

Sustainability Communication Strategy to Enhance the Positive Corporate Image of a Mining Company: A Case Study of ANTAM

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Abstract

This study examines the sustainability communication strategy implemented through Corporate Social Responsibility (CSR) practices in the mining sector, using PT Aneka Tambang Tbk (ANTAM) as a case study. The research employs a qualitative descriptive approach based on literature review and case study analysis. The results indicate that ANTAM's sustainability communication is structured around three key strategic elements: transparency through sustainability reporting, two-way stakeholder engagement, and the alignment of CSR programs with local community needs and regulatory frameworks. The findings reveal that sustainability communication is not limited to information dissemination but functions as a relational strategy that strengthens trust, accountability, and long-term stakeholder relationships. ANTAM utilizes multiple communication channels, including sustainability reports, mass media, and participatory forums, to reinforce corporate credibility and public trust. The study also identifies that CSR initiatives designed holistically and supported by continuous stakeholder dialogue contribute significantly to the enhancement of corporate image and reputation, as reflected in national recognition such as the Indonesian SDGs Award. These findings suggest that effective sustainability communication plays a strategic role in positioning mining companies as socially and environmentally responsible organizations.

Keywords: Sustainability Communication Strategy, Corporate Social Responsibility, Corporate Image

INTRODUCTION

Effective communication serves as a key pillar of Public Relations in advancing the success of Environmental, Social, and Governance (ESG) initiatives. In today's era of increasing awareness of environmental and social issues, communication is not merely a tool for information dissemination, but also a strategic means to build trust, influence behavior, and achieve sustainability goals. Three main elements are closely related to sustainability: (1) The complexity and uncertainty of ESG—sustainability is a multifaceted concept, often intangible, and involves conflicting interests (Karmasin et al., 2021); (2) Activism—the presence of individuals or groups actively advocating for sustainability issues, both individually and collectively; and (3) Participatory culture (prosumer-producer)—a shift in consumer roles toward co-production, where consumers are not merely purchasers but also participants in the production process and corporate decision-making.

The role of Public Relations (PR) within a company acts as a bridge between the organization and the public. Fundamentally, the purpose of PR is to disseminate information and foster positive, harmonious relationships that contribute to a favorable corporate image. This function is essential as PR professionals are front-line communicators between the company and society. Companies require PR practitioners to achieve their organizational goals, especially by being responsive in observing, analyzing, and resolving issues arising from both internal and external sources. Communication planning by PR teams significantly influences the corporate image and reputation.

Public Relations is essentially a communication function, with a specific emphasis on the two-way nature of the communication process. It involves building and maintaining mutual understanding and goodwill between an organization and its stakeholders. As a strategic intelligence function, PR also analyzes and interprets environmental trends and issues that may impact the organization and its stakeholders (Wiratmo, Irfan, & Kuwatono, 2017). In the

Indonesian context, Public Relations is commonly referred to as Hubungan Masyarakat (Humas). Core concepts present in most definitions of Public Relations include intentionality, planning, performance, public interest, two-way communication, and strategic management functions, which reflect the dominant functional or normative paradigm of the "Excellence" theory by Grunig (Thurlow, Sévigny, & Dottori, 2018). Dozier and Broom (in Siswanto & Abraham, 2016) emphasize the role of PR practitioners as communication facilitators—acting as intermediaries between management and the public, maintaining two-way communication, eliminating relational barriers, and keeping communication channels open for the benefit of both parties.

One of the key strategies used by companies to build and strengthen corporate image is through Corporate Social Responsibility (CSR). CSR activities allow companies to create a positive public perception by demonstrating their commitment to social and environmental issues. Effective CSR can enhance corporate reputation by showcasing genuine concern for environmental and societal well-being. However, the outcomes of CSR initiatives often vary. The success of CSR programs largely depends on how well they are designed and implemented. When businesses align their CSR activities with the needs of local communities, stakeholders tend to show stronger support, thus enhancing the company's image. Transparency in the execution of CSR initiatives is a crucial factor in building a positive corporate image. When companies are open about their initiatives, the public is more likely to understand and appreciate their contributions. Moreover, public perception of CSR is also influenced by corporate leadership and organizational structure.

Organizations with strong and accountable leadership are more likely to implement effective Corporate Social Responsibility (CSR) programs that enhance corporate image. In contrast, reactive CSR initiatives, undertaken merely to fulfill legal obligations, often fail to significantly improve public perception. Therefore, companies must adopt proactive and strategic approaches to CSR implementation. CSR is not only a means of corporate obligation but also a core strategy in building and strengthening a company's public image. Effective CSR programs not only reflect a company's commitment to social and environmental issues but also play a crucial role in shaping positive stakeholder perceptions.

The success of CSR initiatives is highly dependent on several key factors: the alignment of programs with the needs of local communities, transparency in implementation, and the quality of corporate leadership and organizational structure. Companies that employ proactive and strategic CSR approaches tend to be more successful in reinforcing their reputations compared to those that adopt reactive or compliance-based strategies. By fully integrating CSR into their overall business strategy, companies can build strong community relationships, enhance public trust, and improve their competitive positioning in the market. A well-structured CSR approach can deliver significant long-term benefits for both the company and the communities in which it operates.

The concept of sustainability, particularly in the context of the mining industry, has become increasingly complex and multidimensional. Interrelated Environmental, Social, and Governance (ESG) issues present significant challenges for mining companies. As public awareness grows and pressures from various stakeholders intensify, mining companies are no longer expected to focus solely on profit but are also required to consider the social and environmental impacts of their operations. In this context, sustainability communication becomes increasingly vital as a tool to build public trust and enhance corporate reputation.

The ongoing climate crisis and widening social inequality urge us to reevaluate the conventional economic model. The "Doughnut Economics" framework introduced by Kate Raworth offers an alternative vision that seeks to meet the basic needs of all people without exceeding the planet's ecological limits. The inner ring (social foundation) represents the fundamental human needs—such as food, housing, healthcare, and education—that must be met universally. The outer ring (ecological ceiling) defines the environmental boundaries that must

not be breached, including climate change, biodiversity loss, and pollution. The space between these two boundaries represents a safe and just operating space for humanity to thrive sustainably in the long term.

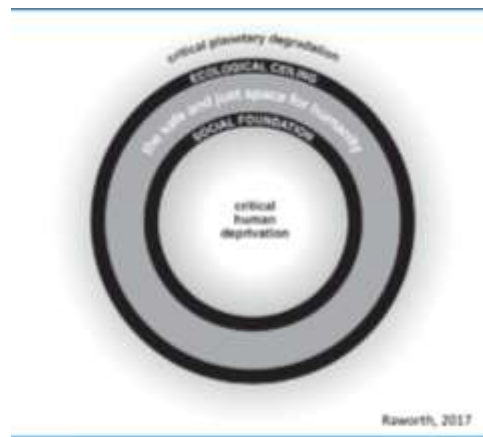


Figure 1. Doughnut Economics

Source: <https://compassionatespirit.com/wpblog/2017/12/12/doughnut-economics-review/>

An essential aspect of corporate sustainability communication goes beyond merely conveying information; it involves a profound understanding of the relationship between humans and the environment. This includes awareness of environmental issues and how these concerns are intertwined with social values, thus requiring a comprehensive understanding. Promotion and participation in sustainability communication aim to encourage public engagement, not only in the informational stage but also in driving concrete actions. A collaborative process that involves all relevant stakeholders is crucial in shaping and advancing sustainable corporate practices (Godemann & Michelsen, 2011).

Engagement, as a collaborative process, refers to meaningful communication and interaction with individuals or groups for a greater purpose—particularly in addressing issues that affect their well-being (Yudhawati, 2019). According to Johnston (2018), engagement is an interactive and dynamic process. It entails the co-creation of meaning through communication, with the goal of reaching mutual understanding. Thus, engagement is not a one-way effort but involves ongoing dialogue and collaboration to build shared meaning.

Engagement emphasizes two critical factors: participation and empowerment. Participation refers to the active involvement of all stakeholders in the process, while empowerment refers to efforts that enhance stakeholders’ capacities and enable them to exert greater control over the issues they face (Yudhawati, 2019). The relationship between engagement, participation, and collaboration forms a mutually reinforcing set of elements that are central to establishing meaningful stakeholder involvement in corporate sustainability initiatives.

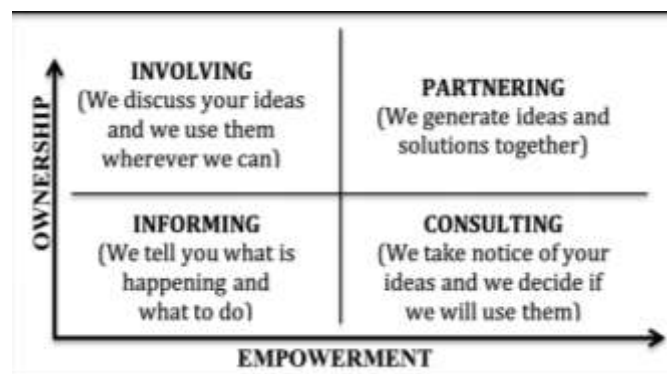


Figure 2. Improving government communication and empowering rural communities

Source: <https://www.sciencedirect.com/science/article/abs/pii/S0363811122000558>

The illustration above demonstrates that effective communication can enhance shared ownership and public empowerment in the decision-making process. The greater the public's engagement and collaboration, the stronger their sense of ownership and responsibility toward the resulting solutions or decisions. This process evolves from one-way communication (informing), where the public is merely provided with information, toward two-way, collaborative communication (partnering), in which both the public and authorities work together as equal partners to co-create solutions. The ultimate goal is to build more inclusive, transparent relationships that empower both authorities and the public.

Informing (we tell you what is happening and what to do): At this stage, communication is unidirectional, where the public is informed about what is happening and what actions to take without being involved in the decision-making process. The level of ownership is low, as the public functions merely as recipients of information and is not empowered to participate further. **Consulting (we take notice of your ideas and we decide if we will use them):** This stage marks an increase in participation, as the public is invited to provide ideas or feedback. However, the final decision remains in the hands of the authorities, and there is no guarantee that public input will be implemented. This reflects an initial step toward empowerment, but the level of ownership remains limited.

Involving (we discuss your ideas and we use them wherever we can): At this stage, communication becomes more interactive. The public actively participates in discussions, and their ideas are considered for implementation when possible. Ownership increases as collaboration between authorities and the public becomes more prominent. **Partnering (we generate ideas and solutions together):** In this final stage, the public and authorities collaborate equally to generate ideas and co-create solutions. Empowerment and ownership are at their highest, as the public plays a critical role in the decision-making process, and the outcomes reflect true collaboration.

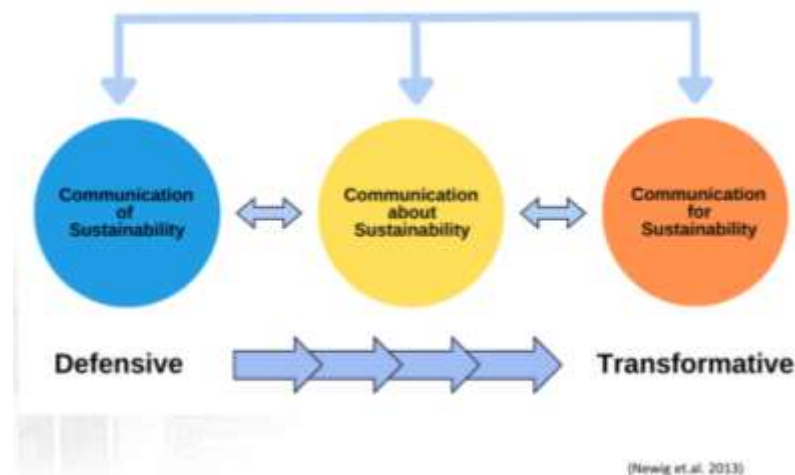


Figure 3. *Climate Change and Sustainability Communication*

Source: https://link.springer.com/chapter/10.1007/978-981-16-8519-4_3

The model of sustainability communication developed by Newig et al. (2013) illustrates the evolution of sustainability communication approaches—from defensive (merely providing information) to transformational (encouraging concrete actions and collaboration for sustainability). The more transformational the approach, the greater the potential positive impact on sustainability outcomes. The communication of sustainability refers to the dissemination of information related to sustainability—such as facts, data, and policies—in a primarily informative manner, with limited interaction or engagement. A typical example is the publication of sustainability reports by corporations, which aim to inform stakeholders without necessarily inviting their active involvement.

In contrast, communication about sustainability creates space for discussion and dialogue on sustainability issues. This approach strikes a balance between information delivery and public engagement, fostering two-way communication that enables feedback. Such interaction can be realized through public forums or dialogues involving companies, governments, and communities to discuss environmental impacts and responsibilities. The most advanced level, communication for sustainability, adopts a transformational approach aimed at driving social and behavioral change. This model emphasizes active collaboration among stakeholders, with a focus on collective actions that create tangible sustainability outcomes. For instance, public campaigns promoting behavior change are an example of this approach, aiming to inspire concrete community involvement and long-term impact.

One notable example of effective Corporate Social Responsibility (CSR) communication in Indonesia's mining sector is PT Aneka Tambang Tbk (ANTAM). Recognized for its exemplary sustainability reporting, ANTAM has consistently received nominations for the Indonesian Sustainability Reporting Awards (ISRA) for four consecutive years, as reported by the National Center for Sustainability Reporting (Raudloh Al Madaniyah, 2017). This recognition reflects ANTAM's commitment to integrating sustainability communication into its corporate strategy and public engagement efforts.



Figure 4. Sembilan Program CSR ANTAM Raih Indonesian SDGs Award 2022

Source: <https://antam.com/id/news-and-events/article/nine-of-antam-csr-programs-receive-indonesian-sdgs-award-2022>

PT Aneka Tambang Tbk (ANTAM) has demonstrated a strong commitment to sustainability by implementing various Corporate Social Responsibility (CSR) programs aligned with the Sustainable Development Goals (SDGs). Previous studies have shown that well-designed and strategically communicated CSR initiatives in the mining sector play a crucial role in enhancing corporate reputation and strengthening relationships with local communities (Hilda & Sunarya, 2019; Ningtyas et al., 2022). As stated in ANTAM's official press release, nine of ANTAM's CSR programs received awards at the 2022 Indonesian SDGs Award (ISDA), initiated by the Corporate Forum for CSR Development (CFCD). This recognition supports findings from earlier research indicating that sustainability-oriented CSR programs, when aligned with community needs and communicated transparently, contribute positively to corporate image and stakeholder trust in extractive industries (Anggraeni & Suhermin, 2022; Anugerah & Sisdianto, 2024). Through such recognition, ANTAM exemplifies how strategic sustainability

communication extends beyond information dissemination and functions as a reputational asset that positions mining companies as socially and environmentally responsible organizations.

Based on the background and challenges faced by companies in the mining sector, this study aims to conduct an in-depth analysis of the sustainability communication strategies implemented by ANTAM, particularly in building community relationships and reinforcing corporate reputation. This research also explores key factors influencing the success of CSR implementation in the mining industry, including corporate management commitment, stakeholder engagement, and government regulatory frameworks. The findings are expected to provide strategic insights for mining companies seeking to enhance public trust and corporate image through a holistic sustainability communication approach.

RESEARCH METHODS

This study employs a qualitative descriptive approach to examine the implementation of sustainable Corporate Social Responsibility (CSR) programs at PT Aneka Tambang Tbk (ANTAM) and their impact on corporate reputation. Qualitative descriptive research is suitable for studies aiming to provide a comprehensive summary of specific events or practices in their natural context (Sandelowski, 2000). According to Creswell (2014), qualitative research enables researchers to explore social phenomena by understanding participants' perspectives, experiences, and meanings.

In line with this approach, the present study seeks to obtain in-depth insights into how CSR programs are designed, implemented, and evaluated, as well as how these initiatives are perceived by various stakeholders, including corporate management, government institutions, non-governmental organizations, and local communities. This method allows the researcher to capture multiple viewpoints and contextual factors influencing CSR implementation in the mining sector. Furthermore, qualitative descriptive research is particularly appropriate for examining complex social and environmental issues, as it facilitates the identification of best practices, challenges, and strategic responses adopted by organizations (Miles, Huberman, & Saldaña, 2014). Therefore, this approach provides a comprehensive understanding of the role of CSR in strengthening corporate reputation and community relationships within the mining industry context.

RESULT AND DISCUSSION

ANTAM is an Indonesian mining company that plays a significant role in the national mining industry. With extensive experience and a diverse portfolio, ANTAM contributes to meeting global market demands for key commodities such as nickel, gold, and bauxite. In addition to its core operations, the company is also actively involved in the development of new technologies, including electric vehicle batteries, to support the transition toward sustainable energy. ANTAM recognizes sustainability as a fundamental pillar in achieving its business objectives. With operations across various regions in Indonesia, the company is committed to embedding sustainability principles into every aspect of its activities. This commitment includes fostering strong partnerships with stakeholders across its operational areas to ensure collective progress toward sustainability goals. Furthermore, ANTAM places high value on diversity and inclusion, ensuring that all employees are treated fairly and equally regardless of their background. This dedication to inclusivity reflects the company's recognition that a diverse and inclusive workforce is essential for building a sustainable and prosperous future.

ANTAM adopts a sustainability framework consisting of six core pillars: (1) Environment & Climate Change; (2) Smart Operation & Product Stewardship; (3) People; (4) Society; (5) Economic Development; and (6) Governance. To ensure effective implementation, this framework is aligned with various international standards and guidelines, including ISO 26000, the International Council on Mining and Metals (ICMM) principles, the Global Reporting Initiative (GRI) Standards, and the Sustainable Development Goals (SDGs). ANTAM's commitment to workplace inclusivity goes beyond rhetoric. The company not only affirms its inclusive values but also demonstrates concrete actions in their application, ensuring that inclusivity is embedded in its organizational culture and practices. Focus on Employee Inclusivity Humanitarian Principles: The company emphasizes its adherence to humanitarian principles in all operational activities, respecting human rights as outlined in the Universal Declaration of Human Rights, ILO Conventions, and the UN Guiding Principles on Business and Human Rights. Non-Discrimination: ANTAM upholds non-discrimination principles in human resources management. This is evident in the increasing representation of female employees in leadership roles and the company's efforts to provide fair opportunities for local recruitment. Female Representation: In 2022, female employees represented 11% of the total workforce, an increase from 10% in 2021. Notably, 13% of "Director-1 Division Head" roles were held by female employees in 2022, a significant increase from 7% in 2021. Local Recruitment: 44% of new recruits during 2019-2021 came from local communities, demonstrating ANTAM's commitment to community empowerment. Mining and Exploration Unit: In 2021, 44% of employees in the Mining and Exploration unit were from local residences. Overall, the image showcases ANTAM's efforts to create an inclusive and equitable workplace by: Promoting gender diversity: Increasing female representation at all levels of the organization. Prioritizing local recruitment: Empowering local communities by providing employment opportunities. Adhering to human rights principles: Ensuring fair treatment and respect for all employees.

PT Aneka Tambang (ANTAM) communicates its sustainability initiatives to the public through sustainability reports aimed at conveying information on the company's ESG (Environmental, Social, and Governance) goals and the progress achieved. These written reports, published periodically, contain data and information related to the company's performance in environmental, social, and corporate governance aspects. ANTAM also utilizes various mass media platforms—such as news outlets, technology channels, lifestyle media, and social media—to disseminate this information. By integrating sustainability reporting with mass media, ANTAM has built a strong reputation as a company committed to sustainability. This communication strategy not only informs the public about the company's initiatives but also fosters trust and strengthens relationships with various stakeholders. The emphasis on transparency demonstrates the company's open commitment to sustainable business practices; accountability serves as a form of corporate responsibility to stakeholders such as investors, communities, and the government; and public recognition, achieved through positive media coverage, acknowledges ANTAM's sustainability efforts. Furthermore, effective communication helps drive behavioral change both within and outside the company, inspiring other organizations to adopt similar practices.



Figure 5. *Sustainability Report*

Source: <https://company-announcements.afrc.com/asx/atm/05adee2b-e944-11ed-bd76-365dadad588c.pdf>



Figure 6. *Antam Wins 11 ENSIA Awards for Developing Environmental and Social Innovation*
Source: <https://nasional.kompas.com/read/2023/08/14/14125741/kembangkan-inovasi-lingkungan-dan-sosial-antam-raih-11-penghargaan-ensia>

Figure 7. Mimpi Besar untuk Masyarakat



Source: <https://www.youtube.com/watch?v=S72cYvKHFKI>

The video conveys ANTAM's vision, illustrating its long-term aspirations, including how the company seeks to contribute to society and the nation. ANTAM's social commitment reflects its dedication to Corporate Social Responsibility (CSR) and efforts to generate a positive impact on communities surrounding its operational areas. The video also highlights the company's core values, such as integrity, sustainability, and national spirit. Interviews with ANTAM employees share their personal experiences working within the company. It also includes footage of CSR activities conducted by ANTAM, such as community empowerment programs and environmental conservation initiatives. There are three main points in formulating ANTAM's sustainability communication strategy: Know your stakeholders: Understanding stakeholders is crucial, as each group has distinct interests, concerns, and expectations regarding the company. By identifying these characteristics, ANTAM can craft messages that are both relevant and effective. Key stakeholders include investors, media, employees, retail customers, local communities, business partners, government entities, and the board of directors. Our spokesperson: Spokespersons play a vital role in delivering corporate messages to the public. They must possess a deep understanding of the company's operations and sustainability issues. Potential ANTAM spokespersons include members of the board of directors, corporate secretaries, and general managers. Effective spokespersons should be credible, communicative, and capable of delivering messages clearly and persuasively. Deliver solid key messages that align with the regulations at the right time: Key messages are the core statements that the company aims to convey. These messages must be clear, concise, and memorable. They must comply with applicable regulations—both governmental and industry standards—and be communicated at the appropriate time, aligning with the current context. ANTAM employs a clear strategy for message delivery, choosing relevant themes and adopting communication styles tailored to its target audience.

ANTAM's comprehensive approach in engaging stakeholders demonstrates its commitment to building sustainable and transparent relationships. By involving various stakeholders in decision-making processes, ANTAM ensures its business operations remain

sustainable and beneficial to society. This approach reflects the company's effort to cultivate strong, long-lasting relationships with all relevant parties. ANTAM actively listens to the aspirations, needs, ideas, suggestions, and criticisms from its stakeholders. These activities are conducted across all operational areas, signifying the company's high regard for stakeholder input. ANTAM ensures that every multi-stakeholder activity includes appropriate representation.

The methods employed include: direct individual interactions to gain in-depth understanding of stakeholder needs and expectations; focus group discussions to facilitate open and detailed conversations in smaller groups; exhibitions to introduce the company, its programs, and products to the general public; periodic meetings to maintain continuous communication and provide updates; seminars to educate and inform stakeholders on relevant issues; customer satisfaction surveys to evaluate stakeholder satisfaction with company products or services; and multi-stakeholder forums that enable diverse stakeholders to engage in dialogue and seek collaborative solutions.

CONCLUSION

This study emphasizes that sustainability communication is not merely a means of conveying information but also a tool to inspire behavioral change, strengthen stakeholder relationships, and build public trust. A more transformational approach—from informing to partnering—can deliver significant long-term impact, not only for the company but also for the communities in which they operate. This study is expected to serve as a strategic guide for other mining companies to integrate sustainability communication as a part of their reputation management.

The sustainability communication strategy implemented by ANTAM demonstrates how effective communication can be a vital instrument in building a positive image of a mining company. ANTAM does not only utilize Corporate Social Responsibility (CSR) initiatives to show its commitment to social and environmental issues, but also adopts a two-way communication approach that involves dialogue and collaboration with stakeholders. Through a combination of sustainability reporting, mass media utilization, and active participation in multi-stakeholder activities, ANTAM has succeeded in enhancing transparency, accountability, and shared ownership among related parties.

The success of CSR program implementation heavily depends on the company's long-term commitment to invest in projects focused on improving the quality of life for the community. Active community involvement and consistent government support are key to ensuring program sustainability and significant positive impact. Conversely, CSR programs that are short-term or merely fulfill legal obligations tend to be ineffective in building trust and long-term relationships with the community, thus failing to significantly enhance the company's reputation.

The success of ANTAM's sustainability communication is also supported by a strategic approach in understanding the needs of local communities, building inclusive relationships, and aligning messages with relevant regulations. CSR programs that are proactively and strategically designed have proven effective in strengthening the company's reputation as a socially and environmentally responsible entity, as reflected in prestigious awards such as the Indonesian SDGs Award.

The findings of this study indicate that sustainable CSR practices are a key factor in enhancing the positive image of mining companies, as shown in the case study of ANTAM. CSR programs designed holistically and relevant to local community needs have proven effective in strengthening company-stakeholder relationships and contributing to sustainable development in operational areas.

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