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THE ROLE OF PUBLIC RELATIONS IN BUILDING COMPANY REPUTATION THROUGH CORPORATE SOCIAL RESPONSIBILITY PROGRAMS

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Abstract

Corporate Social Responsibility (CSR) is a strategic approach through which companies strengthen community relationships while enhancing corporate reputation, and its success is closely tied to the role of Public Relations as a managerial function. This study aims to analyze the implementation of Public Relations roles in the Pesona Betawi CSR Program and their contribution to the corporate reputation of PT PLN Indonesia Power UBP Priok. A qualitative case study approach was used, with data collected through in-depth interviews, observation, and documentation involving three key informants, one triangulator, and cross-checking across sources and techniques to ensure credibility. The findings show that Public Relations implemented four roles proposed by Dozier and Broom, namely expert prescriber, communication facilitator, communication technician, and problem solving process facilitator, in an integrated manner throughout the planning, implementation, and evaluation of the program. These roles strengthened the relationship between the company and the community and contributed to building a positive corporate reputation reflected in the dimensions of credibility, trustworthiness, and public trust as proposed by Fombrun.
Keywords: *communication facilitator; corporate reputation; expert prescriber; public relations*

Abstrak

Corporate Social Responsibility (CSR) merupakan strategi perusahaan untuk membangun hubungan dengan masyarakat sekaligus memperkuat reputasi perusahaan, dan keberhasilannya tidak terlepas dari peran Public Relations sebagai fungsi manajerial. Penelitian ini bertujuan menganalisis implementasi peran Public Relations dalam pelaksanaan Program CSR Pesona Betawi serta kontribusinya terhadap pembentukan reputasi PT PLN Indonesia Power UBP Priok. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data diperoleh melalui wawancara mendalam, observasi, dan dokumentasi terhadap tiga informan utama dan satu informan triangulator, dengan proses triangulasi sumber dan teknik untuk menjaga kredibilitas temuan. Hasil penelitian menunjukkan bahwa Public Relations mengimplementasikan empat peran menurut Dozier dan Broom, yaitu expert prescriber, communication facilitator, communication technician, dan problem solving process facilitator, secara terpadu dalam perencanaan, pelaksanaan, dan evaluasi program. Peran tersebut memperkuat hubungan perusahaan dengan masyarakat serta berkontribusi terhadap pembentukan reputasi positif perusahaan yang tercermin melalui dimensi credibility, trustworthiness, dan kepercayaan publik menurut Fombrun.
Kata Kunci: communication facilitator; expert prescriber; public relations; reputasi perusahaan

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I. INTRODUCTION

A company's reputation is a strategic asset that must always be maintained and enhanced, as it influences stakeholders' trust in the company and their assessment of the organization. To build this reputation, it is not enough for a company to simply convey positive messages, it must also demonstrate concrete actions that reflect its values, ethics, and social responsibility. Consequently, Corporate Social Responsibility (CSR) has evolved from merely a voluntary activity into a business strategy aimed at building sustainable relationships with the community and strengthening the organization's reputation. The success of CSR implementation depends not only on the quality of the programs carried out but also on how the company leverages the strategic role of public relations (PR) to foster communication with stakeholders.

In this context, Public Relations plays a strategic role as a bridge between the company's interests and the needs of its stakeholders. Public Relations is not only responsible for communicating CSR programs to the public, but also for identifying public needs, fostering two-way communication, facilitating problem-solving, and providing strategic recommendations to management. According to Dozier and Broom, this role is realized through four main functions: expert prescriber, communication facilitator, problem-solving process facilitator, and communication technician. These four roles demonstrate that public relations is not merely the executor of organizational communication but rather an integral part of managerial functions that determine the success of CSR implementation while supporting the building of the company's reputation.

Studies on the relationship between public relations, CSR, and corporate reputation have been conducted by a number of researchers in the past from various perspectives. The research by Lailiyah, explains that in the implementation of CSR programs, public relations activities serve as a tool for building relationships between companies and the public, and that interaction with the media is one of the most important tools in this process. Safitri's study shows that CSR implementation contributes to shaping corporate reputation through the establishment of good relationships with stakeholders, particularly in the entertainment industry. Research by Anjani and Setyanto, based on a concrete case study of a CSR program in the broadcasting sector, emphasizes the importance of the communicative function of public relations in building relationships between organizations and the broader public. Meanwhile, Srivastava's research focuses on the role of public relations in supporting CSR as part of a sustainable marketing strategy that influences customer loyalty. Radisatra and Ganiem highlight the importance of communication in the context of CSR for strengthening the

legitimacy, trust, and reputation of social security institutions in the labor sector. These five studies show that public relations, CSR, and corporate reputation are closely interrelated in organizational communication practices, even when examined in different industrial contexts.

However, in these studies, aspects such as the role of public relations activities in the context of CSR, the functions of public relations communication, or the impact of CSR on corporate reputation are typically discussed separately, and to date, there has been no comprehensive explanation of how the four roles of public relations activities, as defined by Dozier and Broom, are implemented in an integrated manner at every stage of a CSR program. From identifying community needs to planning, implementation, and evaluation, as well as the question of how fulfilling these roles contributes to the formation of a company's reputation. The discrepancy between the ideal condition (das sollen) that is, a situation where CSR should be managed in an integrated manner through the public relations management function, and the actual condition (das sein) namely, the fact that in many studies, the communication and management aspects of CSR are still treated separately, serves as a crucial foundation for this research. This gap forms the basis for the formulation of the following research objectives: (a) What role does the public relations department play in the implementation of the "Pesona Betawi" CSR program at PT PLN Indonesia Power UBP Priok, and (b) how do the communication processes carried out by this public relations department contribute to the formation of the company's reputation.

Taking these differences into account, this study analyzes the practical role of public relations activities within the "Pesona Betawi" CSR program series, which was selected not only because it focuses on providing social assistance but also because it places special emphasis on community empowerment through the preservation of Betawi culture and the development of local economic potential, as well as involving local residents as partners in its implementation. Unlike previous studies, which typically focused on a single aspect, this study views public relations activities as a strategic factor that integrates management and communication functions through the application of the four roles proposed by Dozier and Broom across the entire CSR cycle, from social situation analysis to outcome evaluation. Therefore, the objective of this study is to analyze the implementation of public relations roles in the "Pesona Betawi" CSR program and to identify their contribution to building the company's reputation. The findings of this study are expected to enrich the field of public relations, particularly regarding the application of public relations role theory in the context

of CSR, while also providing practical insights for companies on how to optimize the role of public relations as a strategic partner in managing sustainable CSR programs.

II. THEORETICAL REVIEW

Public Relations Role Theory

According to Dozeir and Broom, as cited by Rochmaniah, the role of public relations encompasses the duties and responsibilities of a professional who contributes to the achievement of an organization's goals through strategic communication activities. This role reflects the position of public relations not only as a means of conveying information, but also as a management function aimed at building relationships between the organization and its stakeholders. Dozeir and Broom divide the role of public relations into four categories. First, the expert prescriber, who is a specialist-advisor. In this role, public relations professionals, by leveraging their professional knowledge, assist senior leadership in identifying issues, formulating recommendations, and developing communication programs for the organization. Second, the communication facilitator, who acts as an intermediary in communication. This role involves establishing and maintaining a two-way flow of communication between the organization and its stakeholders to strengthen mutual understanding.

Third, the role as a problem-solving facilitator, which is the role of public relations, involves providing support to the organization and the broader public in finding solutions to various shared problems. Fourth, the role as a communication technician, which focuses on practical communication activities, such as drafting news and publications, documentation, and managing the organization's relations with the media. These four roles demonstrate the extent of the public relations department's involvement in communication, decision-making, and problem-solving processes within the organization, ranging from the strategic and managerial levels to the technical and practical levels. In this study, this theory serves as the foundation for analyzing how the public relations department carries out these four roles at each stage of the "Pesona Betavi" CSR program's implementation (from planning through evaluation).

Corporate Reputation Theory

According to Charles J. Fombrun, as cited by Rahmayani, a company's reputation is the overall assessment that the public assigns to that organization, formed as a result of the interaction between the organization's identity, its communications, and the experiences perceived by its stakeholders. Reputation is shaped not only by public relations activities but also by concrete actions that reflect the quality of service, social relationships, and the organization's ability to meet public expectations. Fombrun explains that a company's

reputation is influenced by four main aspects. Credibility reflects the general public's level of trust in the company's ability to consistently keep its promises and commitments. Trustworthiness reflects the general public's level of confidence that the company acts in good faith and is a reliable partner for building long-term relationships. Reliability reflects a company's ability to consistently implement its programs over the long term and continuously meet expectations. Responsibility reflects a company's commitment to ensuring social and environmental well-being, going beyond mere commercial interests. In this study, using these four dimensions as an analytical framework, the role of the "Pesona Betawi" CSR program in building the reputation of PT PLN Indonesia Power UBP Priok is examined. In this context, reputation is understood not merely as the result of public relations activities, but as the result of ongoing interactions between organizational identity, communication, and the real-life experiences of the local community.

These two theoretical frameworks complement each other in this study. Dozier and Broom's theory of the role of public relations is used to map how public relations operates within an organization, while Fombrun's theory of reputation is used to assess the impact of those actions in the eyes of the external public. By combining these two perspectives, this study can explain not only what Public Relations does in managing the Pesona Betawi CSR Program, but also how those actions specifically contribute to each dimension of corporate reputation, thereby allowing for a more systematic explanation of the cause-and-effect relationship between the role of Public Relations and reputation building.

III. RESEARCH METHODS

Metode This research uses a qualitative approach, using a case study method, to examine in detail the role of public relations in building corporate reputation through PT PLN Indonesia Power UBP Priok's "Pesona Betawi" CSR program. Sugiyono explains that qualitative research is a way to understand social phenomena in their natural state, and researchers consider it a primary tool in the data collection and analysis process. Research participants were selected through purposive sampling, a method of selecting informants based on specific criteria. This method aims to obtain data sources with knowledge and experience relevant to the research topic.

This research primarily involved three informants. The first informant was Isfan Fajar Sukarno (28 years old), a community development officer, chosen because of his direct involvement in the planning and implementation of the company's CSR program. The second informant was Sara Pebrina (32 years old), also a community development officer, chosen

because of her in-depth knowledge of communication strategies and CSR program implementation. The third informant was Abdul Karim (56 years old), the manager of RW 06 Kalibaru and Head of the Pesona Betawi Group's Fostered Partners. He was chosen because of his knowledge of the social impact of CSR programs and how the public views corporate reputation, representing the beneficiary perspective. To strengthen the credibility of the findings, this study also involved a triangulator informant, Arvin Hardian M.M., M.Ikom, a public relations expert and academic with experience in journalism, media communications, and corporate communications. Therefore, this study involved a total of four informants: three key informants and one triangulation informant.

Data collection was conducted through semi-structured interviews to ensure flexibility in the collection process and allow respondents to provide detailed answers. In addition, direct observations of program implementation in the field were conducted and documented through internal records and photographs of activities. Data reliability was ensured through two forms of triangulation. First, triangulation of information sources: statements from three key informants were compared and corroborated with one another, then cross-verified by the informants themselves to assess whether the results aligned with best practices in the field of public relations. Second, methodological triangulation: by comparing interview results with field observations and company documents, the data obtained through these three methods reinforce one another and can be deemed credible, whereas conflicting data require further analysis. Furthermore, as explained by Sugiyono, at each stage of data reduction, presentation, and conclusion-drawing, the interview results are grouped based on common themes and analyzed interactively to draw conclusions regarding the role of public relations and its contribution to corporate reputation.

IV. RESEARCH FINDINGS

Public Relations Plays a Strategic Role in CSR Program Management

The interview results show that the Public Relations department of PT PLN Indonesia Power UBP Priok is involved in all stages of CSR implementation. Sara Pebrina stated that the Public Relations department is involved from the initial stage of program development through the activity evaluation process.

> "*As for our role in public relations, we've been involved from the very beginning of the program, from planning and budgeting to implementation and evaluation."* **(Sara Pebrina, Community Development Officer, May 19, 2026)**

This statement was reinforced by Isfan Fajar Sukarno, who explained that Public Relations also plays a role in monitoring and preparing CSR reports. From the beneficiaries' perspective, Abdul Karim also noted the company's active involvement in implementing the program.

> *"PLN Indonesia Power not only provides assistance, but also offers guidance, training, monitoring, and periodic evaluations."* **(Abdul Karim, Head of the Pesona Betawi Partner Organization, May 18, 2026)**

These findings were confirmed by the triangulator, who assessed that the involvement of Public Relations from the planning stage through evaluation indicates a strategic role in CSR management; thus, the role of Public Relations is no longer purely technical but has evolved into an integral part of the organization's managerial functions. This involvement begins with the social mapping process to identify the needs and potential of communities in the target areas, which then serves as the basis for designing programs tailored to community needs. The planning process also involves coordination with local governments and various other stakeholders related to program implementation. During the implementation phase, Public Relations plays a role in coordinating activities, monitoring progress, and evaluating program outcomes; the entire series of activities is documented and compiled into reports as part of the company's accountability.

Public Relations as a Bridge Between Companies and the Community

All three informants shared the view that ongoing communication is a key factor in the success of CSR programs. Sara Pebrina explained that communication takes place through various channels so that information about the programs can be received and understood by the community.

> *"We use various communication channels, such as social media, online media, in-person meetings, and WhatsApp, to support the community."* **(Sara Pebrina, Community Development Officer, May 19, 2026)**

Isfan Fajar Sukarno made a similar point regarding the use of social media, online media, and WhatsApp groups to maintain communication with the community. Abdul Karim added that communication takes place openly through outreach, monitoring, and program-specific communication groups. In addition to communicating with the community, the Public Relations team also coordinates with local governments, beneficiary groups, and other stakeholders, and carries out documentation and publication efforts to disseminate information about the program's implementation. These various communication activities support the

smooth implementation of the Pesona Betawi Program in the field. Triangulator assessed that this combination of direct and digital communication demonstrates that the role of bridging the gap between the company and the community has been functioning well, and that this ongoing communication, in turn, strengthens the relationship between the company and the community as a whole.

CSR Program Implemented Through an Empowerment and Sustainability Approach

In addition to being active in program management and communication, the research findings show that the Pesona Betawi Program does not only focus on providing assistance to the community but also emphasizes the aspects of empowerment and sustainability. Sara Pebrina explained this as follows.

> *"The programs implemented are not just about providing aid, but also about mentoring and developing the target groups so that the community can become self-reliant."* **(Sara Pebrina, Community Development Officer, May 19, 2026)**

Isfan Fajar Sukarno also noted that the company's CSR initiatives cover various areas, such as the empowerment of MSMEs and fishing communities, environmental management, education, and public health. From the beneficiaries' perspective, Abdul Karim stated that the community receives training, guidance, and new skills that can help improve their well-being. This finding is reinforced by a triangulator who emphasized that ideal CSR does not merely provide temporary assistance but must be able to foster sustainability and community self-reliance, as he emphasized in the following interview.

Implementation of the Four Roles of Public Relations According to Dozier and Broom

The role of the expert prescriber is evident in the Public Relations department's involvement from the social mapping stage, through budget proposals, to the preparation of the final report. Sara Pebrina explained that the Public Relations department plays a role in program development, budgeting, implementation, and evaluation of activities. The triangulator confirmed that this involvement reflects a managerial function, not merely a technical one:

> *"When Public Relations is involved from planning, implementation, monitoring, to evaluation, it means that Public Relations is not only conveying information but also helping to manage the program."* **(Arvin Hardian, M.M., M.Ikom, Public Relations Practitioner, June 8, 2026)**

The role of communication facilitator is carried out through outreach, Focus Group Discussions (FGDs), meetings with local government officials, field monitoring, and

communication via WhatsApp, thereby providing the community with a platform to voice their needs, aspirations, and challenges. Triangulator emphasized:

> *"If the PR department acts as a liaison between the company and the community through outreach, guidance, and communication via WhatsApp, that is already evident. Outreach is happening, and communication via WhatsApp is also taking place. So the communication function is already in place."* **(Arvin Hardian, M.M., M.Ikom, Public Relations Practitioner, June 8, 2026)**

The role of communication technicians is evident in the drafting of press releases, documentation of activities, social media management, publications in the mass media, and the preparation of CSR reports carried out by Sara Pebrina and Isfan Fajar Sukarno. Triangulator assesses that these publication activities are part of the function of disseminating information to the public, although a company's reputation is ultimately built not by publications alone, but by the tangible benefits experienced by the community.

The role of a problem-solving process facilitator is evident in social mapping to identify community issues before a program is implemented, as well as through personal approaches, group discussions, and mediation when obstacles arise in the field. Triangulator explains that this function constitutes a form of two-way, reciprocal communication balik:

> *"When the public relations department not only conveys information but also listens to the community's aspirations and helps find solutions to existing challenges, two-way, reciprocal communication takes place."* **(Arvin Hardian, M.M., M.Ikom, Public Relations Practitioner, June 8, 2026)**

The involvement of Public Relations from the planning and decision-making stages allows companies to understand community needs in more depth so that the programs designed become more relevant and sustainable. In the role of communication facilitator, open and participatory communication allows for the exchange of information between the company and the community so that the program can run according to the needs of the beneficiaries, while creating closer relationships and minimizing the potential for misunderstandings in program implementation. As for the role of communications technician, researchers interpret that publications carried out by the company function as support for other strategic roles of Public Relations, because they help expand the reach of information regarding the Pesona Betawi Program so that the public can find out about various forms of company contributions. However, the technical function of communication becomes effective only when supported by the implementation of programs that truly have a positive impact on society. Meanwhile, in the

role of problem solving process facilitator, the assistance and mediation carried out by the company shows a commitment to ensuring that the program continues to run according to the stated objectives, so that the community is not left to face various obstacles independently. This condition creates the perception that the company really cares about the success of the community, not just the administrative success of the program. This condition creates the perception that the company truly cares about the success of the community, not just the administrative success of the program. These four roles complement each other and show that the function of Public Relations in the implementation of CSR at PT PLN Indonesia Power UBP Priok is not only technical, but also strategic, in line with the findings of Lailiyah, Anjani and Setyanto regarding the importance of the role of Public Relations and two-way communication in supporting the success of CSR, while complementing the studies of Radisatra and Ganiem and Srivastava by showing that the success of CSR is determined by the involvement of Public Relations at all stages of program management, not only in communication strategies alone. This finding also confirms that Corporate Social Responsibility is not seen as a stand-alone social activity, but as part of a company's strategy in building relationships with the community, as seen from the participatory approach implemented from the social mapping stage to the involvement of local governments and various stakeholders in the program development process.

Public Relations Communication Process in Building Company Reputation

In addition to fulfilling the four roles outlined by Dozier and Broom, the research findings indicate that communication is a crucial element in the overall implementation of the Pesona Betawi Program. Communication is not limited to the initial stages of the program through outreach, but also occurs continuously through mentoring, monitoring, evaluation, coordination meetings, and informal communication via WhatsApp. This process allows for a two-way exchange of information and the conveyance of aspirations between the company and the community. Interviews with Abdul Karim indicate that communication conducted by PT PLN Indonesia Power UBP Priok is participatory and open, as the community is given the opportunity to express their needs, ideas, and any obstacles they encounter during the program, both face-to-face and through digital media. From a Public Relations perspective, communication plays a crucial role in building and maintaining mutually beneficial relationships between organizations and the public, which influence organizational success. Open and ongoing communication serves as a means for companies to understand community needs and convey information about the programs they are implementing.

Contribution to Building Corporate Reputation

The Pesona Betawi program has contributed to building PT PLN Indonesia Power Priok's reputation in the community. Prior to the CSR program, some residents were unfamiliar with the company. However, after various ongoing empowerment activities were implemented, they began to understand the company's existence and its contribution to the surrounding environment. Abdul Karim explained that the community's perception has become more positive since the program.

Referring to Fombrun's reputation dimensions, the credibility dimension is reflected in the company's consistency in providing regular assistance, monitoring, and evaluation to its target groups, so that the community perceives the program as not stopping at the planning stage. The trustworthiness dimension is reflected in the community's openness in conveying needs and challenges to the company, demonstrating a relationship based on mutual trust. The Triangulator emphasizes that credibility and trust are built through consistency, not just publicity:

> *"CSR programs must be distinguished from charity. Charity is temporary, for example, providing assistance and then ending. CSR, on the other hand, has the principle of sustainability. Therefore, there must be assistance and program continuity."* **(Arvin Hardian, M.M., M.Ikom, Public Relations Practitioner, June 8, 2026)**

The reliability dimension is reflected in the sustainability of programs that have been running for several years and cover various areas such as empowering MSMEs, fishing groups, environmental management, education, and public health. While the responsibility dimension is evident in the program's orientation towards long-term community empowerment and independence, rather than just short-term assistance. Triangulator adds that communication isn't the only factor in building reputation:

> *"Communication is important, but it's not a panacea or a solution to everything. What's more important is how the program is implemented and how the community perceives its benefits."* **(Arvin Hardian, M.M., M.Ikom, Public Relations Practitioner, June 8, 2026)**

This consistency is also reflected in the scope of the Pesona Betawi Program, which focuses not only on providing assistance but also encompasses various areas such as empowering MSMEs, fishing groups, environmental management, education, and public health, providing communities with training, mentoring, and new skills that can help improve

their well-being. The reliability dimension is thus reflected in the company's ability to maintain the sustainability of the program year after year, rather than simply carrying out short-term ceremonial activities. The responsibility dimension is evident in the program's orientation, designed to provide long-term benefits, providing communities with the opportunity to increase their capacity and independence as a form of the company's voluntary responsibility to the social environment in which it operates. Therefore, the implementation of CSR in this study not only has a social impact on the community but also strengthens the perception that the company cares about the social environment surrounding its operational areas.

This finding supports the research of Safitri, which states that CSR implementation contributes to a company's reputation through positive relationships with stakeholders. It also provides a more in-depth explanation of the mechanisms for building this reputation, namely through the implementation of Public Relations' role in managing communications, building relationships, and integrating managerial and communication functions at every stage of CSR implementation. Thus, this study complements Fombrun's concept of reputation by demonstrating that the dimensions of credibility, trustworthiness, reliability, and responsibility can be strengthened through the implementation of Dozier and Broom's four Public Relations roles in CSR program management. The researchers interpret the company's reputation in this study as emerging from the community's direct experiences during the Pesona Betawi Program. Therefore, a positive reputation is a consequence of the ongoing relationship built between the company and the community through the empowerment program, not solely the result of an image strategy.

Overall, the findings in this section indicate that the role of Public Relations and the development of a company's reputation are interrelated and inseparable in the management of the Pesona Betawi CSR Program. The four Public Relations roles according to Dozier and Broom serve as operational mechanisms that bridge the company's interests with the community's needs, while the four dimensions of reputation according to Fombrun serve as indicators of the public's perception of these mechanisms. The consistency of answers between the three main informants representing the internal side of the company and the beneficiaries, which was then confirmed by triangulator informants from outside the organization, strengthens the credibility of the finding that the positive reputation of PT PLN Indonesia Power UBP Priok was formed through a combination of the implementation of an integrated Public Relations role and CSR programs that truly provide real and sustainable benefits to the community.

V. CONCLUSION

This study concludes that Public Relations plays a strategic role in the implementation of the Pesona Betawi CSR Program at PT PLN Indonesia Power UBP Priok. The four Public Relations roles outlined by Dozier and Broom, expert prescriber, communication facilitator, problem-solving process facilitator, and communication technician, were implemented in an integrated manner throughout the program's planning, implementation, and evaluation stages, as confirmed through interviews with three key informants and one triangulator. This implementation supports effective communication, strengthens relationships between the company and the community, and contributes to the development of a positive corporate reputation, reflected through the dimensions of credibility, trustworthiness, reliability, and responsibility. The Public Relations communication process for building this reputation is carried out in a participatory, open, and sustainable manner through various channels, such as outreach, focus group discussions, stakeholder audiences, field monitoring, social media, and informal communication via WhatsApp. This facilitates a two-way exchange of information and aspirations between the company and the community. Thus, a company's reputation is not formed solely by communication and publication activities, but rather by the alignment between what the company communicates and the tangible benefits experienced by the community on an ongoing basis.

Based on the research results, the researcher provides several suggestions. Practically, PT PLN Indonesia Power UBP Priok is advised to continue strengthening the role of Public Relations in managing CSR programs, particularly in monitoring, evaluating, and developing community-based programs, as well as increasing the use of digital communication media more interactively so that information delivery and relationships with the community and stakeholders can be established more effectively. Theoretically, this research is expected to enrich the study of communication science, particularly in the fields of Public Relations, CSR, and corporate reputation, by showing that the dimensions of credibility, trustworthiness, reliability, and responsibility in Fombrun's reputation theory can be strengthened through the integrated implementation of the four roles of Public Relations according to Dozier and Broom. Academically, this research can be used as a reference for students and future researchers studying similar topics. This research has limitations because it only focuses on one CSR program in one company unit so that the results cannot be generalized to other organizational contexts. Therefore, further research is recommended to involve more informants, different research objects, and examine the implementation of the role of Public Relations in various

industrial sectors or conduct comparative studies between institutions to gain a more comprehensive understanding of the relationship between CSR implementation, the role of Public Relations, and the formation of corporate reputation.

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