



# Crisis Communication of PT. Indonesia Weda Bay Industrial Park in Facing Loader Tire Explosion Incident

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## ABSTRACT

### Keywords:

Crisis Communication

Crisis Management

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Crisis communication is the process of delivering information strategically during or after a crisis, with the aim of managing the impact of the crisis on reputation, relationships, and public perception of PT. Indonesia Weda Bay Industrial Park in the face of the Tire Loader Explosion incident. The research method used is qualitative with a case study approach. This research uses the foundation of Crisis Communication theory from W. Timothy Coombs, Data collection techniques are carried out through interviews, observations, and documentation. The research aims to find out PT. Indonesia Weda Bay Industrial Park implements a crisis communication strategy that is responsive and risk mitigation-oriented. The company uses a proactive approach in delivering information to the public, by utilizing image improvement strategies and appropriate situational crisis handling. Prompt and transparent corrective action has proven to be important in restoring public trust and maintaining the company's internal stability. Planned and systematic crisis communication can reduce the negative impact on the company's image and accelerate post-crisis recovery.

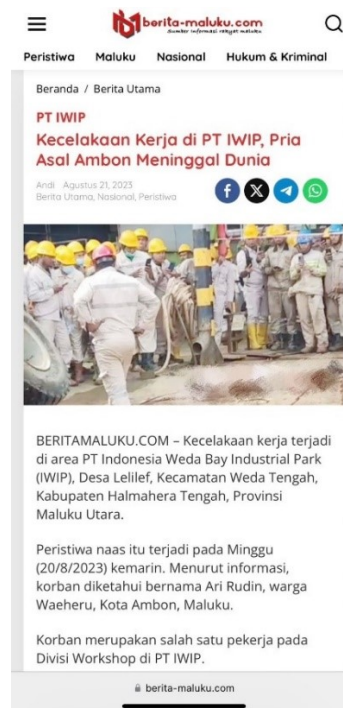
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## 1. Introduction

A crisis is a phenomenon that often occurs in an organization or company Whether it is a small or large organization, profit and non-profit, everything will not be separated from the so-called crisis, it's just that what distinguishes the crisis of one company from another is how big the crisis is experienced by the company, Crisis in the company is still rampant in companies in various fields of service. So that managing a crisis is the most important thing for a company to handle (Wiryawan & Razak, 2021).

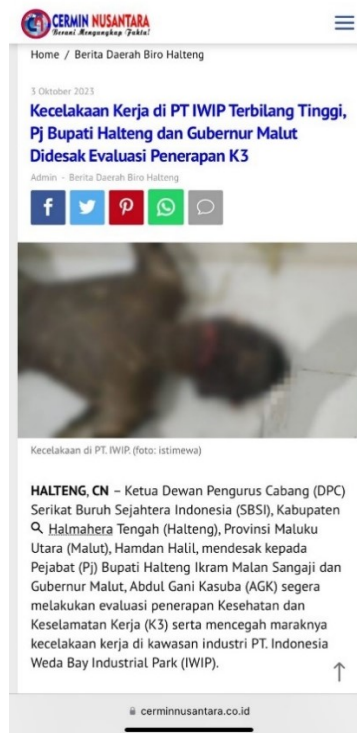
PT. Indonesia Weda Bay Industrial Park (PT. IWIP) is a company engaged in mineral mining, namely nickel. This company has a very big role in achieving occupational safety and health (K3) in its company because the workplace and worker processes that involve large equipment and work in mining have great hazards and risks. In 2023, PT. Indonesia Weda Bay Industrial Park As a company with the first integrated industrial estate in Indonesia intended to facilitate the mineral processing process and production of electric vehicle battery components, this industrial company is located in Lelilef village, Weda District, Central Halmahera Regency, North Maluku Province. The company PT. Indonesia Weda bay Industrial Park on August 22, 2023 experienced an incident that befell one of its employees, namely a tire loader explosion which resulted in the death of one victim on behalf of Amiruddin.(Mony, Warniningsih, Arsi, & Mughni, 2023).



**Figure 1.** Work Accident News of PT. IWIB  
Source: berita.maluku.com

This accident is a case caused by several factors. Among them are technical factors caused by systems or devices that are working or operating at that time experiencing technical problems or malfunctions, which is the next is the human factor, namely employees directly experiencing negligence or inadvertence in the process of working on a system (Loven, Maylanny, & Ayub, 2016). However, the incident became a crisis with the incident causing the victim to die, this became a polemic that questioned the occupational safety and health regulations or K3 that existed in the company PT. Indonesia Weda Bay Industrial Park is a company that is integrated with national priority projects based on Presidential Regulation No.18 concerning national medium-term development in 2020-2024. The work accident incident that occurred at PT. Indonesia Weda Bay Industrial Park received a response from the Chairman of the Branch Management Board (DPC) of the Indonesian Prosperous Labor Union (SBSI) Central Halmahera Regency, North Maluku Province, Hamdan Halil to, urge regional officials, the Regent of Central Halmahera and the Governor of North Maluku to immediately evaluate the implementation of Occupational Health and Safety in the industrial area of PT. Indonesia Weda Bay Industrial Park. (ABI, 2023) This incident has a considerable impact on the company's reputation that caused the crisis so there must be efforts and crisis communication strategies taken by the company to straighten out every incident and question that exists in the public (Novera, 2019).

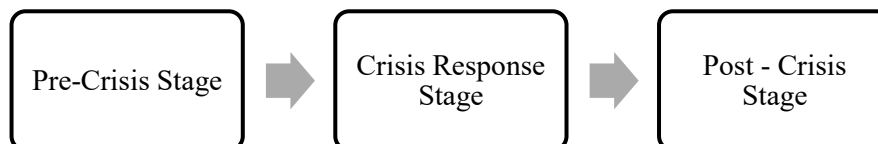
However, many previous studies on crisis communication have been researched by (Novera, 2019), related to an incident or accident in a company is more focused on the process of solving problems directly with technical public reactions. The concept offered in this study is an in-depth approach through three stages of crisis communication, namely Pre-Crisis, Crisis, and Post-Crisis (Fadillah & Huiquan, 2024). With a deep focus, this research is expected to provide a more effective crisis communication strategy (Sari & Deslia, 2024). Then the next previous research that was researched by (Yearsiana, Pangestu, & Mujab, 2024) Resolve crisis communication in the company by carrying out activities that focus on improving corporate social responsibility communication. Many of the previous studies directly carried out efforts to handle crises instantly without considering and preparing a plan or process from initial identification before a crisis occurred so that problem-solving efforts are more directed, for this reason this study offers a structured crisis communication resolution process using the stages of crisis communication from (Coombs, 2007).



**Figure 2.** News Evaluation of the Implementation of K3 PT. IWIB  
Source: [cerminnusantara.co.id](http://cerminnusantara.co.id)

## 2. Theoretical Framework

In this paper, the author finds that the findings are in line with W. Timothy Coombs' crisis communication theory in (Irwanti, 2023) about the three stages of crisis communication which are divided into Pre-Crisis, During Crisis and Post-Crisis.



**Figure 3.** Three stages of Crisis Communication  
Source: Processed by Researcher

**Pre-Crisis Stage:** The initial stage of Pre-crisis or before a crisis occurs is a form of company effort in preparing itself to face situations that may have the potential for crisis, by preparing the process of identification and design of the crisis. **Crisis response stage:** The next stage is a crisis or a situation in which a crisis is occurring where this is the process of identification by the crisis team at the beginning and ascertaining what design steps will be taken in handling the crisis to maintain the image and maintain the company's image. **Post-Crisis Stage:** The last stage of the crisis communication series is post-crisis where this is an evaluation stage to see how effective the handling is carried out during the crisis.

## 3. Method

This study uses a qualitative approach of case studies that look at the crisis communication strategies used by PT. Indonesia Weda Bay Industrial Park in handling the tire loader explosion incident, (Sugiyono, 2013) Qualitative research is commonly known as neutral research, which means that qualitative research is carried out in natural conditions. This research is also often said to be a

research interpretive Because the data from the results of this study is based on direct findings at the research site.

Data collection methods refer to techniques or strategies used by researchers to collect information, while data collection instruments are tools or methods that are selected and applied by researchers in an effort to obtain data in a structured and systematic manner. In the context of this study, the researcher plays the role of the main instrument and data collector. The data collection procedure includes three main stages, namely interviews, observations and documentation. The researcher uses a triangulation data validation technique, which according to Sugiyono (2015:83) in (Miawaty, 2021) is a method of verifying data from various sources with different approaches and times. There are three aspects of triangulation: source, data collection technique, and time. The author only uses source triangulation and techniques. Source triangulation ensures data reliability by examining information from various sources, such as interviews and documents. While triangulation techniques verify data from the same source with different methods, for example comparing observation data and interviews.

## 4. Result and Discussion

In this study, the author found that there are similarities that are in line with PT. Indonesia Weda bay Industrial Park in handling crisis communication strategies due to tire loader explosion incidents with Crisis Communication Theory According to W. Timothy Coombs, in (Akhyar & Pratiwi, 2019) Crisis communication is the gathering, and dissemination of information necessary to handle crisis situations. An important feature of crisis communication is the management of complex organizational communications. And image improvement using comprehension how individuals or organizations try to repair or restore their image after damage has occurred. There are several incidents that occur in the company.

### 4.1. Presenting the Results

#### A. Crisis Communication

Crisis communication is to provide efforts to reduce a crisis that befalls a government or non-government. If the crisis is managed correctly, then the effectiveness of crisis communication to shape public perception will be successful and vice versa. Crisis communication plays a role in controlling when a crisis occurs by explaining to the public what is happening (Syam, Azman, & Yanuar, 2022).

According to W. Timothy Coombs (2015) in (Irwanti, 2023) An organizational crisis is a situation that requires special and immediate management because it can threaten the continuity of the organization and cause a negative impact on various stakeholders so that it is divided based on three stages in the process of resolving a crisis.

#### 1. Pre-Crisis Stage

Pre-crisis or the stage before the occurrence of this crisis is the potential for a crisis to arise, at this stage the company has the opportunity to identify in creating an initial plan before the crisis occurs. The process of identifying potential crises that can affect the occurrence of crises. PT. Indonesia Weda Bay Industrial Park carries out the development of emergency procedures to prepare emergency response plans by carrying out coordination and safe work procedures through the safety department, which is carried out regularly for employees, this aims to increase employee awareness and skills in experiencing emergency situations. PT. Indonesia Weda Bay Industrial Park does not have a crisis plan procedure but as an industrial company engaged in mining, the company has a Field Work Accident Procedure (Excavation, Stockpiling, and Height) as an effort to identify before the crisis occurs, this work accident procedure is a good effort to see that the company is a mining industry that has a high risk of work accidents where it will It becomes a crisis if not handled properly. The following are the procedures for field work accidents:

Person in Charge: Project Manager, Field Manager, Security Officer, All Worker. The procedure for work accidents of PT. Indonesia Weda Bay Industrial Park refers to Law No.1 of 1970 concerning occupational safety, Ministry of Manpower. Law No.1 of 1970 is the main law on K3 in Indonesia which also refers to the 1945 Constitution of the Republic of Indonesia, especially articles 5, 20, 27. Law No. 1 of 1970 regulates occupational safety (including occupational health) in all workplaces, both on land, in the ground, on the surface of the water, in the water and in the air, which are within

the jurisdiction of the Republic of Indonesia as mentioned in article 2 paragraph (1). Basically, the substance of the regulation is oriented to realize a K3 culture (OSH Culture) by focusing on efforts/culture to prevent occupational accidents and occupational accident/injury and diseases prevention (PAK), by not excluding other diseases/health problems in workers. (Yuli et al., 2022). The following are the stages of the work accident procedure: Work accidents must be investigated by safety officers, and field managers for no more than 2 X 24 Hours before being declared as accidents and dangerous events an incident is declared a work accident if it meets the following elements: Occurrence in operational areas or mining activities. The time of the occurrence of work accidents during operational hours. The accident occurred due to the first business Resulting in casualties to miners, minor or severe injuries. There was really a work accident.

## 2. Crisis Response Stage

Crisis Warning or the occurrence of a crisis in a company requires a quick response with proper crisis management or management. PT. Indonesia Weda Bay Industrial Park when the tire loader explosion incident occurred, namely: The implementation of crisis identification where this is the process of investigating a work accident that will be categorized as a crisis or not a PT. Indonesia Weda Bay Industrial Park carried out identification by forming a team consisting of several teams, namely the safety department, project manager, field manager as the person in charge of the field or incident site and the Emergency response, Health and Safety Executive (HSE) department. As a handling of work accidents and external parties who have authority in this case the police.

Internal communication with stakeholders here PT. Indonesia Weda Bay Industrial Park re-coordinated with related parties as a crisis communication handling team to review the status of the tire loader explosion incident as a serious accident incident that resulted in the death of 1 employee. Which was caused by two factors, the first was damage to the engine based on an explanation from the Central Halmahera Police Chief in the initial investigation AKBP Faidi Zikri. He said that the explosion was suspected to be due to an indicator on the tire compressor engine that was no longer functioning so that the victim did not know the incoming air pressure when filling the tire loader. (Lamaau, 2023).



**Figure 4.** News of the Tire Loader Explosion Incident of PT. IWIB  
Source: detikSulsel

PT. Indonesia Weda Bay Industrial Park after establishing the case of the tire loader explosion incident as a crisis with a case of a heavy work accident that resulted in the death of the victim, the



company handled the victim and the victim's family by providing compensation from the first two channels from the company PT. Indonesia Weda Bay Industrial Park and the second one gets from the Occupational Health Insurance (JKK) BPJS Ketenagakerjaan, based on Law No.1 of 2016 concerning procedures for implementing work accident insurance programs, death insurance, and old-age insurance for participants who are not wage recipients. (Minister of Manpower of the Republic of Indonesia, 2016). Uploading news or positive company activities by using social media as a form of effort to improve the image where social media in the digital era is an inseparable part of human life where information centers continue to develop in social media. (Solihin, 2021) PT. Indonesia Weda Bay Industrial Park uses social media, especially Instagram, to share various positive activities that occurred during the crisis, this is an effort by the company to maintain and improve the company's image by informing the positive things carried out by the company.



**Figure 5.** Corporate Social Responsibility Activities of PT. IWIP (29/08/2023)

Source : Instagram @iwipofficial



**Figure 6.** Training of Trainers Activities of PT. IWIP (04/09/2023)

Source : Instagram @iwipofficial

The implementation of the Work Mitigation Program is carried out by PT. Indonesia Weda Bay Industrial Park to continue to remind that occupational safety and health for all employees of PT. Indonesia Weda Bay Industrial Park is very important considering the mining work environment which has a high level of accident risk, for that PT. Indonesia Weda Bay Industrial Park continues to encourage occupational safety and health with Training, Handling, and Work Assistance so as to provide understanding to all employees of PT. Indonesia Weda Bay Industrial Park.



**Figure 7.** First Aid Training In Accidents

Source : iwip.co.id



**Figure 8.** First Aid Training In Accidents

Source : Insagram @iwipofficial

### 3. Post-Crisis Stage

Post-crisis or post-crisis processes in companies at this stage are the final step in a series of crisis communication. PT. Indonesia Weda Bay Industrial Park. By carrying out an evaluation, namely the implementation of coordination meetings with several departments, namely Emergency Response, Security Safety, Industry Relations, and Health and Safety Executive (HSE). The results of the coordination stated that there was a development of better occupational safety training in the future by building a Safety Training Center located at KM 17, the Weda Bay Project area. This Safety Training Center is expected to be a training and development forum for more than 18,000 employees of PT. Indonesia Weda Bay Industrial Park. Those who work in mining areas so that they are able to improve the skills and productivity of each employee, the training that is held will also be equipped with a certification area for the implementation of assessments.



**Figure 9.** Inauguration of the Safety Training Center of PT. IWIP  
Source : Instagram @iwipofficial



**Figure 10.** Inauguration of the Safety Training Center of PT. IWIP  
Source : Instagram @iwipofficial

#### 4.2. Create a Discussion

This study shows that the crisis communication resolution strategy of PT. Indonesia Weda Bay Industrial Park in dealing with the tire loader explosion incident is in line with the theory of crisis communication according to W. Timothy Coombs which involves three stages of crisis, namely Pre-Crisis, Crisis, and Post-Crisis. by the crisis communication team which is a member of several departments including Safety, Project Manager, Field Manager, as the person in charge of the field or incident site, and the Emergency response, Health and Safety Executive (HSE) department. As a handling of work accidents and external parties who have authority in this case the police in further investigation,

This research continues in the second stage, namely the crisis or during the occurrence of the crisis, where at this stage the form of identification and analysis continues to develop until it finds a bright spot from the investigation results of the crisis communication team based on information from the Central Halmahera Police Chief in the initial investigation AKBP Faide Zikri. Saying that the explosion was suspected to be due to an indicator on the tire compressor engine that was no longer functioning, this investigation succeeded in determining the cause of the loader tire explosion incident. So the crisis communication team can establish this as a heavy work accident that resulted in the death of one person. This makes PT. Indonesia Weda Bay Industrial Park is in a crisis condition so that at the crisis stage, the company then carries out its activities in an effort to handle the crisis and maintain the company's image, where the first company provides compensation to the victims, namely the BPJS Employment Work Accident Insurance, then the second company improves its image by using social media by continuing to inform employees of positive activities carried out As a form of image improvement and lastly, the three companies carry out first aid training in work accidents with the aim of providing more in-depth knowledge for employees in handling work safety.

Furthermore, in the final stage of the crisis communication series, namely post-crisis. PT. Indonesia Weda Bay Industrial Park. By carrying out the evaluation, namely the implementation of coordination meetings with several departments, namely Emergency Response, Security Safety, Industry Relations, and Health and Safety Executive (HSE). As a result of the final coordination, PT. Indonesia Weda Bay Industrial Park stated that there was a development of better occupational safety

training in the future by building a Safety Training Center, this effort was intended to limit the recurrence of work accidents.

This research begins by looking at pre-crisis efforts or before the crisis with work accident procedures so as to help identify the discovery of the crisis in the second stage, namely the crisis. Meanwhile, previous research conducted by (Fitri, Fitri, Karim, & Rachmawati, 2021) is a crisis communication strategy that regulates crisis management and the role of public relations in managing the crisis after the crisis occurs, while the latest research offers crisis identification based on three stages of Pre-crisis, Crisis and Post-Crisis so as to create a more structured handling effort because it has an initial procedure as a reference for crisis identification.

## 5. Conclusion

After conducting this research, it can be concluded that PT. Indonesia Weda Bay Industrial Park has carried out a strategic crisis communication due to the tire loader explosion incident that occurred on August 22, 2023, by carrying out several stages of crisis communication starting from the first post-crisis, namely preparing a work accident procedure program as a form of coordination with employees, the second stage of the crisis or during the crisis by identifying, investigation, analysis and implementation of image recovery strategies starting from coordination with open communication to internal parties and the implementation of occupational health and safety training as a form of work mitigation for all employees and the last stage is post-crisis by evaluating the series of crisis communication activities by building Safety Training Center as a form of effort to anticipate the recurrence of work accidents.

## 6. Acknowledgement

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The researcher also thanked Ahmad Dahlan University for providing an inspiring academic environment for the development of this science which has encouraged researchers in making this research, and for the Faculty of Literature, Culture, and Communication also expressed gratitude for the extraordinary support from the faculty who played a very important role in the achievement of this research. Hopefully this small contribution can be part of a big contribution in developing knowledge and research that is beneficial to the wider community.

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