004. But we always fail, because the small mangrove trees we planted were hit by the waves. We were even more excited when our group received assistance from Pertamina. Assistance is still being carried out and is carried out in stages. We were also taught to do the nursery ourselves. Our efforts have been increasingly successful since 2019 thanks to Pertamina's assistance by creating mangrove ecotourism. We were given a lot of training in food management from the basic ingredients of mangrove plants or caught fish” (Interview, Alpan, September 2020).

Meetings between CDOs and the fishing group have been carried out intensively since 2018. These meetings use group communication channels, because the Harapan Bersama fishing group is the most active compared to fishermen from other villages. Pertamina's CSR concern motivates the community to repair and manage damaged mangrove areas. These regular meetings are held not only to map problems and find solutions to environmental damage but also to find ideas for developing ecotourism. In some women, the Tunas Makmur farmer group was also invited by the CDO to help the fishing group and share experiences. The meetings held were effective in dealing with environmental problems. So that this conservation area becomes an area for the Mangrove Education Center, a channel for environmental communication, and ecotourism for the community (see Figures 3 & 4).



Figure 3: **Installation of Mangrove Ecotourism Directions** (Source: facebook.com/mangrove-pangkalanjambi)



Figure 4: **One of spots at the mangrove ecotourism** (Source: facebook.com/mangrovepangkalanjambi)

CDO has a major contribution in carrying out CSR and corporate communication at the operational level. This interpersonal communication with farmer or fisherman groups can strengthen cohesion at the internal level of these community groups (Bakti et al., 2017). Communication practitioners are required to have skills in carrying out the mandate of a company that is very complex and diverse (Mohamad et al., 2014). CDO's communication skills have underpinned the success of CSR programs. this is certainly good for the company's reputation. This can be seen in CDO's skills in understanding community traditions and the main problems that are the key to the success of Pertamina's CSR program. CDO can successfully understand the characteristics and needs of fishermen based on intensive

and intimate communication. This fishing community group has a tradition of deliberation and mutual assistance, such as helping each other between members either because of an accident or celebrating a party. Understanding of the traditions of this community has a strong influence in strengthening social bonds within the group. The bond between members is also strong because of the similar problems they face, still close relatives, fellow fishermen, the same ethnicity and culture, and the same geographical area. These similarities affect the strengthening of group cohesion and a sense of belonging within the group members that are maintained by the CDO (Widhagdha et al., 2019).

This compact group of fishermen was then used by Pertamina's CDO as a target for CSR activities. This group's communication channel allows groups of fishermen from other villages to influence. The involvement of other fishing groups is seen in training activities such as training on crab cultivation, group management training, training on processed fish products, and other training. So this training plays a role in bridging meetings between groups of fishermen. The form of communication by connecting between groups was initiated by the Pertamina CDO following the success of the Peat Forest Fire Care Community Forum in farmer groups.

Communication by involving groups, institutions or other stakeholders is good and has a wider impact on the message. The channels of communication between these groups are, of course, weaker than the group's internal ties. In essence, the involvement of stakeholders such as outside community groups, local government, universities, can not only accelerate community development and solve existing problems, but can build the company's image and reputation. Pertamina's collaboration is carried out with university activities such as KKN activities by students and lecturers. Student activities are synergized with CSR such as planting mangroves and providing training to members of fishing groups. In addition, CSR communication serves to build a linking relationship, namely establishing a relationship between the community and the local government. Intensive, open and participatory communication through bonding, bridging and social linking by CDO Pertamina creates healthy and sustainable social relationships (Widhagdha et al., 2019). Corporate communication by establishing good relations between stakeholders is what determines success in developing and managing ecotourism.

CSR communication with fishing groups has succeeded in changing people's behavior so that they have the ability to manage mangrove ecotourism. Environmental communication with the group communication model is appropriate, especially if it is supported by communication that involves all group members through interpersonal communication channels (Gunathilaka, 2020). The company's environmental communication management by empowering fishermen groups has a broad impact on the community. His message also had a long-lasting impact. The combination of interpersonal communication channels, groups are strengthened by public relations activities and mass media coverage, such as the inauguration of mangrove ecotourism, trainings, study tours, and other CSR activities. Tourist activities at ecotourism locations are easily disseminated through social media. Even social media plays an important role in accelerating, strengthening, and improving social relations between stakeholders. In addition, this media is also able to increase public involvement in a CSR program (Santoso et al., 2020).

The internal collaboration of the CDO and Public Relations departments in the mangrove ecotourism program plays a role in enhancing Pertamina's reputation as a state company that cares about the environment. CSR communication by empowering fishing groups makes it a material or content that attracts the attention of the mass media and the public. Thus, fishing groups are used as content, communication channels, and at the same time as the main target in disseminating messages of concern for mangroves.

However, regarding the success of this CSR program reporting, the local government as a stakeholder is still not satisfied. As explained by one of the staff at the Bengkalis Regency Community Empowerment Service explained:

"Pertamina's CSR program only has a short-term impact with a limited regional scale. CSR programs that are implemented often do not touch the real root of the community's problems. Often the company still sees it as the party who best understands the needs of the community, while the community is seen as a marginal group who suffers and needs the company's help. In addition, CSR activities are carried out only to create a positive company reputation, not to improve people's quality of life in the long term" (Interview, Erdila, October 2020).

Even though the program is located in a limited area, the company's CSR activities have an important role in helping to overcome environmental problems, even being able to become a pilot for ecotourism development. Regarding this breakthrough in solving environmental problems, local governments, both at the district and provincial levels, hope that there will be mutual support between stakeholders.

"We hope that the mangrove forest in Pangkalan Jambi Village and this peat ecotourism will not only serve as a new ecotourism for the people of Bengkalis Regency and Riau Province, but can also be used as a conservation center, increasing environmental awareness and supporting research and improving the community's economy and village income. This tourism development creativity is very good and must be supported" (Government, 2021).

The Governor of Riau, Syamsuar during a visit to the mangrove ecotourism location in Pangkalan Jambi Village, highly appreciated Pertamina's CSR activities in developing mangrove ecotourism in overcoming environmental damage to mangrove forests.

"We strongly support this community-based tourism development program. I hope that in the future this program can continue to be improved. The development of Mangrove Ecotourism can clearly improve the community's economy and increase village income. The Mangrove Ecotourism Program is not only an effort to conserve mangrove forests, but can be a means of breakwater of sea water. The community's economic activities come alive. The existence of tilapia and crab farming in this area is very feasible to be supported" (Government, 2021).

Mangrove ecotourism management in Pangkalan Jambi involves many members of fishing groups. This group is divided into three, namely the working group for mangrove ecotourism managers, food and beverage managers and fish farming managers. In this case, the head of a fishing group who is also the head of the Pangkalan Jambi mangrove ecotourism manager revealed that:

“Many people come here to enjoy the view of the mangrove forest by crossing the track that we have provided. In addition, they enjoy food and also buy processed food from mangroves and processed fish caught by fishermen. These processed foods are managed directly by the local community, such as *dodol kedabu*, *dodol tembatu*, *syrup kedabu*, *amplang lomek*, *api-api* crackers and other special foods. Most of these processed foods were originally made in collaboration with Pertamina and the University through lecturer and student service activities” (Interview, Alpan, 2021).

Mangrove ecotourism management and tourism destination marketing communications are carried out by conducting campaigns to schools, coordinating with the government, organizing events and making releases, getting mass media coverage and publications on social media communication channels. Its activities are carried out with an integrated marketing communication perspective. People are attracted to visit because of communication and publications on social media or mass media. The community is interested in the Mangrove Education Center ecotourism and the activities or supporting facilities in it. Most of the messages developed are circulating and have a wide reach through conversations on social media. Word of mouth marketing strategies through social media make it easier and faster for people to share stories, helping to build virtual experiences and destination images (Fan et al., 2018).

In essence, the company’s environmental communication through the development of tourism based on fishing communities or farmers not only preserves the environment, but also gains a good corporate image. CSR activities with community empowerment have been regulated by central government policies. This is stated in the Minister of Home Affairs Regulation number 33 of 2009 concerning Guidelines for Ecotourism Development in the Region. This regulation emphasizes that any ecotourism development must pay attention to local communities (Indonesian Government, 2009). CSR communication based on tourism development meets the needs of local and community-based communities (Giampiccoli & Glassom, 2020; Mtapuri & Giampiccoli, 2020). Therefore, corporate environmental communication through community empowerment can improve harmonious and sustainable relationships, especially between companies and stakeholders.

Discussion

Research findings show that Pertamina as a state oil company has carried out CSR activities and resolved environmental problems well. However, corporate communication through CSR programs is carried out only on a regional and limited community scale. Even the company still considers it as the one who best understands the needs of the community, while the community is seen as a marginal group who suffers and needs the company’s help. The orientation of the activities for the purpose of publication is dominant, giving the impression that this CSR activity is only to create a positive corporate reputation, not to improve the quality of life of the community in the long term. In addition, the implementation of CSR is supported by substantial costs, both for CSR activities and for the costs of publishing activities. No wonder this large and well-known company is able to form an impressive public opinion as if it already has a concern for the community.

However, peatland fires and mangrove damage or coastal erosion can be reduced by empowering local communities to recover and utilize them through ecotourism development. The community groups that are fostered can serve as examples for other communities. CSR must involve local communities as key stakeholders because without their support, solving environmental problems and developing tourism will not be sustainable (Lundberg, 2017). Tourism development can play an important role in increasing the economic income of local residents. Even the support of local residents is very important for the development of the tourism industry (Boes et al., 2016). This community participation is fundamental to increasing local potential and especially in countering the bad influence of tourism (Giampiccoli & Glassom, 2020). Therefore, CSR communication is carried out by first establishing good relations with the local community. Meetings continue to be held both internally and by involving other stakeholders to map problems, develop, and take action in overcoming environmental damage.

The success of CDO activities in community empowerment is synchronized with PR activities in disseminating CSR activities carried out. Collaboration between departments within Pertamina's internal companies is needed in disseminating messages in accordance with the objectives of the CSR program and the company's vision. Integration of corporate communications is important in creating a good company reputation (Pollach et al., 2012). The findings of this study indicate that the CDO as the implementer of corporate communication contributes to creating good relationships with stakeholders and especially to changing people's behavior in protecting or preserving the environment. Management of important corporate communications based on problem mapping, taking communication actions through community group development, campaigns, image management, media relations, and evaluation in an effort to project company values to stakeholders (Mohamad et al., 2014).

Pertamina's CSR program chose the development of ecotourism as the main way to campaign and educate the public about the importance of preserving the environment. Environmental communication through community group-based ecotourism development can be a solution in overcoming environmental problems (Yasir et al., 2020). Communication of the company's environment by involving farmer groups and fishing groups with a community-based tourism (CBT) approach is of course difficult without the support of the large funding that Pertamina has. However, the choice of CBT as part of tourism development can be the right choice because it adapts to the socio-cultural, environmental, and economic needs of the local community (Giampiccoli & Glassom, 2020; Strydom et al., 2019).

Corporate communication management begins with the planning step, such as problem mapping and program determination; the next step is to take actions such as empowering the community, building infrastructure, and partnering with stakeholders; and the last is to conduct evaluations. All stages and actions of communication carried out involve the community to have awareness and ability in managing the environment. CDO communication aims to establish close relationships in order to strengthen cooperation and facilitate ecotourism management (Apolo et al., 2017; Siano et al., 2016). Changes in the behavior of stakeholders are an important condition for obtaining the strategic benefits of

CSR. Therefore, the implementers of CSR activities need to have a more comprehensive understanding of the main problems that arise (Testarmata et al., 2018). CDO plays an important role in carrying out CSR activities or corporate communications. Whatever form of communication used by CDO to members of farmer groups and fishermen groups, it is aimed at strengthening social ties and gaining a good image from other stakeholders. In this case, the implementer of corporate communication must have the ability to run very complex and varied organizational programs (Mohamad et al., 2014). Even the active involvement of employees in the community with various activities contributes significantly to the company's image and reputation (Cho et al., 2017).

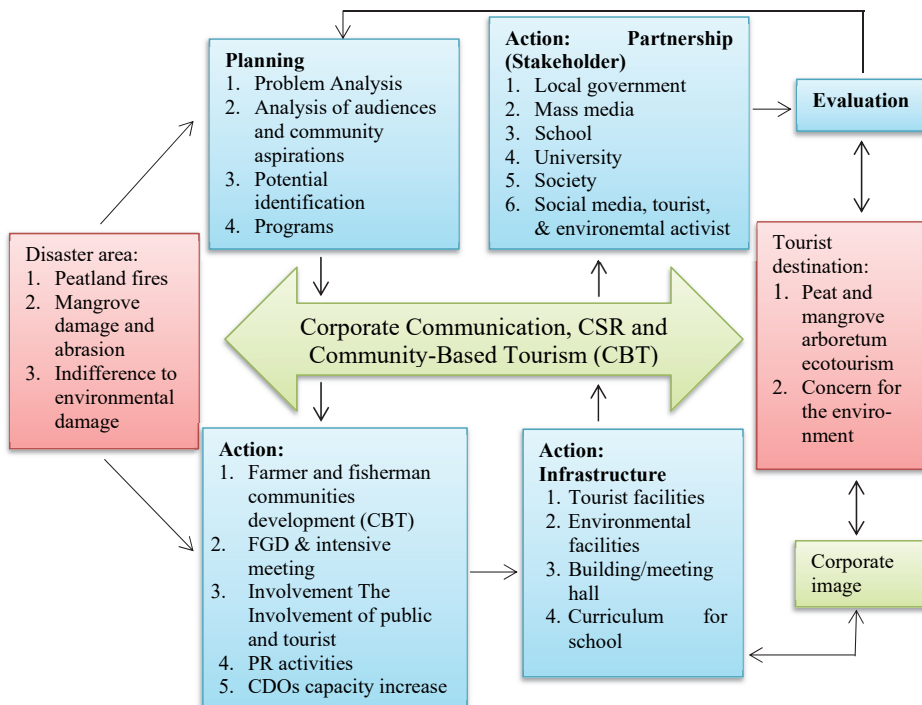


Figure 5: Corporate Environmental Communication Management Model through CBT (source: research data)

CDO carries out CSR activities always within the framework of the needs of the local community. An important step for implementing CSR activities is that the program begins with mapping the problem, determining the target audience, and establishing relationships with the target audience as best as possible. Then the CDO strengthens the target group, provides tourism support facilities, and fosters in managing areas that are used as tourist destinations (see Figure 5). The company's communication with farmer group empowerment aims to make the community able to manage peat arboretum ecotourism and develop pineapple farming. Meanwhile, the next target is to make fishing communi-

ties able to manage mangrove ecotourism and its supporting businesses. Both groups are used by CDO as communication actors, targets, content, and important communication channels to be able to spread messages of concern in preserving the peat and mangrove environment. The integration of corporate communication with the community together becomes a disseminator of environmental messages. In this case, communication channels with social media are emphasized, not only facilitating interaction with many stakeholders, but also being able to involve the general public to spread this environmental communication message (Cho et al., 2017; Santoso et al., 2020; Testarmata et al., 2018). Even this internet-based media makes it easier for companies to establish communication by directly involving the community (Bosco, 2017; Linos, 2018). Internet-based interactions and conversations need to be emphasized at this time because their existence can directly influence the interest of stakeholders to involve themselves in the corporate environment (Siano et al., 2016).

In this case, communication practitioners need to involve environmental activists, tourism driving agents, and social media influencers cannot be ignored. Its existence can be used as a content producer and opinion leader in the community (Balaban & Mustătea, 2019). Therefore, integrated corporate environmental communication is useful for building value and communicating the value of caring for the environment. These activities ultimately affect, not only the brand equity of the company, but also the value of the company as a whole (Mohammad & Bungin, 2020; Pollach et al., 2012; Riel & Fombrun, 2007). In this case, the company should be able to contribute to sustainable development. In addition, the company must also use ethical behavior in every policy and action produced, especially in improving the welfare of employees and the surrounding community. Companies can meet stakeholder expectations through CSR to realize organizational goals, corporate image and reputation (Johan & Noor, 2013; Kirat, 2015).

Accepted CSR is an indicator of the company's success so that it is possible to achieve sustainable development (Dubravská et al., 2020). Pertamina's CSR environmental communication management model can be used as a reference in overcoming other damage, although its scale is limited. Communication can not only solve environmental problems around oil companies or other companies such as pollution, forest fires or abrasion, but also can improve the image and reputation of the company according to its vision (Mohammad & Bungin, 2020). Communities now have the ability to find alternatives in optimizing their environment by no longer depending on oil palm or cutting down mangrove forests. Peatlands have become pineapple plantations to produce quality pineapple processed products, and become an attraction because of the peat arboretum. The fishing community has also developed the potential of mangrove ecotourism, developed fishery-based processing and other processed mangrove products with high economic value.

In essence, corporate environmental communication can contribute to overcoming the problem of environmental damage. The CSR activities are indeed limited in scope, but the corporate's communication through CBT is able to spread messages of environmental concern, namely ecotourism of the peat arboretum and mangrove education center. Environmental education is aimed at solving and overcoming environmental damage by developing a holistic paradigm (Chaichana et al., 2019). An approach that can integrate

various approaches to solving environmental problems. The management of sustainable corporate environmental communication can also be done by maintaining good relations as the main prerequisite for increasing the active participation of the community in practicing sustainable environmental management (Widhagdhya et al., 2019). Therefore, corporate communication must be integrated with environmental communication. Stakeholder engagement and more intensive communication can serve to properly implement government policies, increase community involvement, and promote sustainable environmental development.

Conclusion

Pertamina's corporate communications contribute to solving environmental and community problems through CSR activities. The company's communication activities are also oriented towards publication and opinion formation to gain a positive reputation for the company's image. CSR communication activities involving local farmers and fishermen can reduce forest fires and damage to mangrove forests on a limited scale. This CSR communication educates the community about environmental care in the long term. CSR communication steps begin with mapping the problem through establishing good relations with the target groups and implementing of programs that are in accordance with the needs of the local community. Intensive meetings were held by involving both the internal community and other stakeholders to overcome the existing environmental damage problems. This intensive, open and participatory communication can be mutually beneficial and contribute to solving environmental problems and community problems. This activity is certainly in line with the principles of sustainable development.

This CSR program-based corporate communication was originally intended to assist the community in overcoming environmental problems, both peatland fires and mangrove damage. However, due to good relations with the assisted community groups, development will continue by involving the community to manage their area into ecotourism based on environmental education. Environmental communication with the CBT model in farmer groups aims to enable the community in managing the peat arboretum and own a pineapple farming business. Meanwhile, community development based on fishing groups aims to overcome abrasion or damage to mangroves based on mangrove ecotourism. These two groups become managers of ecotourism as well as communicators, program targets, material content, and the main communication media for spreading environmental communication messages. The company's communication based on ecotourism has a broad impact on the coverage of environmental concerns, both in the mass media and social media. In other words, communication with stakeholder support is very important for the existence of this state oil company.

This research has practical implications that corporate communicators must communicate more intensively to gain an understanding of the problem, find targets and find the right method. Environmental problems are certainly many, communication practitioners must quickly deal with these problems. In addition, corporate environmental communication must be carried out in an integrated, both communication channels and stakehold-

ers, in order to support policies and increase community participation in environmental management. Theoretically, there needs to be further research to explore corporate communications or state-owned corporate social responsibility activities that are able to generate shared value. This value does not have to be oriented towards economic value alone but is oriented towards creating social and environmental values by examining it from a more critical perspective.

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