Post-crisis Communication Strategy In Corporate Reputation Restoration: a case study of PT. Eka Mas Republik (My Republik) in Kertosari, Purwosari, Pasuruan

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Abstract

This study examines the post-crisis communication strategies implemented by PT. Eka Mas Republik (MyRepublic) in restoring the company's reputation following a conflict with the community regarding allegations of installing an unauthorized Wi-Fi pole in Kertosari Village, Purwosari District, Pasuruan Regency. This study used a descriptive qualitative method with data collection techniques through observation, in-depth interviews, and documentation. The results showed that the crisis was rooted in a lack of direct and participatory communication between the company and the community. To address this, MyRepublic implemented five main strategies: reputational repair, relationship repair, behavioral repair, instructional communication, and adjusting information. These strategies were implemented through deliberation forums, interpersonal communication, technical education, and participation in community social activities. The implementation of these strategies proved effective, as evidenced by a significant increase in the number of customers after the crisis. This study concluded that the success of post-crisis communication was influenced by openness, two-way dialogue, and adjustment to local values and culture. These findings are expected to serve as a reference for companies in rebuilding their reputation and public trust strategically and sustainably.

Keyword: Post-crisis communication, reputation, communication strategy, MyRepublic, local community.

Introduction

The rapid advancement of digital technology has brought fundamental changes to various aspects of people's lives, particularly in social interaction patterns, learning methods, economic activities, and public service systems. These changes have created an urgent need for fast, easy, and real-time access to information to support daily activities. The internet has now transformed from an additional facility to a basic necessity in the digital era, serving as a vital infrastructure that supports various important activities such as education through online learning and access to global literature, business through digital transactions and electronic marketing, social interaction as a communication medium, and government through digital public services.

Figure 1.
Number of TikTok Users in 2023
Source: https://survei.apjii.or.id/

The significant growth of internet users in Indonesia has reached more than 220 million people (80% of the population) in 2024 according to APJII, triggered by smartphone penetration, the expansion of 4G/5G networks, and the surge in the digital economy, further emphasizing the urgency of developing equitable, stable, and quality internet infrastructure in all regions, both urban and rural, to reduce the digital divide, support equitable development, and accelerate national digital transformation towards comprehensive digital inclusion (Sufah et al., 2025).

In the rapidly evolving digital era, a company's reputation has become one of its most valuable assets, influencing stakeholder trust and business sustainability. However, crises, whether operational, financial, or reputational, can arise at any time, threatening the image a company has built over years. Crises such as financial scandals, product failures, or ethical issues can damage a company's reputation quickly, potentially even causing long-term financial losses and public trust.

In situations like this, a post-crisis communication strategy is key to reputation recovery. Companies that respond appropriately to crises through transparent, accountable, and proactive communication tend to recover stakeholder trust more quickly. Conversely, mistakes in crisis management, such as a slow response, lack of transparency, or inconsistent messaging, can damage a company's image and prolong the recovery period.

In today's digital era, developing internet infrastructure, such as installing Wi-Fi poles, is a strategic step to promote equitable digital access and reduce the gap between urban and rural areas. According to online articles, 1.7 million Indonesians, particularly in remote villages, still lack internet access.(Yonatan, 2023)

Various internet service providers are actively expanding their reach to remote areas, not only to open new markets but also to support the national digitalization program. The presence of the internet in rural areas is expected to improve people's quality of life by expanding access to information, strengthening the digital economy (such as e-commerce and online marketing), and enhancing social connectivity.

Despite the ongoing development of digital infrastructure by service providers, this phenomenon is often accompanied by the emergence of various crucial social problems. One of the most frequently emerging issues is resistance from some community groups to the installation of telecommunications infrastructure, particularly the installation of internet poles in their residential

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areas. Analysis of the root of this problem reveals that this resistance stems from ignorance or doubt within the community.

Figure 2.
Kertosari Village Wifi Provider Pole

A more fundamental factor lies in the suboptimal communication process between companies and local communities, often lacking transparency regarding the benefits and impacts of the project. This dialogue mechanism involves active community participation from the planning stage and provides comprehensive explanations regarding the technical and security aspects of the infrastructure. This situation then triggers negative perceptions and public distrust of digital infrastructure projects that are actually intended for the common good.

Figure 3.
News on the Installation of WiFi Poles in Kertosari Village
Source: https://pelitaprabu.com/warga-perumahan-bkp-purwosari-pasuruan-resah-krisis-air-bersih-sk-rt-tak-kunjung-jelas-dan-tiang-wi-fi-muncul-tanpa-izin/

In Kertosari Village, Purwosari District, Pasuruan Regency, PT Eka Mas Republik, commonly known as My Republic, an internet provider, has complied with all administrative procedures and company Standard Operating Procedures (SOPs), including obtaining permission from the village government before installing Wi-Fi poles. The company even established a special Permit Division to handle permits and coordinate with relevant parties. Legally, My Republic has fulfilled its obligations. The following is the structure of PT Eka Mas Republik (My Republic).

This shows that administrative compliance does not guarantee social acceptance. In public infrastructure development, especially those directly related to community life, a communication approach that involves direct participation is crucial. If the community feels neglected, public resistance can arise even if the project is legally valid.

The conflict is further complicated by allegations that the public's opposition stems not from genuine concerns, but rather from business competition between internet providers. My Republic suspects that certain parties are deliberately influencing public opinion to create distrust in their project.

To date, the installation of the WiFi poles has not violated residents' rights because they are located on village roads, which are public areas. Community misunderstandings have been resolved through deliberation, with the company providing official permission from the village government as legal basis. Interestingly, before the conflict emerged, there were only around 10 PT My Republic WiFi poles in Kertosari Village. However, after the conflict was resolved through communication and a persuasive approach involving residents, the number of WiFi poles increased significantly to around

100. This demonstrates that conflict resolution with a participatory post-crisis communication strategy has successfully restored community trust. The company's steps include open dialogue, information transparency, and involving residents in decision-making. This approach demonstrates that the success of post-crisis communication is determined not only by the content of the message, but also by how and when it is delivered.

Therefore, this study differs from the findings of previous research entitled "Legal Protection of Consumers by PT Telkom Due to IndiHome WiFi Network Disruptions (Study at Plasa Telkom, Makassar City Hall)" which discusses how legal protection is provided to consumers when there are continuous network disruptions by PT Telkom, with an emphasis on the company's responsibilities based on the Consumer Protection Law. The research method used is qualitative juridical-normative, with a case study approach and analysis of relevant legal regulations(Hardana, 2023). Meanwhile, "Analysis of Quality of Service of Wireless Local Area Network-Based Internet Networks to Improve Service Quality Using Wireshark (Case Study: PT. Lintang Media Infotama)" addresses issues from the technical side of the service, using quantitative methods with an experimental approach and field observations, and the help of tools such as Wireshark to measure service quality parameters such as throughput, delay, jitter, and packet loss.(Tegar & Abdillah, 2024) In contrast, this study uses a descriptive qualitative approach to examine the implementation of post-crisis communication strategies by PT. Eka Mas Republik (MyRepublic) in handling cases of misunderstandings among residents regarding the installation of WiFi infrastructure in Kertosari Village. This study specifically refers to the Situational Crisis Communication Theory (SCCT) to analyze the company's post-crisis communication strategies and to explain the company's efforts to restore public perception of its reputation. Unlike crisis communication research on large industries or public institutions, this research raises the dynamics of conflict between WiFi provider companies and village communities. This shows that reputation does not only occur due to internal company errors, but also due to failures in initial communication with the public. Thus, this study entitled "Post-Crisis Communication Strategies in Restoring Corporate Reputation: A Case Study of PT. Eka Mas Republik (MyRepublic) in Kertosari Village, Purwosari District, Pasuruan Regency" The findings of this study are expected to contribute to the development of crisis communication management, especially in the context of corporate reputation recovery in Indonesia.

Method

This study uses a qualitative descriptive approach to examine the post-crisis communication strategies implemented by PT. Eka Mas Republik (MyRepublic) in response to community rejection of the installation of WiFi poles in Kertosari Village, Pasuruan. This approach was chosen to explore in depth the meaning, processes, and social dynamics that occur between the company and the community. The study focuses on five post-crisis communication strategies according to Situational Crisis Communication Theory (SCCT): Reputation Repair, Relationship Repair, Behavioral Repair, Instructional Communication, and Adjusting Information. Data were obtained from in-depth interviews, observations, and documentation, with purposively selected key informants, including internal MyRepublic and the Kertosari Village Head. Data were analyzed using the interactive model of Miles, Huberman, and Saldana through three stages: data reduction, data presentation, and conclusion drawing and verification(Miles,M.B, Huberman,A.M, dan Saldana, 2014). Triangulation was conducted to ensure the validity of the findings. This approach allows researchers to understand the effectiveness of communication strategies in rebuilding public trust and improving the company's image.

Results and Discussion

This research was conducted to understand the post-crisis communication strategy implemented by PT. Eka Mas Republik (MyRepublic) in response to allegations of unauthorized installation of internet network poles in Kertosari Village, Purwosari District, Pasuruan Regency. Negative perceptions then spread within the community, sparking rejection of the company's existence and posing a threat to its operational sustainability.

However, empirical data from interviews revealed that the company had implemented all procedures in accordance with

standard operating procedures. They had conducted site surveys, technical consultations, and formal permit processing with village officials, including the village head, neighborhood unit (RT), and community unit (RW). The problem arose from the failure to communicate this information directly to residents. This suggests that the crisis was not caused by administrative violations, but rather by a lack of open communication that reached the wider public.

Clarification through Community Deliberation

The company's initial response to the crisis was to hold an open deliberation forum with residents and village officials. This forum served as a crucial platform for improving previously disrupted communication and clarifying emerging issues within the community. In the forum, the company openly explained the issues, provided legal evidence in the form of a permit from the village, and explained the technical aspects of installing the network poles. This clarification was crucial in easing the social tensions that arose, as the community finally received a direct and factual explanation of the company's actions. This openness reflected the company's commitment to the principles of transparency and accountability, which are fundamental to rebuilding public trust.

Furthermore, this step is not only responsive but also leads to the establishment of ongoing communication. PT. MyRepublic then initiated an annual community meeting every September. This meeting serves as a two-way dialogue space that allows residents to convey their aspirations, complaints, and criticisms directly to the company. This annual meeting also demonstrates the company's consistency in maintaining long-term relationships with the village community.

Social Approach Through Community Activities

After completing the formal clarification process through a deliberation forum, PT. MyRepublic did not stop with a purely administrative approach, but instead continued its strategic steps by adopting a social and emotional approach. This approach was implemented through a shift in the company's communication strategy from a procedural one to a more personal, participatory one, and oriented towards building long-term relationships with the community.

One concrete example of this approach is door-to-door internet service promotion. During these activities, company representatives introduce themselves in person, establish interpersonal communication, and address residents' concerns. Furthermore, PT. MyRepublic actively participates in village activities such as group exercise, religious study groups, and other community events.

Positive Impact on Business Reputation and Sustainability

The effectiveness of PT. MyRepublic's post-crisis communication strategy can be concretely measured through a significant shift in public trust, reflected in the increase in the number of consumers. Based on interview data, the number of active internet subscribers in Kertosari Village was only around ten households before the crisis. However, after implementing the relationship-based strategy, subscribers grew to over one hundred homes in less than five months.

Reputational Repair: Rebuilding Your Image in the Midst of Distrust

Following the crisis stemming from allegations of unauthorized Wi-Fi installation, PT. My Republic immediately took a series of steps to restore its image. The company held an open meeting involving residents and village officials to transparently explain the situation. In the forum, PT. My Republic not only apologized for the misunderstanding but also presented all administrative documentation as proof that the installation process had gone through official channels.

Relationship Repair: Rebuilding Social Connections with Residents

The crisis has fractured the social relationship between the company and the Kertosari Village community. To address this, PT. My Republic has begun rebuilding the disrupted relationship through a more intensive relational approach. One effort is establishing personal communication with residents through door-to-door promotional activities and participation in community activities such as morning exercise and other local events.

This strategy reflects the implementation of relationship repair, where the company's primary focus is on re-establishing lost emotional and social connections. Villagers who initially viewed PT. My Republic as an outsider slowly began to accept the company's presence as part of the local community. This change in approach demonstrates that in the context of rural communities, communication success is measured not only by formal legality, but also by the social closeness built through direct interaction and a willingness to participate in community life.

Behavioral Repair: Changing Organizational Attitudes in Interacting with the Community

This crisis also served as a reflective moment for the company to evaluate its previous communication practices. While PT. My Republic previously relied primarily on an administrative approach to communication, post-crisis the company began implementing more adaptive and humane communication practices. The company no longer considered permit documents from village officials sufficient, but instead began to recognize the importance of informal, horizontal communication.

This change falls into the category of behavioral improvement, namely changes in the company's attitude and behavior to adapt to the socio-cultural context of the local community. The physical presence of company representatives at community meetings, direct information delivery, and participation in community activities demonstrate that the company is not only improving its reputation on the surface, but also changing its perspective and patterns of interaction with the community. These changes demonstrate that the crisis is not only a threat, but also an opportunity to improve and adapt organizational behavior to be more relevant to community needs.

Instructional Communication: Education as a Tool to Reduce Miscommunication

In an effort to alleviate growing misunderstandings in the community, PT. My Republic also provides direct education on the technical aspects of pole installation, the benefits of internet services, and the licensing procedures involved. This is an implementation of instructional communication, a form of communication aimed at providing factual explanations to increase public understanding of company actions or policies.

This educational communication occurs not only once in a deliberation forum, but also continuously through a regular annual deliberation forum. In this forum, the public is given a space to ask questions, provide input, and obtain information directly from the company. This approach is important because it can prevent future miscommunications and also foster digital literacy among village residents as consumers of internet services.

Adjusting Information: Conveying Empathy and Goodwill

In addition to providing factual information, PT. My Republic also provided empathetic adjustments. Through an apology for the misunderstanding, a statement of goodwill, and an acknowledgement of the importance of community involvement in the infrastructure development process, the company demonstrated that it adheres not only to legal procedures but also to sensitivity to prevailing social norms in the village community.

This step is crucial because, in the context of post-crisis communications, adjusting information is not only about improving image but also about calming public emotional unrest. The company's empathetic response creates the perception that PT. My Republic is a caring partner and is open to criticism. In the long term, this kind of response can increase public loyalty to the company by establishing the impression that the company exists not only to generate profits but also to grow alongside the local community.

Based on the description above, it can be concluded that the post-crisis communication strategy implemented by PT. My Republic was not carried out reactively and unilaterally, but rather was designed with a systematic approach that encompasses aspects of reputation, social relations, behavior change, public education, and empathy. These five strategies are interrelated and form an effective communication framework in addressing the social dynamics of village communities.

The Relationship between the Literature Review on Communication Strategy and Research Results

In this study, researchers found that the post-crisis communication strategy implemented by PT. Eka Mas Republik (My Republic) in Kertosari Village reflects various communication strategy concepts as outlined in the literature review. Interviews and observations indicate a systematic effort by the company to rebuild its reputation and public trust following the crisis caused by the unauthorized installation of network poles. This indicates that the communication strategy used was not spontaneous, but rather planned and in accordance with crisis communication theory.

Disscussion

This communication strategy is in line with the Rebuild Strategy in the Situational Crisis Communication Theory (SCCT) by Coombs, which states that when an organization faces a crisis based on negative public perception, the most effective strategy is to take responsibility, demonstrate good intentions, and carry out real corrective actions(Coombs, 2016).

Furthermore, this approach can also be explained with the Dialogic Theory of Public Relations which was redeveloped in the context of digital communication and community by Taylor dan Kent (2016). This theory emphasizes that good organizational communication must fulfill five main principles: mutuality, propinquity, empathy, risk, and commitment(Humaira, 2022). In this case, PT. MyRepublic applies these principles through active and ongoing community involvement in open forums.

From a local cultural perspective, deliberation strategies can be linked to communication based on local wisdom values. According to Arifah(Arifah & Saputra, 2023), local culture-based communication, such as deliberation, is more effective in building a company's social legitimacy, especially in rural communities, because it is considered more equal and participatory. Therefore, the deliberation forum conducted by PT. MyRepublic is an integration of formal, dialogic, and cultural strategies that strengthens the effectiveness of post-crisis communication.

This step is in line with the Relationship Management Approach theory updated by Bruning, Dials & Shirka which emphasizes the importance of building long-term relationships with the public through social interactions based on trust, transparency, and participation. In this approach, organizations are not only oriented towards delivering messages, but also towards creating shared meaning and value(Arifah & Saputra, 2023).

Corporate social activities can also be linked to the Community Relations model in modern public relations. Community engagement is the primary foundation for an organization to gain a social license to operate, a form of informal acceptance from the community of the company's presence in its environment. Therefore, PT. MyRepublic's move to be present in the social life of residents demonstrates a commitment to social sustainability, not just business sustainability(Nur, 2021).

This increase indicates that the public has undergone a transformation in their perception of the company, from previously rejecting it to accepting and even supporting PT. MyRepublic's existence. This finding aligns with the latest version of Image Restoration Theory developed by Harlow, which states that an effective reputation recovery strategy is a strategy that emphasizes consistency of action, social presence, and the creation of positive experiences among the public(Clow & Baack, 2016).

Furthermore, this success demonstrates that the company has built trust capital, or social capital, in the form of public trust. Within an economic-sociological framework, states that trust capital is a strategic asset that is crucial in determining the long-term sustainability of public institutions and businesses. This trust capital is formed through participatory, consistent, and value-based communication(Wahyuni & Pramudita, 2024).

Thus, it can be concluded that the post-crisis communication strategy implemented by PT. MyRepublic has succeeded in restoring the company's reputation, strengthening social relations, and creating a communication ecosystem that supports the company's operational sustainability socially and business-wise.

This study found that the reputational crisis experienced by PT. My Republic in Kertosari Village, Purwosari District, Pasuruan Regency, was not only caused by administrative or technical violations, but more so by the lack of social communication between the company and the local community. The absence of a participatory communication approach created a psychological distance between the business entity and the local community. Therefore, even though the company had legally complied with all procedures, the WiFi pole installation project was still considered problematic by the residents. In this context, the post-crisis communication strategy implemented by PT. My Republic can be analyzed using five main concepts: reputational repair, relationship repair, behavioral repair, instructional communication, and adjusting information(Kriyantono, 2018).

This action represents a concrete form of reputational repair, where the company actively seeks to restore public trust through a direct and honest approach. The transparency of information conveyed in the forum successfully alleviated public prejudice and demonstrated the company's moral commitment to maintaining its reputation, not merely self-defense. Furthermore, this strategy demonstrates that reputation is not merely an external perception, but also relates to the extent to which a company is able to respond to crises openly and responsibly(Kustiyah, E., Astuti, I. D., & Pawenang, 2017).

As explained in the literature review, post-crisis communication strategies are part of crisis management efforts that aim to minimize the negative impact on the organization's reputation and rebuild good relations with the public or stakeholders. The Situational Crisis Communication Theory (SCCT) emphasizes the importance of selecting a communication strategy appropriate to the type of crisis being faced, as well as how the company demonstrates responsibility and empathy to the public. In the context of this research, PT. Eka Mas Republik chose a restorative approach by pursuing mediation with the Village Head and the local community as a form of accountability for the procedural errors that occurred.(Coombs, 2016)

The success of this strategy is evident in the increasing number of customers, improved public perception, and the establishment of healthier and more sustainable two-way communication. Thus, a post-crisis communication approach based on participation, openness, and local wisdom can serve as a relevant model for other companies facing similar situations, particularly in the context of interacting with communities based on strong social values(Rokhlinasari, 2015).

In addition, the theory of organizational communication strategy put forward stated that strategic communication must be based on mapping the conditions of the organization and the public it serves, as well as developing messages that are persuasive, open, and responsive. The results of the study showed that the company, through its representatives, approached community leaders and village heads directly to explain the problem and provide clarification. This step is in line with the symmetrical two-way approach, namely a form of mutually beneficial two-way communication, as proposed by Grunig and Hunt in their organizational communication model(Silviani & Darus, 2021).

Furthermore, based on the Image Restoration Theory from Derina Holtzhausen and Ansgar Zerfass, There are five main strategies for restoring reputation after a crisis: denial, evasion of responsibility, reducing offensiveness, corrective action, and mortification. Based on the research results, PT. Eka Mas Republik implemented a corrective action strategy by providing clarification and demonstrating good faith through mediation, as well as offering legal and transparent follow-up cooperation. This reinforces the view that organizations can mitigate reputational damage by demonstrating responsibility and taking concrete action(Derina, 2015).

The research also shows that the success of this communication strategy is influenced by the interpersonal communication established between the company and the community, particularly through the Village Head, who holds a strategic position in bridging conflicts. This finding aligns with contextual communication theory, which emphasizes the importance of understanding local values and social structures in designing an effective communication strategy. The company was able to understand the social context of the Kertosari Village community and adapt its messages and approaches, ensuring that the communication strategy was effective and able to mitigate conflict(Rismayanti, 2016).

Thus, there is a strong link between the literature review on post-crisis communication strategies and the findings of field research. Companies are putting crisis communication theories into practice in an effort to rebuild public trust. This confirms that a well-designed, contextualized, and responsive communication strategy can be a crucial instrument in restoring an organization's reputation after a crisis.

From the description above, it can be concluded that the post-crisis communication strategy implemented by PT. Eka Mas Republik has strong relevance to the communication theories outlined in the literature review. The responsive, interpersonal, open, and two-way approach demonstrates a congruence between the theory and the company's practices. This finding reinforces the understanding that the success of a post-crisis communication strategy is largely determined by its suitability to the crisis context, its ability to adapt to public responses, and its effectiveness in rebuilding public trust. Therefore, the implementation of this communication strategy by My Republic can serve as a representative case study in the application

of effective organizational communication in facing crises at the local level.

Limitation Of The Study

This study provides an in-depth overview of the post-crisis communication strategies implemented by PT. Eka Mas Republik (MyRepublic) in Kertosari Village. There are several limitations that need to be considered.

1. This research is a single case study, so the findings cannot necessarily be generalized to other companies or regions with different social and cultural characteristics.
2. Data collection is primarily carried out through qualitative approaches, such as interviews and participant observation, which are highly susceptible to the subjectivity of both informants and researchers.
3. This research does not quantitatively examine the long-term impact of the communication strategy implemented on the company's image or measurable public satisfaction.
4. 4. The research focus is limited to the internal perspectives of the company and local communities, so it does not include the perceptions of other external stakeholders.

Conclusions and Recommendations

This study shows that the crisis experienced by PT. Eka Mas Republik (MyRepublic) in Kertosari Village was not caused by administrative violations, but rather a failure of open and participatory public communication. In response to the crisis, the company implemented a post-crisis communication strategy that integrated reputational repair, relationship repair, behavioral repair, instructional communication, and adjusting information approaches according to the Situational Crisis Communication Theory (SCCT) framework. The strategies implemented included clarification through open deliberation forums, technical education for the community, involvement in village social activities, and strengthening interpersonal communication from house to house. This approach aligns with the theory of dialogic communication, relational communication, and local wisdom values that emphasize participation and social trust. The effectiveness of this strategy is proven by increased public trust, a significant increase in customers, and the creation of more open and sustainable two-way communication. These findings confirm that the success of post-crisis communication is determined by the integration of a strategic approach, community involvement, and sensitivity to local socio-cultural values. Thus, the post-crisis communication strategy of PT. MyRepublic can be an implementation model for other organizations facing public perception-based crises, especially in areas with strong social structures and high communal values.

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