

Public Communication, Transparency, and Digital Participation in Building Cooperative Reputation: a Case Study of Puskopkar DKI Jakarta

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ABSTRACT

PUSKOPKAR DKI Jakarta holds a strategic position in developing the local economy. This cooperative was established to enhance members' welfare through programs and services such as savings and loans, business training, and capital assistance. However, like other cooperatives, PUSKOPKAR DKI Jakarta also faces challenges in building and maintaining its reputation. This study aims to analyze and evaluate the communication strategies employed by PUSKOPKAR DKI Jakarta to improve its reputation. The research uses a qualitative, descriptive method. Data were collected through interviews, observations, and documentation. The findings reveal that the communication strategies to enhance PUSKOPKAR DKI Jakarta's reputation include inter-divisional integration, the use of digital platforms, and the provision of tangible benefits to members. The cooperative's credibility is built through transparency, superior services (savings/loans, training), and a commitment to participatory program innovation. Digital transformation is achieved through mobile application development and social media optimization. The study concludes that PUSKOPKAR DKI Jakarta's communication strategies for reputation enhancement are structured as follows: Push Strategy, Inter-division synergy, platform digitalization, and delivering concrete benefits to members. Pull Strategy: Transparency, quality services (savings/loans and training programs), digital transformation, collaboration with youth, and other cooperatives. Push Strategy: Expanding market access, foundational services, member participation, and synergy with the government and DEKOPIN (Indonesian Cooperative Council).

INTRODUCTION

Cooperatives are a form of collective business that has a strategic role in the Indonesian economy. As part of the national economic system, cooperatives are expected to be a central pillar in improving people's welfare, primarily through the principles of cooperation and members' active participation. Although cooperatives have great potential to contribute to economic development, many in Indonesia still face various challenges, including a low public reputation.

A good reputation is an important asset for cooperatives because it can affect members' trust, prospective members' trust, and other stakeholders' trust. Without a good reputation, cooperatives will find it difficult to attract public interest in joining and actively participating in cooperative activities. PUSKOPKAR DKI Jakarta, as one of the cooperatives operating in the capital area, has a strategic position in developing the local economy. This cooperative was established to improve members' welfare through programs and services such as savings and loans, business training, and capital assistance.

However, like other cooperatives, PUSKOPKAR DKI Jakarta also faces challenges in building and maintaining its reputation. The reputation of this cooperative depends not only on its financial Performance and services provided, but also on how it communicates with members and the wider community. Effective communication can be key to improving the cooperative's reputation, as it enables it to convey its values, vision, mission, and ongoing programs.

Based on data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, the number of active cooperatives in Indonesia in 2022 reached around 130,354 units, with a total of more than 29 million members. Although the number is quite large, only a small percentage of cooperatives can build a strong, sustainable reputation. This shows that there is still a gap between cooperatives' potential and the reality on the ground. One reason is the lack of an effective communication strategy to build a positive image of the cooperative. In this context, PUSKOPKAR DKI Jakarta needs to develop an effective communication strategy to improve its reputation among members and the public.

This research aims to identify effective communication strategies that PUSKOPKAR DKI Jakarta can apply to improve its reputation. Based on the background described above, the researcher is interested in compiling a research entitled "Cooperative Communication Strategies in Improving the Reputation of Case Studies at Puskopkar DKI Jakarta".

LITERATURE REVIEW

Various previous studies have shown that public relations communication strategies have an important role in building and maintaining the reputation of companies and public institutions. This Strategy generally focuses on image management, two-way communication with the public, and social Responsibility (CSR) activities to increase public trust in the organization (Atmoko, 2018).

Research by Leadya Raturahmi (Raturahmi et al., 2021) examines the public relations communication strategy of PT Pos Indonesia in Garut Regency. Using a qualitative approach, this study reveals the application of a communication model based on situation analysis, planning, communication actions, and periodic evaluations. This Strategy has proven effective in building a credible corporate image amid industry competition and technological developments.

Furthermore, Fransiska and Bintang Nurjiadi (2025) examined the public relations communication strategy of PT. Mustika Ratu to build the Company's reputation. This study highlights the application of four stages of public relations communication *fact-finding, planning, communication, and evaluation* — and identifies a need to improve advertising strategies to make them more appealing to audiences. This study emphasizes the importance of adapting communication media to changing consumer behavior and digital developments.

Then, research by Gracia Henrieta Putri and Dyah Kusumawati (Putri & Kusumawati, 2023) shows the role of social action and CSR programs as PR communication strategies of PT. Bhinneka Dwi Persada. Using a qualitative case study approach and the PENCILS Strategy model, this study found that CSR-based PR activities can build a company's reputation through authentic, consistent social activities. CSR not only serves as a form of social Responsibility but also helps strengthen the Company's positive image in the public's eyes.

Subsequent research by Sa'adatul Madiniah (Madiniah et al., 2024) examined public relations communication strategies in the health sector, especially at the Ketapang Inpatient Health Center. The study's results show that interpersonal communication between medical personnel and patients has been effective in improving health services and enhancing the reputations of public institutions. This study highlights the importance of two-way communication and empathy in creating a positive image of public service institutions.

Meanwhile, Mohammad Agha Ainul Falaq et al. (2023) conducted a study on a Push, Pull, and Pass-based public relations communication strategy at Pelindo Sub-Regional Java. This study found that CSR activities, such as MSME empowerment and environmental development, play a significant role in strengthening the Company's image. The use of social media is also an important factor in expanding the reach of messages and strengthening the Company's digital reputation.

The latest research by Karina Khairunnisa Safitri (Safitri et al., 2021) examined CINEMA 21's public relations strategy for maintaining the Company's reputation. Using a qualitative descriptive method, the

study found that PR activities, when consistently planned and executed, have successfully maintained a positive Company image amid competition in the entertainment industry.

Based on a synthesis of previous research, an effective public relations communication strategy plays an important role in building a company's reputation through a planned communication approach, the adaptive use of social media, and the implementation of sustainable CSR activities. However, today's research needs to deepen aspects of digitalization, interactivity, and data-driven evaluation to adapt to the changing modern communication landscape.

Push, Pull, and Pass Communication Strategies

According to Thomas L. Harris (2006), there are three directions in Communication Strategy. The three Communication strategies are: a. *Push Strategy*. The producer push strategy is a way to organize and manage sales by encouraging consumers to purchase products or services that are published (Walsh et al., 2008). This Strategy focuses on directly pushing information to the public, usually through conventional media such as advertisements, press releases, or mass media campaigns. Information is delivered in one direction, with little audience interaction. The goal is to shape public perception and awareness of an issue, product, or organization examples of press releases in print media, public service advertisements, campaign posters, or brochures; b. *Pull Strategy*. Attractive strategies are efforts by business actors to attract consumers' attention. This Strategy seeks to attract public participation or attention by getting them to seek information voluntarily. This Strategy usually uses an interactive, informative, and creative approach through digital media or hands-on activities. Examples include interactive websites or official blogs, social media (Instagram, TikTok, YouTube), and Events, exhibitions, or public discussions. *The pass strategy*, or persuasion strategy, is a strategy for managing and operating sales and marketing by building and shaping public opinion in a given space. This Strategy relies on word-of-mouth communication (*word of mouth*), including recommendations and public testimonials. This Strategy emphasizes the indirect dissemination of information through intermediaries (*influencers*, community leaders, satisfied customers). Examples include endorsements from public figures, *customer reviews* on social media, and Testimonials on channels *such as YouTube or podcasts*.

Reputation

According to Afifah (2017), a company's reputation represents the highest level of legal recognition a business entity can achieve. This reputation not only records the positive and negative Performance and operational effectiveness of the organization, but also reflects the emotional impact as well as the analysis of the Company's strengths and weaknesses through the perspective of multi-stakeholders, such as employees, investors, consumers, and the public (Walsh et al., 2009).

Effective information management contributes to reputation building (Sudarman, 2018), which manifests transparently and comprehensively, forming a specific perception among the organization's internal circles. The Company's values adopted by the public can shape public perception of organizational Performance while maintaining a positive image of the Company (Siswanto & Abraham, 2016).

Deep *reputation quotient* (Fombrun, 1996; Fombrun et al., 2000). Reputation can be formulated in six *core dimensions*, namely: a. *Emotional Appeal*: how much the Company is liked and respected by its stakeholders; b. *Products and Services*: reputation will be in line with the quality of the products and services produced; c. *Vision and Leadership*: Clear vision and exemplary leadership, when strengthened by strong moral ethics, will build the Company's reputation. *Workplace Environment*: A good work environment, coupled with well-designed employee welfare programs, can also enhance the Company's reputation. *Social Responsibility*: A company with a good reputation will make a social contribution to Society. *Financial Performance*: Companies with a strong track record of profitability are also sometimes scrutinized for their reputation.

METHOD

This research adopts a qualitative descriptive approach, in which the researcher acts as the main instrument to systematically reconstruct the facts, characteristics, and dynamics of phenomena in a natural context. This method enables a holistic elaboration of cooperative communication strategies to improve PUSKOPKAR DKI Jakarta's reputation by incorporating data from field observations, in-depth interviews, and document analysis. Nonquantitative analysis is applied with data triangulation techniques to ensure the accuracy of interpretation while maintaining consistency between the research objectives and the representation of facts in the field. This study raised PUSKOPKAR DKI Jakarta as the subject of research, with the object of study being communication strategies applied to improve organizational reputation. In this study, the researcher ensured data validity through source triangulation, a technique that cross-checks data from multiple sources.

RESULTS AND DISCUSSION

Push Strategy

This Strategy focuses on directly pushing information to the public, usually through conventional media such as advertisements, press releases, or mass media campaigns. Information is delivered in one direction, with little audience interaction. The goal is to shape public perception and awareness of an issue, product, or organization through press releases in print media, public service advertisements, posters, or campaign brochures.

A positive reputation is a key driver of PUSKOPKAR DKI Jakarta's development, boosting member trust and attracting external stakeholders. This trust drives service utilization, attracts new members, and strengthens long-term loyalty. On the external side, a strong image opens up opportunities for strategic collaboration with the government and investors, expanding cooperatives' networks and competitiveness. However, internal challenges, such as a lack of solidarity and reliance on conventional communication (WhatsApp, RAT), hinder cohesiveness. To overcome this, synergy is needed among the institutional divisions to promote programs, the Education Division to increase member capacity, and the Business Division to establish economic partnerships, supported by revitalizing digital platforms (websites, social media) for transparency and responsiveness. Member support relies on tangible benefits, such as access to affordable financing and training, which require broad-minded management and an innovative Education Division. Reputation as an intangible asset is strengthened through strategic programs aligned with real needs, multidimensional communication (a blend of logic, emotions, and trust), and management's active role in maintaining integrity. With collaboration, digitalization, and a participatory approach, PUSKOPKAR DKI Jakarta can transform into an adaptive, future-oriented, and sustainable cooperative.

Pull Strategy

This Strategy seeks to attract public participation or attention by getting them to seek information voluntarily. This Strategy usually uses an interactive, informative, and creative approach through digital media or hands-on activities (Son, 2024). Examples are interactive websites or official blogs, social media (Instagram, TikTok, YouTube), and Events, exhibitions, or public discussions.

The Jakarta Puskopkar Consumer Cooperative has built a strong reputation through institutional transparency, quality service, and a commitment to accountability, reflected in the success of its fostered cooperatives and in real programs such as savings and loans, training, and micro business support. To maintain this advantage, cooperatives are adopting digital transformation by launching mobile platforms, improving data security, and leveraging social media (WhatsApp, Instagram, TikTok) to expand educational and inspirational interactions. However, challenges such as limited digital platform optimization and limited program socialization still hamper organizational dynamics. As a solution, Puskopkar strengthens the multidimensional communication strategy by simplifying the participation mechanism, offering free training across various modules, and optimizing WhatsApp groups and social media to build an inclusive image. Collaboration with the younger generation to develop creative content

and synergy with other cooperatives (such as the Yamaha Cooperative) is key to expanding social impact. The success of this cooperative lies in integrating collective principles with technological innovation, combining program reliability, real-time transparency, and a humanist approach that prioritizes member empowerment. By continuing to improve digital literacy, product relevance, and the activation of interactive platforms, Puskopkar DKI Jakarta is ready to become an adaptive, responsive, and competitive cooperative in the modern era, without losing its identity as a family-based cooperative.

Pass Strategy

This Strategy relies on *word-of-mouth communication*, including recommendations and public testimonials. This Strategy emphasizes the indirect dissemination of information through intermediaries (influencers, community leaders, satisfied customers). Examples include endorsements from public figures, customer reviews on social media, and testimonials on YouTube channels or podcasts.

Cooperatives, as pillars of the people's economy under the mandate of the constitution, remain relevant for improving welfare by expanding market access, providing basic services, and enhancing member participation. To maximize this role, it is necessary to align policies with DEKOPIN's supervision, build capacity through training, and promote transparency and financial literacy to strengthen trust. The government needs to focus on the sustainability of existing cooperatives, such as PUSKOPKAR DKI Jakarta, by facilitating member-oriented policies. At the same time, DEKOPIN plays a strategic mediator role in bridging national collaboration. Amid digital economy challenges and inequality, PUSKOPKAR prioritizes accountability through formal communication (periodic reports and member meetings) and education on cooperative principles, thereby strengthening public legitimacy. Collaboration among regulatory support, DEKOPIN's active role, and a multidimensional communication strategy makes cooperatives adaptive economic entities that not only respond to the dynamics of the times but also serve as forums for empowerment grounded in the values of collectivity and social justice. This synergy underscores that cooperatives are not merely business entities but inclusive instruments for achieving sustainable welfare.

Communication Strategies in Improving Reputation at PUSKOPKAR DKI Jakarta

A positive reputation acts as a catalyst for the growth of the PUSKOPKAR DKI Jakarta Cooperative, strengthening member trust, attracting strategic partners, and opening up opportunities for collaboration. However, challenges such as low internal cohesiveness and reliance on traditional communication methods require strategic solutions, including inter-divisional integration, the use of digital platforms, and the provision of concrete benefits to members. The credibility of this cooperative is built through transparency, excellent services (savings and loans, training), and a commitment to participatory program innovation. Digital transformation through the development of mobile applications and social media optimization is a crucial step to increase interaction and inclusivity. However, there is still room for improvement in socialization and platform optimization. Collaboration with the younger generation in developing creative content and partnerships with other cooperatives affirm PUSKOPKAR's ability to combine family values with technological adaptation.

As economic entities of the people, these cooperatives remain relevant by expanding market access and empowering members through active participation. This success is supported by synergy among member-oriented government policies, DEKOPIN's role as a collaboration mediator, and accountability maintained through formal communication and education on cooperative principles. By combining multidimensional approaches ranging from adaptive governance and service innovation to a commitment to social justice, PUSKOPKAR DKI Jakarta not only responds to the dynamics of the times but also becomes an inclusive cooperative model that focuses on sustainable welfare based on collectivity.

PUSKOPKAR DKI Jakarta affirms its position as a trusted cooperative through its commitment to transparency, strategic programs such as training and the Annual Member Meeting (RAT), and innovative technology-based services, such as the Koota application. This reputation is strengthened by stable financial

Performance, reflected in the increase in 2022 SHU and sustainable revenue, although the transparency of detailed operational data still needs improvement. On the other hand, challenges such as the lack of socialization of the role of cooperatives, limited digital infrastructure, and the risk of abuse of authority are overcome through multi-sector collaboration, digital platform optimization, and the enforcement of integrity and anti-corruption principles.

This cooperative focuses on improving members' welfare through human resource training programs, partnerships with MSMEs, and social initiatives such as bereavement compensation and reforestation. This holistic approach is supported by equitable governance and inclusive leadership regeneration. Digital transformation through social media and integrated information systems is the key to adaptation in the modern era, although improvements are needed in technology literacy and service responsiveness.

The long-term success of PUSKOPKAR depends on the synergy among service innovation, strengthened member participation, and policy consistency that combine the principle of kinship with sustainable business practices. By prioritizing collaboration, transparency, and strategic adaptation, these cooperatives have the potential to become a model of the people's economy that is not only globally competitive but also contributes to inclusive development based on collective values and public trust.

Barriers to communication strategies

PUSKOPKAR DKI Jakarta faces several crucial challenges in maintaining its growth momentum. Low inter-divisional cohesiveness and reliance on traditional communication methods hamper operational efficiency, while limited digital infrastructure and technological literacy slow the optimization of existing digital platforms. The lack of socialization about the role and benefits of cooperatives also reduces the cooperative's attractiveness to prospective members, amid the risk of abuse of management authority that could damage institutional integrity. On the other hand, suboptimal service responsiveness and limited operational data transparency are obstacles to developing holistic accountability. Despite adopting digital transformation and multi-sector collaboration, the cooperative still needs to strengthen strategies to overcome reliance on conventional approaches and improve members' technological literacy. By focusing on enforcing anti-corruption principles, increasing human resource capacity, and optimizing digital channels, PUSKOPKAR can turn these obstacles into opportunities to deepen its impact as a sustainable, inclusive cooperative.

Solutions in overcoming obstacles: Communication strategy

To overcome these challenges, PUSKOPKAR DKI Jakarta needs to implement a holistic strategic solution. First, increasing internal cohesiveness by integrating inter-divisional digital communication systems and periodic discussion forums to strengthen collaboration, and second, accelerating digital transformation by providing adequate infrastructure (such as WiFi access and modern devices) as well as technology literacy training for members and administrators so that the optimization of digital platforms (applications, social media) is achieved. Third, launching a massive socialization campaign through educational content on digital platforms and collaboration with the community to introduce the benefits of cooperative membership.

On the governance side, establishing a technology-based oversight mechanism (real-time audits) and independent committees can help minimize the risk of abuse of authority. At the same time, an application-based feedback system will improve service responsiveness. A continuous HR training program is needed to improve managers' capacity in modern management and business ethics. In addition, collaboration with other technology institutions and cooperatives will enrich service innovation. With this solution, PUSKOPKAR can turn obstacles into opportunities to strengthen its position as an inclusive, sustainable, transparent, and adaptive cooperative.

Table 1. Interpretation of Research Results

Concept	Element	Interpretasi
Communication Strategy	<i>Push Strategy</i>	Management integrity, program innovation, and a participatory approach are the foundations to strengthen the sustainability of cooperatives.
Communication Strategy	<i>Pull Strategy</i>	Collaboration with the younger generation and other cooperatives, as well as the integration of collective principles with technological innovation.
Communication Strategy	<i>Pass Strategy</i>	Cooperatives remain relevant as a pillar of the people's economy, improving welfare by expanding market access, providing basic services, and fostering member participation.

Research Novelty

This research reveals uniqueness in the context of modern cooperative development through the integration of transparency-based reputation, digital transformation, and a holistic participatory approach. In contrast to previous studies that tend to focus on a single aspect such as financial Performance or governance, this study explores multidimensional dynamics: (1) Synergy of family values with technological adaptation as a strategy to maintain relevance in the era of disruption; (2) Mapping of the challenges of internal cohesiveness and conventional communication that are often overlooked in cooperative literacy, but are crucial for sustainability; (3) Integrative solution model that combines human resource empowerment, technology-based accountability strengthening (real-time audits), and multi-sector collaboration as transformative efforts. Critical findings on the role of young people in creative content and the risk of abuse of authority addressed through independent oversight mechanisms are also new contributions to the study of the people's economy. This research expands the discourse by offering an inclusive framework that integrates the principles of traditional collectivity, service innovation, and adaptive governance, an approach that has not been widely studied in the context of urban cooperatives such as PUSKOPKAR DKI Jakarta.

Analysis and Evaluation of Communication Strategies

PUSKOPKAR DKI Jakarta has built a reputation as a trusted cooperative through transparency, superior services (savings and loans, training), and technology-based innovations such as the Koota application. This reputation is a catalyst for growth by increasing member trust, attracting strategic partners, and opening up opportunities for collaboration. However, these cooperatives still face significant challenges, including low internal cohesion across divisions, reliance on conventional communication methods, and limited digital infrastructure. Although digital transformation through social media and mobile platforms has increased interaction, the optimization and socialization of these platforms still need improvement to reach the younger generation and non-members more inclusively.

In terms of governance, commitment to the principles of social justice and multi-sector collaboration (including MSMEs and DEKOPIN) is the main strength in building a people's economic ecosystem. However, the risk of abuse of management authority and the lack of transparency in operational data indicate the need to strengthen technology-based monitoring mechanisms, such as real-time audits. On the other hand, HR training programs and inclusive leadership development have contributed to improving member welfare, although service responsiveness and technology literacy remain priorities.

The long-term success of these cooperatives depends on the ability to blend family principles with modern business practices. The synergy between service innovation, members' active participation, and consistent policies will determine its global competitiveness. By strengthening digital integration, increasing accountability, and expanding educational campaigns on the role of cooperatives, PUSKOPKAR has the potential to become an inclusive cooperative model that is not only adaptive to technological

disruptions but also contributes to sustainable development grounded in the values of collectivity and social justice.

Analysis and Evaluation of Success in Improving Reputation

PUSKOPKAR DKI Jakarta has built a positive reputation as a trusted cooperative through a strategic combination of transparency, superior services (savings and loans, training), and technology-based innovations, such as the Koota application. This reputation is a key catalyst for growth by increasing member trust, attracting strategic partners, and opening up opportunities for multidimensional collaboration. The cooperative's credibility is strengthened by stable financial Performance, reflected in the increase in SHU 2022, as well as by its commitment to socio-environmental programs (bereavement compensation, reforestation), which enhance its image as a collective welfare-oriented entity.

Digital transformation through the development of mobile platforms and social media optimization has increased interaction with members, though socialization of digital features and technology literacy still needs improvement to reach the younger generation more effectively. Collaboration with MSMEs and the younger generation in developing creative content demonstrates the cooperative's ability to combine family values with technological adaptation while expanding its influence in the digital market.

On the challenge side, the reliance on conventional communication and low cohesiveness between divisions had hampered reputation optimization. However, efforts such as integrating a digital communication system, HR training, and enforcing integrity through real-time audits have successfully mitigated the risk of abuse of authority and increased accountability. Synergy with DEKOPIN and member-oriented government policies also strengthens the legitimacy of cooperatives as pioneers of the people's economy.

Efforts made in overcoming communication strategy obstacles in improving reputation

PUSKOPKAR DKI Jakarta designed a multidimensional strategy to overcome operational and structural challenges. First, inter-divisional cohesiveness is addressed by integrating digital communication systems and periodic discussion forums to strengthen internal collaboration and reduce reliance on conventional methods. Second, the limitations of digital infrastructure are addressed by providing WiFi access, modern devices, and technology literacy training for members and administrators, enabling the optimization of platforms such as applications and social media.

Due to the lack of socialization, the cooperative launched educational campaigns featuring creative content on digital platforms and collaborated with local communities to increase public understanding of the role and benefits of membership. The risk of abuse of authority is minimized by establishing an independent oversight committee and implementing technology-based audits to ensure transparency and accountability. On the service side, slow response times are addressed through an app-based feedback system that allows members to submit complaints in real time.

Strategic collaborations with technology institutions and other partners enrich service innovation, while ongoing HR training focuses on improving modern management competencies and business ethics. This effort not only turns obstacles into opportunities but also strengthens PUSKOPKAR's position as an inclusive, adaptive, transparent, and sustainable cooperative.

Public Communication as a Strategic Approach to Building Organizational Reputation

The findings of this study indicate that the communication strategy implemented by PUSKOPKAR DKI Jakarta should not merely be understood as a marketing or public relations strategy, but also as a form of public communication. Public communication places the organization in a communication relationship with a broad range of stakeholders, including members, prospective members, employees, government institutions, other cooperatives, MSMEs, communities, and the wider public. In this context, communication is not limited to disseminating organizational information, but becomes an instrument for building transparency, accountability, participation, trust, and public legitimacy.

The public communication perspective strengthens the interpretation of the Push, Pull, and Pass strategies identified in this research. The Push Strategy functions as an organizational information mechanism through which PUSKOPKAR communicates programs, services, policies, and organizational values to its stakeholders. However, the effectiveness of this strategy depends on the extent to which information is transparent, consistent, relevant, and accessible. Therefore, communication cannot be evaluated solely based on the quantity of information disseminated, but also on its capacity to reduce information asymmetry between management and members.

The Pull Strategy represents a shift from one-way information dissemination toward interactive and participatory public communication. The utilization of social media, digital platforms, mobile applications, WhatsApp groups, training programs, and public discussions provides opportunities for stakeholders to access information, provide feedback, and participate in organizational activities. This finding demonstrates that digital transformation is not merely a technological issue; it represents a transformation in the relationship between the organization and its public. Digital platforms become communication spaces through which transparency and responsiveness can be demonstrated in real time.

Meanwhile, the Pass Strategy demonstrates the importance of third-party communication and social legitimacy. Recommendations from members, community actors, other cooperatives, government institutions, DEKOPIN, MSMEs, and other strategic partners can function as social validation of PUSKOPKAR's organizational credibility. Thus, reputation is not produced exclusively by organizational claims but is co-constructed through the experiences, evaluations, and narratives of stakeholders.

From the public communication perspective, the three strategies form an integrated communication cycle. Push provides information and organizational messages; Pull creates opportunities for dialogue and participation; while Pass strengthens social validation and public legitimacy. The integration of these three dimensions creates a communication ecosystem in which transparency generates information accessibility, participation generates engagement, and stakeholder validation generates trust and legitimacy. Ultimately, these processes contribute to the formation of a sustainable organizational reputation.

Transparency as the Core of Public Communication

An important finding of this research is that transparency functions as a central element connecting public communication and reputation. PUSKOPKAR DKI Jakarta has attempted to strengthen its reputation through transparency, member services, training programs, RAT, digital services, and social initiatives. However, the research also identifies limitations in the transparency of detailed operational data and the responsiveness of information services.

This finding suggests that transparency should not be interpreted simply as the publication of organizational information. In public communication, transparency requires at least three dimensions: information accessibility, information clarity, and organizational responsiveness. Information needs to be easily accessed, presented understandably, and accompanied by an opportunity for stakeholders to obtain clarification or provide feedback.

Consequently, PUSKOPKAR's digital transformation should not be positioned solely as an effort to modernize services. It should be understood as an instrument for strengthening public accountability. The proposed real-time audit mechanism, application-based feedback system, and optimization of digital communication channels can therefore be interpreted as mechanisms for institutionalizing transparency within the public communication process.

Public Communication, Participation, and Reputation

The findings further demonstrate that reputation is formed through a reciprocal relationship between organizational communication and stakeholder experience. PUSKOPKAR cannot establish a positive reputation solely through promotional messages. Reputation emerges when communication is supported by tangible organizational performance, including accessible savings and loan services, training, member

empowerment, social programs, financial accountability, and responsive services. This finding is consistent with the conceptualization of reputation as a multidimensional construct involving emotional appeal, products and services, vision and leadership, workplace environment, social responsibility, and financial performance.

Therefore, public communication functions as a bridge between organizational performance and public perception. When organizational performance is communicated transparently and experienced positively by stakeholders, communication contributes to trust formation. Conversely, communication that is not supported by actual performance may create an information gap and ultimately weaken organizational credibility.

The role of participation is particularly important in the cooperative context because members are not merely consumers of services. They are simultaneously owners, users, and stakeholders of the organization. Consequently, participatory public communication becomes more relevant than a purely promotional communication model. Member involvement in RAT, training, feedback mechanisms, program innovation, and digital content development demonstrates that reputation can be strengthened through stakeholder co-creation.

Strengthened Research Novelty

The novelty of this research can therefore be strengthened by positioning public communication as the conceptual bridge connecting transparency, digital transformation, participation, and organizational reputation in an urban cooperative context. Previous studies identified in this research predominantly examine public relations communication strategies, CSR activities, social media utilization, service communication, or Push, Pull, Pass, strategies as relatively separate dimensions. This research extends those perspectives by demonstrating that the effectiveness of communication strategies in cooperatives depends on their integration into a broader public communication ecosystem.

The first novelty lies in integrating transparency and reputation through public communication. Transparency is not positioned merely as a governance principle, but as a communication mechanism that reduces information asymmetry, strengthens accountability, and produces stakeholder trust. The second novelty is the identification of a participatory digital public communication model. Digital transformation at PUSKOPKAR is not merely associated with the adoption of applications and social media, but with the creation of interactive communication spaces that enable members and other stakeholders to access information, provide feedback, participate in programs, and contribute to organizational narratives.

The third novelty is the integration of Push, Pull, and Pass strategies within a public communication framework. Push, Pull, and Pass are not treated as independent communication techniques. Rather, they constitute interconnected stages: information dissemination, interaction and participation, and social validation. This integration provides a more comprehensive explanation of how communication contributes to organizational reputation.

The fourth novelty concerns the hybridization of cooperative values and digital governance. The study demonstrates that traditional cooperative values based on kinship, collectivity, and member participation can coexist with technological innovation, digital transparency, real-time accountability, and data-based feedback mechanisms. This finding extends the discussion of cooperative communication beyond conventional financial and governance perspectives.

The fifth novelty is identifying young people as communication co-creators rather than merely communication targets. Collaboration with the younger generation in developing creative digital content represents a shift from an organization centered communication model toward stakeholder co-creation. This approach potentially expands the reach of cooperative communication to prospective members and younger audiences.

The sixth novelty is the proposed integration of technology-based accountability and public communication. Real-time audits, application based feedback, digital information systems, and responsive communication mechanisms provide an institutional mechanism through which transparency can be transformed from an organizational principle into an observable public communication practice.

Research Contribution

Theoretically, this research contributes to the development of public communication studies by extending the application of communication strategy from corporate and public institutions to the cooperative sector. The study demonstrates that public communication can serve as an analytical framework for understanding how cooperative organizations establish trust and legitimacy among multidimensional stakeholders.

Practically, the findings provide PUSKOPKAR DKI Jakarta with a strategic framework for strengthening its reputation through integrated communication. The organization needs to move from conventional information dissemination toward a participatory communication ecosystem based on transparency, digital accessibility, responsive feedback, stakeholder collaboration, and measurable accountability. The proposed model can be summarized as the Participatory Public Communication Model for Cooperative Reputation, consisting of five interconnected components:

1. Transparent Information providing accurate, accessible, understandable, and timely organizational information.
2. Digital Interaction utilizing applications and social media as two-way communication platforms.
3. Stakeholder Participation involving members, young people, MSMEs, government, DEKOPIN, and other cooperatives in organizational communication and program development.
4. Accountability and Responsiveness, strengthening real-time monitoring, feedback mechanisms, ethical governance, and service responsiveness.
5. Social Validation, transforming positive stakeholder experiences into recommendations, testimonials, collaboration, and institutional legitimacy.

The model demonstrates that organizational reputation is an outcome of a public communication process, rather than merely the result of promotional activities. This provides a distinctive contribution to the study of communication strategies in cooperatives, particularly in the context of urban cooperatives facing digital disruption.

CONCLUSION

This study concludes that improving PUSKOPKAR DKI Jakarta's reputation cannot be achieved through promotional communication alone, but requires an integrated public communication strategy that connects organizational transparency, digital transformation, stakeholder participation, accountability, and social legitimacy. Public communication in this context functions as a strategic bridge between organizational performance and stakeholder perceptions, enabling the cooperative to communicate its values, programs, services, achievements, and accountability while simultaneously creating opportunities for dialogue and participation.

The findings demonstrate that the Push, Pull, and Pass Strategies provide complementary communication mechanisms for strengthening cooperative reputation. The Push Strategy disseminates transparent and consistent organizational information and strengthens internal coordination. The Pull Strategy develops two-way and participatory communication through digital platforms, social media, training, feedback mechanisms, and interactive services. Meanwhile, the Pass Strategy strengthens social validation through member recommendations, stakeholder collaboration, testimonials, community engagement, government relations, and cooperation with DEKOPIN. Therefore, these strategies should not be implemented separately but as an integrated public communication ecosystem.

A significant finding of this research is that transparency constitutes the central foundation of public communication and reputation building. Transparency is not limited to the disclosure of information but encompasses accessibility, clarity, timeliness, responsiveness, and accountability. When transparent communication is supported by tangible organizational performance, such as quality savings and loan services, training, member empowerment, social programs, and digital innovation, it strengthens stakeholder trust and institutional legitimacy.

The study also confirms that digital transformation should not be viewed merely as the adoption of technological tools. Digital platforms, including mobile applications and social media, represent a transformation of the relationship between the cooperative and its stakeholders. They create spaces for information access, dialogue, feedback, participation, and public accountability. Nevertheless, the effectiveness of this transformation remains constrained by limited digital infrastructure, technological literacy, insufficient program socialization, conventional communication practices, and suboptimal service responsiveness.

The principal theoretical contribution of this study is the formulation of a Participatory Public Communication perspective for cooperative reputation, in which reputation is understood as the outcome of an interconnected process of transparent information, digital interaction, stakeholder participation, accountability, and social validation. The Push, Pull, and Pass strategies operate as the communication mechanisms that activate this process: Push provides information, Pull facilitates interaction and participation, and Pass generates social validation and legitimacy.

The novelty of this research lies in applying this integrated public communication perspective to an urban cooperative context, where traditional cooperative values of kinship and collectivity intersect with digital transformation and adaptive governance. Unlike approaches that examine communication, digitalization, governance, or reputation as separate dimensions, this study demonstrates their interdependence in building sustainable cooperative reputation. The research further identifies members and younger generations not merely as communication audiences but as active co-creators of organizational narratives, digital content, participation, and reputation.

Ultimately, PUSKOPKAR DKI Jakarta has the potential to develop into a model of a transparent, participatory, digitally adaptive, and socially legitimate cooperative. However, achieving this position requires sustained institutional commitment to transparency, responsive communication, digital inclusion, ethical governance, and stakeholder participation. Reputation should therefore be treated not as a final communication outcome, but as a continuously co-created organizational asset that depends on the consistency between what the cooperative communicates, what it does, and what stakeholders experience.

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