
CSR Communication Strategy of PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch in Building Corporate Image

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Abstract

This study is motivated by the importance of Corporate Social Responsibility (CSR) as a corporate communication strategy in building a positive image, particularly in the aviation sector closely connected to surrounding communities. The research aims to analyze the CSR communication strategy of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, through its greening program in Pandeyan Village, Ngemplak District, Boyolali Regency. The program focuses on the environmental aspect (Planet) within the Triple Bottom Line concept by distributing tree seedlings and compost fertilizer. Using qualitative approach with a case study method. Data were collected through in-depth interviews, field observations, and documentation from company archives and media publications. The findings show that the CSR strategy is participatory, reflected in the village government's initiative, community involvement, and the company's presence during program implementation. Consistency between communication messages and actions strengthens the company's positive image. The use of mass and social media, including the official Instagram account @adisoemarmoairport, expands the reach of publications as a form of transparency. The implementation of sustainability is reflected in the program's continuity in several villages, although accountability has not been fully achieved. These findings affirm that CSR functions as an effective communication strategy in building relationships with stakeholders.

Keywords: CSR, Communication Strategy, Corporate Image

INTRODUCTION

In today's business environment, companies are no longer solely focused on pursuing profit but are also required to demonstrate social responsibility toward society and the environment. This commitment is embodied through the concept of Corporate Social Responsibility (CSR), which emphasizes a balance between economic, social, and environmental aspects. In this context, the role of communicators becomes essential in bridging communication between companies and communities to ensure CSR messages are effectively delivered (Octaviani, Raharjo, & Resnawaty, 2022).

An increasing number of companies, both globally and locally, are aware of the importance of communicating their CSR initiatives not only to fulfill social obligations but also to build harmonious relationships with stakeholders and strengthen a positive public image. The success of CSR is not solely determined by its activities but also by how effectively the communication strategy conveys messages to society and relevant stakeholders (Setyorini, Sarwo, & Nugroho, 2021). CSR is closely related to the Triple

Bottom Line concept, also known as the 3P framework (People, Planet, Profit), which encourages companies to prioritize social welfare and environmental sustainability alongside financial gain (Amelia, 2019). The success of a CSR program is greatly influenced by how communication strategies are developed and implemented in a targeted manner. In its implementation, CSR communication strategies must include target setting, media selection, and message formulation so that the company's social responsibility message is well received by the community (Sa'diyah & Malayati, 2024).

In Indonesia, CSR implementation is supported by a strong legal foundation, including Law No. 40 of 2007 on Limited Liability Companies, Law No. 25 of 2007 on Investment, and Government Regulation No. 47 of 2012, which positions CSR as a tangible corporate contribution to sustainable development and community welfare (Rahmanda & Njatrijani, 2019). Within this framework, PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch under the state owned holding company PT Aviassi Pariwisata Indonesia (Persero) or InJourney plays a role not only in airport management but also in enhancing regional connectivity and development through CSR programs. These programs aim to contribute positively to the environment and local communities. However, the success of CSR largely depends on the effectiveness of communication strategies. Without effective communication, CSR initiatives may remain unnoticed, misunderstood, or unsupported by the public (Saleh & Sihite, 2020).

One of the CSR implementations carried out by PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, is a greening program in Pandeyan Village, Ngemplak District, Boyolali Regency. The program distributed 200 gelondong pecut tree seedlings and 1,000 kilograms of compost produced by the airport to local residents. This activity was reported on the official website of Adi Soemarmo Airport and several local media outlets, including Bahtera Jateng (November 1, 2024), which highlighted the social and environmental benefits of the program. The assistance aligns with the needs of the villagers, most of whom work as farmers, while also serving as a concrete effort to address global issues such as climate change and air pollution. With effective communication strategies, such environmental initiatives can strengthen the community's positive perception of the company (Galhoz, Ramos, & Biscaia, 2024).

Several previous studies have discussed CSR communication strategies in different contexts. (Putra & Lestari, 2018) examined PT Angkasa Pura I Yogyakarta, highlighting the role of public relations and collaboration with the media in disseminating CSR programs; however, their focus was more on media outreach rather than environmental communication strategies. (Setyorini et al., 2021) also emphasized the importance of selecting communication media that align with audience characteristics, although their study was conducted in the electricity sector. This study seeks to explore further how CSR communication strategies implemented by the company contribute to shaping the image of PT Angkasa Pura Indonesia in the eyes of the public and other stakeholders. This image is assessed based on public trust, corporate reputation, and community perceptions of the company's social commitment, in line with (Tsabitha, 2024), who states that CSR communication strategies play a role in shaping corporate image. This research differs from previous studies because it specifically examines environmental CSR communication strategies at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, which has not been widely explored. CSR is understood not merely as a social obligation or philanthropic activity but also as a communication strategy within the field of public relations (Octaviani et al., 2022) and serves as a medium for building relationships with stakeholders and strengthening the company's positive image (Mahajan, Lim, Sareen, Kumar, & Panwar, 2023). With this focus, the study aims to fill the gap in previous

research while expanding the understanding of CSR communication strategies in the aviation sector, particularly in supporting a positive corporate image in the public sphere. Broader research also shows that stakeholder involvement in CSR implementation has a positive impact on corporate reputation and performance (Mahajan et al., 2023). However, such studies remain general and have not examined communication strategies in local environmental CSR programs, particularly in the aviation sector. Therefore, this study seeks to fill this research gap by analyzing how CSR communication strategies at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, contribute to building a positive corporate image among surrounding communities.

The purpose of this study is to analyze how CSR communication strategies related to environmental responsibility are implemented by PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, and how they contribute to the company's image. It also explores how communities perceive and respond to CSR information. Communication strategies utilizing social media have been shown to influence corporate reputation, particularly when messages are relevant to audience needs (Darwinsyah, 2018). Academically, this study enriches organizational communication and public relations discourse, while practically, it provides input for PT Angkasa Pura Indonesia to design more effective and environmentally oriented CSR communication strategies (Tsabitha, 2024).

Beyond presenting a relatively unexplored case, this research offers a conceptual contribution by highlighting how CSR communication in the aviation industry often scrutinized for its environmental impact can strategically address the Planet aspect of the Triple Bottom Line framework. CSR is positioned not merely as philanthropy or compliance, but as a strategic environmental communication tool that tackles ecological challenges while fostering stakeholder trust. Distinct from prior studies focusing on social or economic dimensions, this research underscores how environmentally driven CSR communication functions as a reputation management strategy in a high-impact industry. By linking communication strategy, environmental responsibility, and corporate image, this study expands theoretical understanding and provides a practical model for sustainability oriented public relations. Thus, the novelty of this study lies in its conceptual integration of environmental CSR and strategic communication for image building.

THEORETICAL FRAMEWORK

Stakeholder Theory in CSR Communication

Corporate Social Responsibility (CSR) reflects a company's commitment to social and environmental well-being, aiming not only for profit but also for a positive impact on surrounding communities. Effective CSR communication is essential for fostering relationships between companies and the public, particularly in empowerment-based programs (Octaviani et al., 2022). Because CSR involves multiple parties, such as communities, governments, employees, investors, and the media (Nilamsari, 2015), stakeholder theory offers a relevant framework for understanding how companies design and manage CSR communication strategies.

Stakeholder theory was first introduced by Freeman, emphasizes that corporate success depends not only on financial performance but also on how well relationships with stakeholders are managed (Freeman, 1984, in Mahajan et al., 2023). Companies must therefore consider stakeholder interests throughout the CSR communication process, as program success largely depends on public acceptance (Nilamsari, 2015). CSR thus functions as a communication strategy that builds stakeholder relationships and reinforces corporate reputation (Octaviani et al., 2022).

Stakeholders are generally categorized into three groups. First, primary stakeholders employees, customers, and shareholders who directly affect corporate sustainability. Second, secondary stakeholders the media and the general public who influence reputation. Third, key stakeholders, such as local governments, community leaders, and target communities, who play strategic roles in CSR implementation. CSR practices that align with stakeholder interests strengthen corporate community relationships, particularly when communication matches audience characteristics (Nurjanah & Yulianti, 2019). Studies of PT PLN highlight the importance of selecting appropriate communication media (Setyorini et al., 2021). While research in the transportation sector stresses the need to balance business and social priorities (Chang & Yeh, 2016).

Stakeholder theory, therefore, helps explain how PT Angkasa Pura Indonesia, Adi Soemarmo Branch, develops its environmental CSR communication to maintain social legitimacy and enhance corporate image in the aviation sector.

Corporate Image Theory

Corporate image refers to the public's overall perception of an organization's identity and values, shaped through communication and experience. A strong image fosters trust and strengthens competitiveness (Ismaulidina, Hasibuan, & Hidayat, 2020). Beyond verbal or visual communication, corporate image also develops through concrete actions addressing social and environmental concerns. In this context, CSR acts as a bridge connecting companies with society, where consistent and sustainable implementation creates positive associations (Darwinsyah, 2018).

Corporate image results from the interaction among organizational identity, social responsibility, and reputation (Foroudi, Melewar, Tzempelikos, Ha, & Tourky, 2025). It encompasses cognitive (knowledge), affective (emotional), and conative (behavioral) dimensions, all of which are reinforced through effective CSR communication (Tsabitha, 2024).

Several studies affirm the relevance of this theory. The implementation of CSR at PT Angkasa Pura I Kupang plays an important role in maintaining the company's positive image (Laro, Tuhana, & MasAmah, 2023). A study at Incheon International Airport also shows that CSR significantly contributes to corporate reputation, particularly in strengthening public trust within the aviation sector (Lee, Park, & Chung, 2022). Moreover, the integration of CSR with public relations strategies has proven effective in enhancing corporate image at the local level, such as in the study of Frans Kaisiepo Airport Biak (Yunus & Riatno, 2019).

Stakeholder theory explains *why* companies implement CSR to fulfill responsibility and gain legitimacy while corporate image theory explains the outcome, namely the formation of positive public perception. Both complement one another stakeholder theory elucidates the CSR communication process of PT Angkasa Pura Indonesia, whereas corporate image theory clarifies how these activities shape reputation within the aviation sector CSR programs have been shown to strengthen corporate reputation through stakeholder engagement (Laro et al., 2023). Similarly, CSR initiatives in the aviation industry significantly enhance public trust (Lee et al., 2022). Thus, the success of the greening program not only provides environmental benefits but also reinforces perceptions that PT Angkasa Pura Indonesia is a responsible, caring, and trustworthy company.

METHODS

This study employs a descriptive qualitative approach with a case study method to obtain an in-depth understanding of how PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, implements its CSR communication strategy in building a corporate image.

Rooted in the constructivist paradigm, this approach views social reality as constructed through actors' experiences, interpretations, and interactions (Sugiyono, 2013).

Data were collected from both primary and secondary sources. Primary data came from field observations and in-depth interviews with parties directly involved in the CSR program, while secondary data were obtained from documents, archives, and related publications. The research focuses on environmentally oriented CSR programs such as greening activities, tree seedling distribution, and fertilizer assistance for surrounding communities due to their long-term relevance to corporate image.

Informants were selected through purposive sampling, involving individuals most knowledgeable about CSR communication, including the public relations manager, CSR coordinator, community leaders, and program beneficiaries (Sugiyono, 2013). Documentation and non-participatory observations were also conducted to complement interview findings.

Data were analyzed using Miles and Huberman's (1994) interactive model, consisting of data reduction, data display, and conclusion drawing. This model enabled systematic organization of qualitative data in line with the study's goal of comprehensive understanding. Data validity was ensured through source and technique triangulation, comparing information from various informants, interviews, observations, and documentation (Sugiyono, 2013). This analytical process provided an in-depth understanding of the CSR communication strategy implemented by PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, and its contribution to shaping the company's image in the aviation sector.

FINDINGS

This study focuses on the CSR communication strategies of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, in building the company's image through a greening program in Pandeyan Village, Ngemplak District, Boyolali Regency. The data were obtained through in-depth interviews with the Public Relations Manager of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, the head of Pandeyan Village, neighborhood representatives, and community beneficiaries. In addition, this research is supported by secondary data derived from official company publications and local media coverage.

CSR Communication Strategy

The interview results with the Public Relations Manager of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, indicate that the greening program in Pandeyan Village is part of the Injourney Green 2024 program. The assistance provided, in the form of gelondong pecut tree seedlings and fertilizers, reflects the company's environmental concern and commitment to the surrounding community. PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, emphasized that this activity is not merely ceremonial but represents a concrete manifestation of the company's social responsibility to maintain good relations with local residents.

Desita, Public Relations Manager of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, stated:

“The greening program is routinely carried out every year Because there are currently many issues related to global warming, flooding, and drought caused by the reduction of green areas. The airport itself certainly has environmental impacts, such as pollution and noise.” (Desita, Public Relations Manager of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, interview, July 2, 2025).



Figure 1. PT Angkasa Pura Indonesia's gelondong pecut tree planting activity
Source : PR Documentation, PT Angkasa Pura Indonesia – Adi Soemarmo

To communicate the CSR activities, PT Angkasa Pura Indonesia Adi Soemarmo Airport Branch uses various communication channels to ensure that the information can reach the public widely. The public relations department plays an active role in disseminating the activities through publications on the official airport website, several local mass media, and the Instagram account @adisoemarmairport. In addition to media publications, communication is also carried out directly through coordination between the public relations team and the village government from the planning stage to the implementation of the activities. This multi-channel approach shows that the company not only focuses on symbolic activities but also ensures that the CSR messages can be effectively received by the public. CSR communication can be carried out through various media such as websites, news, and social media to strengthen the effectiveness of messages to the public (Saleh & Sihite, 2020).

In addition to primary data, this research is also supported by secondary data. The official website of Adi Soemarmo Airport reported that on November 1, 2024, the airport once again distributed hundreds of tree seedlings and fertilizers to the residents of Pandeyan Village as part of the InJourney Green program (Airport, 2024). Local media publications also reported the same activity, namely the distribution of 200 tree seedlings and 1,000 kg of compost fertilizer to the residents of Pandeyan (Jateng, 2024). Overall, this activity was covered by at least six media publications, including the airport's official website and local media, which reported on the CSR program. Information about the activity was also shared through the official Instagram account of Adi Soemarmo Airport, @adisoemarmairport, as part of the company's public documentation.

The publication strategy employed by the company is multi-channel, utilizing various media platforms. These include official media such as the airport's website for formal documentation and transparency, external media such as local and regional news coverage to strengthen public legitimacy and reach the wider community, and social media platforms such as Instagram to target digital audiences more quickly and visually. Through this strategy, the publication of CSR programs functions not only as an internal claim but also as a cross-channel communication effort capable of reaching various segments of society.

The findings of this study indicate that the CSR program of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, is not merely perceived as a symbolic activity but as a tangible manifestation of concern for the environment and the community. This program is expected to strengthen the company's relationship with the surrounding public and enhance its positive corporate image in the eyes of society.

The Role of Stakeholders in CSR Implementation

In the implementation of the CSR greening program in Pandeyan Village, stakeholder involvement was evident from various parties. From the perspective of the village government, Mr. Dwi Purboyono, the Head of Pandeyan Village, stated that the CSR program originated from a request for assistance submitted by the village government to the airport management. He explained that the request was made because the majority of residents work as farmers, therefore, tree seedlings and fertilizers were considered highly beneficial for planting along the TNI Manunggal Desa (TMMD) road area. Dwi Purboyono, the Head of Pandeyan Village, explained:

“This greening activity came from Angkasa Pura CSR program. It was implemented in Pandeyan because the village was selected for the TMMD program by the government The total number of trees planted was approximately 200, which we planted in the TMMD area. The role of the village was primarily to prepare the site, coordinate with the farmers responsible for planting and maintenance Currently, the plants have grown well, and the scenery looks much better.” (Dwi Purboyono, Head of Pandeyan Village, interview on July 10, 2025)

The planting of gelondong pecut trees was carried out on October 31, 2024, in conjunction with the inauguration of the road constructed under the TMMD program by the Indonesian National Armed Forces (TNI). The trees were planted along the road that passes through the rice field area, with the expectation that they would eventually provide shade for farmers and local residents passing by, while also enhancing the functional value of the infrastructure development.



Figure 2. Gelondong pecut seedlings were distributed to Pandeyan residents.
Source : PR Documentation, PT Angkasa Pura Indonesia – Adi Soemarmo

The role of the neighborhood association (RW) as a community representative is also evident in this program. Sarto, the RW representative of Pandeyan Village, emphasized:

“The community is pleased with the tree seedling assistance from Adi Soemarmo Airport, as the trees can be planted along the TMMD road area and the benefits can be felt in the long term. CSR programs such as this reforestation initiative should continue so that their impact can be more strongly felt.” (Sarto, RW Representative of Pandeyan Village, interview on July 10, 2025).

In addition, the involvement of the community as the main beneficiaries is also highly significant. Satimin, a resident of Pandeyan Village, stated:

“Of course we are happy. When the community receives assistance, we naturally accept it with gratitude. If there is another program like this, we would certainly welcome it, as long as it benefits the community.” (Satimin, Resident of Pandeyan Village, interview on July 10, 2025).



Figure 3. Handover of tree seedlings by PT Angkasa Pura Indonesia to Pandeyan Village

Source : PR Documentation, PT Angkasa Pura Indonesia – Adi Soemarmo

Based on these findings, it can be concluded that the CSR greening program at Pandeyan Village involved various stakeholders and generated positive responses from the community. These empirical results serve as the foundation for further analysis of how PT Angkasa Pura Indonesia's CSR communication strategy supports its corporate image, which will be discussed in the next chapter.

DISCUSSIONS

The previously presented findings serve as a foundation for analyzing the design and implementation of CSR communication strategies within the framework of stakeholder relations.

Beyond categorizing stakeholder groups, it is crucial to interpret how stakeholder dynamics shape communication patterns. The initiative's origin from the village government indicates a responsive communication orientation, where the company reacts to external requests rather than proactively identifying needs. The village head explained that the greening activity began through a proposal from the local government to the airport's CSR division, showing that the company's actions were community-driven rather than based on a pre-established corporate plan. This suggests that CSR communication is influenced by situational demands and local legitimacy more than long-term narrative planning. Although such responsiveness enhances trust and local sensitivity, it also reduces opportunities to position CSR as a proactive component of corporate identity.

In terms of stakeholder power and interest, the village government holds significant influence as the initiator, shaping communication to be adaptive rather than directive. The public relations division serves as the main liaison, bridging institutional and local narratives, while local media amplify legitimacy through post-event coverage. This asymmetry affects both the direction and timing of messages, as communication primarily occurs after activities rather than before them. Consequently, the PR team must adjust to external timelines, limiting their ability to set proactive agendas. Managing this interdependence requires not only coordination but also message framing that remains aligned with the company's corporate narrative. Establishing anticipatory communication plans and clearer coordination with key actors particularly the village government and TNI would allow the company to maintain responsiveness while ensuring consistency in its messaging. This approach enables a shift from reactive communication toward strategic, dialogical partnerships that sustain community engagement and strengthen corporate credibility.

From a communication standpoint, the company's messaging tends to adapt to community expectations rather than set persuasive agendas. Messages directed to the community emphasize tangible benefits such as seedlings and fertilizers, while messages to the media focus on symbolic meanings related to environmental commitment and collaboration. This segmentation demonstrates an audience-oriented approach, yet it also indicates that proactive engagement could be enhanced through prior audience mapping and anticipatory message design. Future CSR planning should therefore balance responsiveness with proactiveness, maintaining participatory dialogue with local actors while establishing a pre-program communication framework that integrates stakeholder mapping from the outset. Such integration would position CSR as a strategically communicated initiative that reinforces the company's reputation and long-term relational capital.

Stakeholders in the CSR Program

This section provides an interpretive analysis of stakeholder involvement based on the data presented in the findings. The discussion focuses not only on identifying stakeholders but also on how their roles shape the company's communication strategy and responsiveness. The reforestation program involving the distribution of gelondong pecut tree seedlings and fertilizers by PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch, represents a CSR communication initiative oriented toward environmental concerns while strengthening relationships with the surrounding community. This aligns with stakeholder theory, which posits that corporate success depends not only on financial outcomes but also on the company's ability to address the interests of both primary and secondary stakeholders (Freeman, 1984, in Mahajan et al., 2023). In this context, residents of Pandeyan Village serve as primary stakeholders who directly experience the program's impact (Nilamsari, 2015).

The stakeholders involved in this program can be grouped into three categories. The primary stakeholders comprise the beneficiary community mainly farmers, village officials, and neighborhood associations (RW) who were directly engaged in the proposal and implementation of the program. The secondary stakeholders include the company's internal and local media that disseminated information to the wider public, along with communities indirectly benefiting from environmental improvements. The key stakeholders consist of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office as decision-maker, the village government as initiator, and the Indonesian National Armed Forces (TNI) through the TMMD initiative. Although these groups were not explicitly mentioned by the informants, the analysis indicates that all stakeholders in the reforestation program can indeed be classified within these three categories.

This mapping demonstrates that stakeholder participation is not merely formal but reflects a collaborative and participatory communication pattern. The village government acts as a liaison between the company and the community, while the community perceives the program as beneficial, although levels of involvement vary. From the company's perspective, both internal and external media help extend message reach, even though most publications occurred post-implementation. This suggests that the CSR communication strategy remains largely responsive and could be more effective with stronger pre-program socialization. The success of CSR communication is determined by strategic planning that integrates audience mapping, media selection, message objectives, and communicator roles (Setyorini et al., 2021).

The village government's initiative in submitting a proposal demonstrates that communication between the company and community is two-way and participatory, reflected in various collaborative activities such as proposal preparation, planting, and

maintenance. The company's presence during the handover and its publication through digital platforms reinforces CSR's role as a communication bridge between the company and the public (Octaviani et al., 2022). The synchronization with the TMMD program further emphasizes institutional synergy, positioning CSR not only as an act of social concern but also as a strategic partnership that enhances the company's credibility and public trust.

Although informants expressed different perceptions regarding the form of community involvement some citing farmer groups or neighborhood representatives, others mentioning appointed workers these variations reflect differing experiences rather than disengagement. The community's enthusiasm during the planting and inauguration events indicates overall positive reception.

Aligned with communication strategy theory, the CSR program incorporates four essential elements: message, channel, communicator, and audience (Setyorini et al., 2021). The message emphasizes environmental awareness relevant to the predominantly farming community, the channels include the airport's official website for documentation and transparency, local media such as *Bahtera Jateng* for legitimacy, and Instagram for wider digital engagement. The communicator the public relations division acts as a credible liaison among the company, government, community, and media. The audience encompasses both local beneficiaries and the broader public reached through media dissemination.

These elements function as an integrated communication system that enhances visibility and credibility. However, the dominance of post-event publications and limited pre-event socialization indicate the need for greater participatory engagement. Thus, the CSR communication strategy implemented by PT Angkasa Pura Indonesia extends beyond the distribution of assistance to include message planning, media management, and stakeholder engagement aimed at building sustainable community relations and reinforcing a positive corporate image.

CSR Communication Builds a Positive Image for the Company

The involvement of stakeholders in the CSR reforestation program not only fosters participatory communication but also contributes to shaping the company's image in the eyes of the public. From the perspective of corporate image theory, a positive corporate image is formed when the public perceives consistency between the communication conveyed and the actual actions taken (Ismaulidina et al., 2020). In this context, the community perceives the assistance provided as directly beneficial particularly for farmers thereby fostering trust and a sense of ownership toward the CSR program (Darwinsyah, 2018). This finding is also consistent with research conducted at Incheon International Airport, which revealed that CSR plays an essential role in strengthening reputation and enhancing public trust in the company (Lee et al., 2022). Furthermore, the effectiveness of CSR communication conducted transparently and accountably significantly contributes to building a positive corporate reputation (Nurjanah & Yulianti, 2019). Therefore, it can be understood that the CSR communication strategy of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, contributes to shaping public perception of environmental concern while simultaneously reinforcing the company's positive image within the aviation sector.

Moreover, the public's perception that similar programs should continue in the future indicates that the CSR communication strategy generates cognitive, affective, and conative impacts. The public not only understands the messages of the CSR program (cognitive) but also feels the company's concern (affective) and expresses a willingness to support the program's sustainability (conative). These three dimensions demonstrate how CSR serves as a vital instrument in shaping a company's image (Tsabitha, 2024).

From the perspective of the Triple Bottom Line framework, the CSR program of Adi Soemarmo Airport places greater emphasis on the Planet aspect (environment). This focus is reflected in the implementation of the reforestation program through the distribution of tree seedlings and compost fertilizer produced from the airport's internal waste processing. This initiative is not merely a form of assistance but also a strategic effort that demonstrates the company's concern for environmental preservation and the sustainability of the ecosystem surrounding the airport. With the participation of Pandeyan Village residents in receiving and utilizing the assistance, the program provides a direct contribution while simultaneously strengthening the company's image as an institution oriented toward sustainability.

The research findings are also related to the three fundamental principles of CSR, namely sustainability, transparency, and accountability. The principle of sustainability is reflected in the continuation of the CSR program, which is implemented not only in Pandeyan Village but also extended to several other villages through similar activities. The principle of transparency is demonstrated through the company's openness in communicating program information via the airport's official website, local media coverage, and the Instagram account @adisoemarmoairport. Meanwhile, the principle of accountability has not yet been fully realized, as the company has not conducted a systematic measurement of the program's impact, although post-planting monitoring has been carried out to ensure the seedlings grow properly.

Despite these limitations, such feedback can serve as an opportunity for improvement in the future. The company can enhance the effectiveness of its CSR initiatives by combining responsive and proactive approaches, for example, through needs mapping and open information dissemination prior to program implementation. The management of CSR strategies at the airport should be systematically planned and prioritized by involving both internal and external stakeholders, and equipped with continuous evaluation and monitoring mechanisms to ensure long-term impact (Chang & Yeh, 2016). Furthermore, establishing small management groups at the neighborhood (RT/RW) or farmer-group level to assist in tree maintenance can improve the program's sustainability. Post-planting monitoring has been carried out by the airport to ensure the continuity of the program. In addition, the community continues to play a role in maintaining and caring for the planted trees, thereby sustaining public involvement even after the activity has concluded. Although a few individuals were reported to have damaged the leaves, this does not diminish the commitment of the majority of residents who strive to care for the plants so that they grow well. The implementation of CSR at PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, has been shown to follow the stages of planning, implementation, monitoring, and reporting. The emphasis on monitoring and mentoring of community partners enhances the sustainability of the program and strengthens its positive impact on the company's image (Laro et al., 2023).

Therefore, it is essential to continue and strengthen the existing monitoring efforts through broader community involvement and ongoing mentoring, ensuring that the program's success does not stop at the planting stage but extends to tangible, long-term benefits shared by all stakeholders. Overall, it can be concluded that the CSR reforestation program in Pandeyan Village functions not merely as a social obligation but also as an effective communication strategy to reinforce the company's image. Although there remains room for improvement in terms of initiative and socialization, the involvement of multiple stakeholders demonstrates that this program holds significant potential to be further developed as an expression of environmental concern and as a means of strengthening the relationship between the company and the surrounding community.

Considering the interrelation between CSR implementation and corporate image, it can be affirmed that the reforestation program in Pandeyan Village is understood not only as a social activity but also as a communication strategy designed to strengthen the identity and reputation of PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office. This aligns with corporate image theory, which emphasizes that public perception is formed through consistency between the messages conveyed and the company's actual actions. A participatory CSR implementation aligned with community needs and communicated transparently through multiple media platforms fosters the creation of a positive corporate image that is not only short-term but also potentially sustainable. Thus, CSR serves as a strategic instrument in public relations that enhances public trust, strengthens community loyalty, and positions the company as an institution genuinely committed to environmental sustainability and community well-being.

Overall, this discussion demonstrates that effective CSR communication is achieved through the strategic alignment of stakeholder relations, message design, and accountability principles, all of which contribute to a sustainable corporate image.

CONCLUSIONS

This study demonstrates that the Corporate Social Responsibility (CSR) communication strategy implemented by PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, through its reforestation program in Pandeyan Village, has successfully built a positive corporate image while simultaneously providing tangible benefits to the community. The program, which involved the distribution of 200 gelondong pecut tree seedlings and 1,000 kilograms of compost fertilizer, proved to be relevant to the needs of the local population most of whom work as farmers and supported environmental sustainability initiatives.

Based on the findings, three main conclusions can be drawn. First, the CSR communication strategy is participatory in nature, as evidenced by the submission of an assistance proposal by the village government, community involvement in both the planting and maintenance of the seedlings, and the company's presence during the handover and publication of the activity through social media. Second, the consistency between the company's communicated messages and its concrete actions has strengthened its positive image, as reflected in the community's appreciation and their expressed hope for the program's continuation in the future. Third, the use of mass media and social media including the airport's official Instagram account has expanded the reach of CSR information, further emphasizing the company's transparency and concern for both the environment and society. These findings underscore the importance of implementing CSR initiatives accompanied by an effective communication strategy to strengthen corporate image, particularly within the aviation sector, which plays a strategic role in regional development.

The findings of this study further affirm that Corporate Social Responsibility (CSR) is not merely a form of social obligation but also an effective communication strategy for strengthening corporate image. Through multi-stakeholder involvement, transparent publication, and alignment of programs with community needs, PT Angkasa Pura Indonesia, Adi Soemarmo Airport Branch Office, has demonstrated consistency between its social concern and its corporate identity as an environmentally conscious institution. This consistency not only enhances public trust but also reinforces the company's reputation as an organization committed to sustainability.

Although this study has examined the implementation of the CSR program, stakeholder involvement, publication strategies, and their impacts on both the community and corporate image, certain limitations remain. The analysis of CSR publications through

mass media and social media in this research is still descriptive in nature, thus unable to fully evaluate the effectiveness of communication, such as by measuring message reach or audience interaction. In line with these limitations, future research has the potential to explore the utilization of digital media in CSR communication more deeply either by assessing message effectiveness or by conducting comparative analyses across different CSR programs. Practically, the results of this study offer valuable insights for companies to further strengthen their CSR communication strategies through a more proactive approach, accompanied by broader socialization efforts prior to program implementation. The post-program monitoring that has been actively conducted by the company remains important to continue and could be expanded through greater community participation to ensure long-term sustainability. Meanwhile, for academics, this research can serve as a foundational reference for developing studies on digital-based CSR communication strategies, particularly in fostering public engagement and enhancing corporate image in the information age.

Managerial Implications

Based on the findings of this study, the practical implications for PR practitioners and CSR managers are clear. Companies are encouraged to adopt a more proactive approach in CSR communication by identifying community needs early and engaging in dialogue with stakeholders before program implementation. Expanding socialization and community engagement efforts prior to program activities can enhance participation, ensure program relevance, and foster stronger community ownership. Strengthening transparency and accountability mechanisms, including consistent reporting, post-program evaluation, and digital communication, will help build public trust, reinforce corporate credibility, and enhance stakeholder satisfaction. Integrating CSR communication strategies within the company's overall communication framework ensures that initiatives remain participatory, credible, and aligned with both corporate values and community expectations. These managerial implications provide concrete guidance for practitioners to enhance the effectiveness of CSR initiatives, support sustainable development, and strengthen the company's positive corporate image.

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