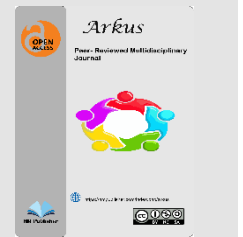




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## Analysis of Crisis Communication Management Study: Study at PT Semen Baturaja (Persero)

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### ABSTRACT

Crisis communication management is the process of planning, implementing and evaluating communications carried out in the face of a crisis. Effective crisis communication management can help companies to: maintain the Company's reputation, minimize the impact of the crisis on the company, prevent the spread of incorrect information, and build public trust in the company. This research is qualitative research. This research was conducted online by utilizing various online communication features to obtain information from informants. The informants in this research were the management of PT Semen Baturaja (Persero) and supplier partners and consumers from PT Semen Baturaja (Persero). PT Semen Baturaja has a good commitment to handling the crisis. The company has demonstrated efforts to improve the transparency, speed and effectiveness of crisis communications. However, PT Semen Baturaja still has several opportunities to improve its crisis communication management. These companies can increase the effectiveness of crisis communications on social media by using simple language, images and videos, fast and responsive responses, and various social media features.

### 1. Introduction

PT Semen Baturaja (Persero) Tbk. is one of the State-Owned Enterprises (BUMN) that operate in the cement industry. As a company operating in an industrial sector that is prone to accidents, PT Semen Baturaja has a high risk of experiencing a crisis. Therefore, PT Semen Baturaja needs to have effective crisis communication management. Crisis communication management is the process of planning, implementing and evaluating communications carried out in the face of a crisis. Effective crisis communication management can help companies to maintain the company's reputation, minimize the impact of the crisis on the company, prevent the spread of incorrect information, and build public trust in the company.<sup>1,2</sup>

The crisis communications team is the team responsible for handling crisis communications. This team must consist of people who are competent and have good communication skills. A crisis communication plan must cover various things, from audience identification and communication strategy to communication media. This crisis communication plan serves as a guide for the communications team to communicate with various parties involved in handling the crisis. Handling a crisis cannot be done alone. Therefore, PT Semen Baturaja needs to establish good coordination with various related parties, such as the government, media and society. This coordination is important to ensure that crisis handling is carried out effectively and efficiently. Transparency in crisis communication is important to

build public trust in PT Semen Baturaja. PT Semen Baturaja needs to provide clear and accurate information to the public about developments in handling the crisis.<sup>3</sup>

Speed in communicating with the public is important to prevent the spread of incorrect information. PT Semen Baturaja needs to have a communications team consisting of people who are competent and have good communication skills. PT Semen Baturaja also needs to have adequate communication infrastructure, such as a website, social media, and call center. Social media is one of the most effective forms of communication for the public today. Therefore, PT Semen Baturaja needs to increase the effectiveness of crisis communication on social media. PT Semen Baturaja can carry out a clear and targeted crisis communication strategy on social media, using language that is easily understood by the public, utilizing existing social media features, such as videos, photos, and polls, and carrying out regular monitoring and evaluation of crisis communication on social media.<sup>4,5</sup> This study aims to determine the analysis of crisis communication management studies at PT Semen Baturaja (Persero).

## **2. Methods**

This research is qualitative research that explores and describes in detail a situation or phenomenon of the research object under study by developing concepts and collecting existing facts. This research was conducted online by utilizing various online communication features to obtain information from informants. The informants in this research are the management of PT Semen Baturaja (Persero) and supplier partners and consumers from PT Semen Baturaja (Persero) who are over 17 years old. The informant's contact number has been obtained by researchers through the legal process and does not violate applicable regulations, and the informant has agreed to participate in this research. The sampling process was carried out until data saturation occurred from the informant interview process. PT Semen Baturaja (Persero) is a State-Owned Enterprise

(BUMN) company that operates in the cement industry. This company was founded on November 14<sup>th</sup>, 1974, with the name PT Semen Baturaja (Persero). PT Semen Baturaja has three cement factories spread across Indonesia, namely, Baturaja I Cement Factory in Baturaja, South Sumatra. Baturaja II Cement Factory in Palembang, South Sumatra and Baturaja III Cement Factory in Panjang, Lampung.

To collect data from information sources (informants), research requires supporting instruments, namely screening forms, informant data, interview guides, and recording equipment. In this research, primary data and secondary data are needed. Primary data is data that is directly obtained from the original source. This data is collected when conducting interviews via mobile communication channels or through various other communication media. Meanwhile, secondary data is data obtained through reviewing documents and literature sources, journals, and research reports related to the theme of this research. The raw data to be analyzed is arranged based on the data collection date, data source, data type, data description, and data nature. All data must be read to find out what data was obtained, the source of the data, and its meaning. After collecting data, researchers must find out what information each informant conveyed and compare it with other informants. By understanding all the data, researchers will be able to select/reduce new data that is important and related to the research question. Furthermore, researchers can also classify or group, or create themes for the selected data. Coding is the process of marking data that has been grouped. Groups of similar data are coded the same. Through coding, researchers can generate new categories or themes. Through coding, researchers produce themes or categorization of research data which constitute findings. Based on the resulting themes, the researcher then made a brief and systematic description so that the themes found became clearer. The next step is to look for relationships between one theme and other themes. The results of the construction of relationships between themes or

categories then need to be interpreted so that they can be understood by others.

### **3. Results and Discussion**

Based on the crisis communication management analysis study at PT Semen Baturaja, there are several things that can be underlined. First, PT Semen Baturaja has a solid and well-trained crisis team. PT Semen Baturaja has a solid and well-trained crisis team. This crisis team consists of various elements, starting from top management, operational teams, to communications teams. This team has an important role in handling crises, starting from crisis identification, crisis analysis, to crisis communication. Top management plays a role in providing direction and support for crisis management. The operational team plays a role in collecting information and data related to the crisis. The communications team plays a role in conveying information to the public about developments in handling the crisis. The PT Semen Baturaja crisis team has proven effective in handling various crises that have occurred, such as the cement factory fire case in Baturaja, the environmental pollution case at the cement factory in Lampung, and the work accident case at the cement factory in Palembang. The PT Semen Baturaja crisis team has an important role in identifying crises. This team will conduct an analysis of various factors, such as the company's internal and external conditions, to determine whether an event is a crisis or not. After identifying the crisis, the PT Semen Baturaja crisis team will conduct an analysis of it. This analysis includes identifying the causes of the crisis, the impact of the crisis, and alternative crisis management. The PT Semen Baturaja crisis team has an important role in crisis communication. This team will convey information to the public about developments in handling the crisis. Effective crisis communication can help companies to build public trust and minimize the impact of a crisis. By having a solid and well-trained crisis team, PT Semen Baturaja can be better prepared to face crises that occur. Second, PT Semen Baturaja has a comprehensive crisis communication plan. This

crisis communication plan covers various things, from audience identification, communication strategy, to communication media. This crisis communication plan serves as a guide for the communications team to communicate with various parties involved in handling the crisis.<sup>6,7</sup>

Third, PT Semen Baturaja has good coordination with various related parties. PT Semen Baturaja realizes that handling the crisis cannot be done alone. Therefore, PT Semen Baturaja maintains good coordination with various related parties, such as the government, media and society. This coordination is important to ensure that crisis handling is carried out effectively and efficiently. PT Semen Baturaja establishes good coordination with various related parties, such as the government, media and society, which is the right step to ensure that crisis handling is carried out effectively and efficiently. This is because each party has different roles and responsibilities in handling the crisis. The government plays a role in providing the regulations and policies needed to handle the crisis. The media plays a role in disseminating information and education to the public. The community plays a role in supporting efforts to handle the crisis. Good coordination between PT Semen Baturaja and various related parties will ensure that all parties have the same understanding of the crisis situation and work together effectively to overcome it. The following are some of the benefits of good coordination between PT Semen Baturaja and various related parties in handling crises: Increasing the effectiveness and efficiency of crisis handling, increasing public trust in PT Semen Baturaja, and Helping prevent crises from occurring in the future. The following are several examples of coordination carried out by PT Semen Baturaja with various related parties in handling the crisis: Coordination with the government to obtain permission and support in handling the crisis, coordination with the media to disseminate information and education to the public about the crisis and coordination with the community to obtain support in crisis management efforts. PT Semen Baturaja has demonstrated its commitment to

establishing good coordination with various related parties in handling the crisis. This can be seen from several examples of coordination that have been carried out by PT Semen Baturaja in the past. By continuing to establish good coordination with various related parties, PT Semen Baturaja can ensure that its crisis handling will run effectively and efficiently. Based on these things, it can be concluded that PT Semen Baturaja's crisis communication management is quite effective. This can be seen from the success of PT Semen Baturaja in handling various crises that have occurred, such as the cement factory fire case in Baturaja, the environmental pollution case at the cement factory in Lampung, and the work accident case at the cement factory in Palembang.<sup>8-11</sup>

However, there are several things that can be improved in PT Semen Baturaja's crisis communication management. First, PT Semen Baturaja needs to increase transparency in crisis communications. This is important to build public trust in PT Semen Baturaja. PT Semen Baturaja needs to increase transparency in crisis communications. This is important to build public trust in PT Semen Baturaja. Transparency in crisis communication means that PT Semen Baturaja must provide complete and accurate information to the public about the crisis that is occurring. This information must be delivered in a timely, clear, and easy-to-understand manner. With transparency in crisis communication, PT Semen Baturaja can show the public that the company is responsible and serious in handling the crisis. This will help build public trust in PT Semen Baturaja. Here are some tips for increasing transparency in crisis communications: The information provided should cover all important aspects of the crisis, including causes, impacts, and response plans. The public must be informed about the crisis as soon as possible. Use simple language and avoid technical jargon. Listen carefully to public complaints and questions, and provide honest and transparent responses. PT Semen Baturaja has demonstrated its commitment to increasing transparency in crisis communications. This can be seen from several examples of crisis

communication that have been carried out by PT Semen Baturaja in the past. For example, when a fire occurred at the PT Semen Baturaja factory in Palembang in 2022, the company provided complete and accurate information to the public about the fire. This information is delivered in a timely, clear, and easy-to-understand manner. PT Semen Baturaja also provides opportunities for the public to ask questions and provide input. The company responds to public complaints and questions carefully and transparently. By continuing to increase transparency in crisis communications, PT Semen Baturaja can build public trust in the company.<sup>12-14</sup>

Second, PT Semen Baturaja needs to increase its speed in communicating with the public. This is important to prevent the spread of incorrect information. When a crisis occurs, information can spread quickly through various media, including social media. Incorrect information can easily spread and cause unrest in society. By increasing the speed of communicating with the public, PT Semen Baturaja can provide correct information to the public as soon as possible. This will help prevent the spread of incorrect information and maintain public trust in PT Semen Baturaja.<sup>13-15</sup>

Here are some tips for increasing speed in crisis communications: The plan should include mechanisms for gathering and disseminating information quickly. Use communication channels that are fast and easily accessible to the public, such as social media and websites. The team must have the skills and knowledge necessary to communicate with the public effectively. PT Semen Baturaja has demonstrated its commitment to increasing speed in crisis communications. This can be seen from several examples of crisis communication that have been carried out by PT Semen Baturaja in the past. For example, when a fire occurred at the PT Semen Baturaja factory in Palembang in 2022, the company provided correct information to the public in a short time. This information is conveyed through various communication channels, including social media and websites. PT Semen Baturaja has also assigned a

special team to handle crisis communications. The team consists of communications experts who have the skills and knowledge necessary to communicate with the public effectively. By continuing to increase the speed of crisis communication, PT Semen Baturaja can prevent the spread of incorrect information and maintain public trust in the company.<sup>15,16</sup>

Third, PT Semen Baturaja needs to increase the effectiveness of crisis communication on social media. Social media is one of the most effective forms of communication for the public today. Here are some tips to increase the effectiveness of crisis communication on social media: Use language that is used daily by the public. Avoid technical jargon that the public may not understand. Images and videos can help convey information more clearly and interestingly. The public who uses social media expects fast and responsive responses from companies. Use various social media features to convey information more effectively, such as live streaming, polling, and Q&A. PT Semen Baturaja has demonstrated its commitment to increasing the effectiveness of crisis communication on social media. This can be seen from several examples of crisis communications that have been carried out by PT Semen Baturaja on social media in the past. For example, when a fire occurred at the PT Semen Baturaja factory in Palembang in 2022, the company used social media to convey information to the public. The information is presented simply, clearly, and easily understood. PT Semen Baturaja also uses images and videos to attract public attention. The company also provides fast and responsive responses to public questions and complaints. By continuing to improve the effectiveness of crisis communication on social media, PT Semen Baturaja can maintain public trust in the company. The following are some specific examples of how PT Semen Baturaja can increase the effectiveness of crisis communication on social media: Create social media accounts specifically for crisis communication. This account can be used to provide fast and accurate information to the public about the crisis that is occurring. Appoint a special team to

manage crisis communication social media accounts. This team must have the skills and knowledge necessary to communicate with the public effectively on social media. Create a crisis communication guide on social media. This guide can help crisis communications teams convey information effectively and consistently. By applying these tips and examples, PT Semen Baturaja can increase the effectiveness of crisis communication on social media and maintain public trust in the company.<sup>16,17</sup>

#### **4. Conclusion**

PT Semen Baturaja has a good commitment to handling the crisis. The company has demonstrated efforts to improve the transparency, speed, and effectiveness of crisis communications. However, PT Semen Baturaja still has several opportunities to improve its crisis communication management. These companies can increase the effectiveness of crisis communications on social media by using simple language, images, and videos, fast and responsive responses, and various social media features. Create a comprehensive crisis communications plan. This plan should cover all important aspects of crisis communications, including the crisis communications team, communications channels, and communications strategy. Increase training for crisis communications teams. Crisis communications teams must have the skills and knowledge necessary to communicate with the public effectively. Conduct regular evaluations of crisis communication management. This evaluation can help the company to identify areas that need improvement.

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