

CHAPTER V

CONCLUSION

5.1 Conclusion

The research begins with the concern of the mega project of Jasa Marga, MBZ Elevated Toll Road. Although the infrastructure was an achievement for the company and for the nation, there have been many recorded issues regarding the infrastructure. The issues spanned from the infrastructure quality, corruption case towards the infrastructure, and some technical issue that had caused severe damage not only to the users property, but also Jasa Marga's image.

Based on the analysis of seven distinct crisis events involving PT Jasa Marga and the MBZ Elevated Toll Road from late 2023 to mid 2024, several conclusions can be drawn regarding the company's crisis communication strategies, here are the conclusion:

1. Jasa Marga did not rely on the same, uniform pattern of crisis communication. Instead, they applied a more sophisticated mix of SCCT and IRT strategies, tailored to the specific nature and peak of each crisis.
2. Tendency toward the use of 'Rebuild' and 'Diminish' communication strategy. Both the most common were used, 'Rebuild' (4 times) and 'Diminish' (3 times). It means that the company really tried to apologize and restore its image, especially in situations where it was 'Preventable'. Therefore, in most cases, Jasa Marga admitted their mistakes and did not try to deny them.
3. Combination strategies (such as using 'Rebuild' and 'Bolster' for accusations of corruption and 'Denial' and 'Diminish' in a courtroom setting) to increase the

effect of management of their reputation. Still, it is connected with the 'not rely on one pattern of communication' statement.

4. Media quotations were considered the most efficient communication strategy. They were communicated mostly through press conference and press release, which are always very efficient. Lisye Octaviana who is a Head of Corporate Communication & Community Development Group acts as a constant spokesman.
5. Lastly, Jasa Marga always reply at the peak of the crises, thus showing that all of the crises were taken seriously. Despite operational problems that existed, professionalism on the part of Jasa Marga showed that they would never be late to share their official version of the story.

5.2 Recommendations

Research will never come to an end, and more knowledge will certainly be generated in the future. In regard to this particular research, there could be a number of recommendations regarding the topic for further research as well as a few others.

5.2.1 Theoretic Recommendation

There seems to be grey area about the consequence of such crises on the stakeholders and the general public in terms of the current literature. Future studies should focus on the effects of implementing the strategies mentioned above on SOE's brand equity. Further study is needed to analyze how "Meaning-Making Features" specifically influence public perception when technical infrastructure failures are framed through legalistic vs. empathetic lenses.

5.2.2 Social Recommendation

For major infrastructure operators like Jasa Marga, maintaining “*dukungan publik*” (public support) is essential. The company should prioritize transparent and educational communication regarding construction impacts and safety standards to maintain social trust and reduce the likelihood of viral backlash on digital platforms.

5.2.3 Practical Recommendation

The recommendation will be split into three practical parts, aiming to improve Jasa Marga’s overall crisis communication procedure.

1. While a ‘multiple’ approach is useful, Jasa Marga should aim for a more consistent 'Rebuild' posture in technical failures to minimize negative stock returns and loss of investor trust. This can be done by showing visible and knowledgeable compensation strategies such as a simpler compensation claim procedure.
2. Utilizing and investing in social media would be practically beneficial for a state-owned enterprise like Jasa Marga. Social media could reach a very broad audience, even possibly future investors. A practical recommendation is to post frequent field conditions and be present on social media in the middle of a crisis to minimize any misinformation.
3. Proactively using technical explanations early in a crisis can prevent the spread of misinformation and reduce the “dangerous position” of losing potential future investors. This ensures that there will be no external media “twisting”

any information, and framing the company in a bad manner. Having a more frequent and clear press conference when hit with a crisis, or monitoring the responses of their staff or ex-staff in a hearing and similar situations so as not to worsen the overall image of the company.