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RECEIVED 04 May 2026
ACCEPTED 13 July 2026
PUBLISHED 30 July 2026

CITATION

Syafitri DN, Priatna WB (2026)
Public Relations Strategy of PT
KAI Daop 1 Jakarta in Enhancing
Brand Awareness through
Instagram Content
@mashumas_. *Communica :
Journal of Communication*. 4
(3), 153-164.
doi:10.61978/communica.v4i3.1523

TYPE Original Research
PUBLISHED 30 July 2026
DOI 10.61978/communica.v4i3.1523
VOL 4 Issue 3 July 2026

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Public Relations Strategy of PT KAI Daop 1 Jakarta in Enhancing Brand Awareness through Instagram Content @mashumas_

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Abstract

The rapid development of digital technology has encouraged public relations practitioners to utilize social media strategically to build brand awareness. However, studies on brand awareness in government related corporate institutions through Instagram based public relations remain limited. This study analyzes the public relations strategy implemented by PT KAI Daop 1 Jakarta through the Instagram account @mashumas_ to enhance brand awareness. Unlike previous studies focusing on customer service communication, corporate image, or general social media strategies, this research examines brand awareness through a newly established Instagram account by integrating Excellence Theory and the Four-Step Public Relations Model to analyze content strategy and two-way communication practices. This study employed a qualitative descriptive case study approach. Data were collected through in-depth interviews with four informants, including the Public Relations Manager, two PR staff members, and an internship student at PT KAI Daop 1 Jakarta. Documentation of Instagram feeds, reels, and stories was also analyzed. Data were analyzed using the interactive model of Miles et al., with source triangulation applied to ensure validity. The findings reveal that collaborative content planning, trend adaptation, and the integration of informative and entertaining content effectively increased audience engagement. Interactive reels and posts generated higher views, comments, shares, and follower growth, while two-way communication strengthened public recognition of PT KAI Daop 1 Jakarta and its activities. Strategic Instagram content management supports brand awareness by encouraging audience engagement through interactive and adaptive communication. The findings demonstrate the importance of integrating strategic planning, trend adaptation, and continuous evaluation in digital public relations practices within government-related corporate institutions.

KEYWORDS

Public Relations; Instagram; Brand Awareness; Digital Communication; Content Strategy.

Introduction

Previous studies on digital public relations have primarily focused on customer engagement, corporate image, and marketing communication in private organizations, while research on brand awareness strategies in government-related corporate institutions through newly established Instagram accounts remains limited. In addition, few studies have examined Instagram-based public relations using the perspectives of Excellence Theory and the Four-Step Public Relations Model. Therefore, the @mashumas_ Instagram account of PT KAI Daop 1 Jakarta presents an important case, as it demonstrated rapid follower growth and active audience engagement shortly after its launch in early 2025.

PT Kereta Api Indonesia (Persero) Daop 1 Jakarta utilizes Instagram @mashumas_ to communicate railway services, company policies,

institutional activities, and public information. As noted by Syafitri and Priatna (2025), social media enables public relations not only to disseminate information but also to build corporate image and strengthen public awareness (Hanidah et al., 2022). Documentation on May 13, 2026 showed the account had 4,369 followers with active engagement through comments, reposts, and interactions. The account also employs diverse content formats, including reels, carousel posts, collaborative content with train enthusiast communities, and entertaining yet educational posts to enhance audience engagement.

Theoretically, public relations plays a strategic role in building mutually beneficial relationships and maintaining a positive corporate image, while digital transformation has shifted communication toward faster, more interactive, and participatory approaches. In the context of Society 5.0, social media communication emphasizes engagement and audience experience rather than one-way information delivery (Widyagama, 2022). However, limited research has explored how government-related organizations balance trend-adaptive, entertaining content with institutional credibility to build brand awareness.

Therefore, this study examines how PT KAI Daop 1 Jakarta designs and implements Instagram-based public relations strategies through @mashumas_, focusing on content planning, audience engagement, message consistency, and responsiveness. The findings are expected to contribute academically to digital public relations literature and practically provide recommendations for optimizing Instagram as a strategic communication tool to strengthen the organization's brand awareness.

Problem Formulation

Based on the background described above, the research problems addressed in this study are:

1. How does the public relations team of PT KAI Daop 1 Jakarta implement Instagram based communication strategies through the @mashumas_ account?
2. What forms of Instagram content and audience engagement practices are used by the public relations team of PT KAI Daop 1 Jakarta to support brand awareness?
3. How do Instagram based public relations strategies contribute to strengthening the visibility and brand awareness of PT KAI Daop 1 Jakarta?

Objectives

Based on the problem formulation above, the objectives of this study are:

1. To analyze how the public relations team of PT KAI Daop 1 Jakarta implements Instagram based communication strategies through the @mashumas_ account.
2. To identify the forms of Instagram content and audience engagement practices used by the public relations team of PT KAI Daop 1 Jakarta to support brand awareness.
3. To examine how Instagram based public relations strategies contribute to strengthening the visibility and brand awareness of PT KAI Daop 1 Jakarta.

Benefits

Theoretical Benefits

This study is expected to contribute to the development of theoretical studies in the field of communication science, particularly in public relations and digital communication. Academically, this research enriches the literature on digital public relations strategies through the utilization of social media, especially Instagram, as a means of building and strengthening institutional brand awareness.

In addition, this study is expected to expand the application of concepts such as digital communication strategies, symmetrical two-way communication, and brand awareness indicators in the context of public or governmental organizations. Thus, the results of this research are expected to serve as a reference for future studies examining public relations practices in the digital era and the dynamics of institutional social media management.

Practical Benefits

Practically, the results of this study are expected to serve as evaluation material and strategic consideration for PT KAI Daop 1 Jakarta in optimizing digital communication management, particularly through Instagram content @mashumas_. The findings can be utilized to improve content planning, enhance the quality of audience interaction, and strengthen institutional positioning and image in the digital space (Pertiaz & Sunaryo, 2023).

Furthermore, this research is expected to serve as a practical reference for public relations practitioners, institutional social media managers, and other organizations in designing and implementing effective, measurable, and adaptive digital communication strategies in response to technological developments and audience behavior. With the recommendations provided, organizations can more optimally utilize social media as a means to build brand awareness, increase public trust, and strengthen relationships with stakeholders effectively.

Scope of the Study

To ensure the study remains focused and does not become too broad, the scope is limited as follows:

1. Object Scope : The object of this study is public relations strategies through Instagram content on the @mashumas_ account managed by PT KAI Daop 1 Jakarta as a medium of communication with the public.
2. Subject Scope : The research subjects include parties involved in planning and managing Instagram content @mashumas_, particularly public relations practitioners or social media managers of PT KAI Daop 1 Jakarta, as well as supporting data in the form of Instagram content documentation.
3. Focus Scope
This study focuses on:
 - a. Public relations strategies in building brand awareness through planning, implementation, and evaluation of Instagram content.
 - b. Forms and characteristics of Instagram content used in building brand awareness.
 - c. Challenges and problem-solving efforts in implementing public relations strategies through Instagram content.
4. Time Scope : This study focuses on selected Instagram

content on @mashumas_ that reflects the public relations communication strategies discussed by the informants. The analyzed content was not determined based on a specific upload period, but rather on its relevance to the research objectives and audience engagement characteristics. Data collection was conducted from March to May 2026.

5. Research Approach Scope : This study uses a qualitative approach with a case study method, therefore it does not discuss statistical measurement or causal relationships quantitatively.

Public Relations in the Perspective of Excellence Theory

In the Indonesian context, hubungan masyarakat (humas) is generally understood as the equivalent of public relations, referring to organizational communication practices aimed at establishing and maintaining mutually beneficial relationships with the public. Public relations functions are implemented across various sectors, including governmental, corporate, and nonprofit institutions. According to Setiawan et al. (2024), public relations is not solely concerned with promotion, but also with fostering public understanding and maintaining organizational credibility.

Public relations is a strategic communication activity carried out by organizations to establish and maintain positive relationships, build and sustain a positive corporate image, and strengthen reputation in the eyes of stakeholders (Syafitri & Priatna, 2025). Public relations activities are always associated with communication functions within an organization according to their roles and responsibilities. Public relations acts as a communicator representing the organization in delivering messages or information to stakeholders (Akram & Yulianita, 2025).

To date, there is no single definition that fully represents the comprehensive meaning of public relations. This is due to its complex and dynamic functions and roles. As a result, in different organizations, the functions and roles of public relations may vary depending on the characteristics and needs of each organization (Bairizki, 2021). Public relations tasks exist within a continuous process over time. The ultimate goal of public relations is not popularity or approval, but goodwill and mutual understanding with the public (Setiawan et al., 2024).

Excellence Theory is one of the main theories in public relations studies that explains the characteristics of PR practices considered most effective and ideal within an organization. This theory emphasizes that the PR function should be positioned as part of strategic management and play a role in organizational decision-making processes. Excellence Theory was developed through research conducted by Grunig and the International Association of Business Communicators (IABC) across three countries: the United States, Canada, and the United Kingdom (Erisanty et al., 2020).

Research by Erisanty et al. (2020) found that the implementation of the ten principles of Excellence Theory among members of Perhumas Malang falls into the good to very good category. This finding indicates that Excellence Theory is relevant as a normative framework for assessing the quality of organizational PR practices.

Based on the ten principles of Excellence Theory, excellent PR practices are not only measured by publication activities, but by the extent to which organizations implement dialogic two-way communication

and build mutually beneficial relationships with their publics. The two-way symmetrical model emphasizes a balance of interests between the organization and its publics through dialogue and mutual adjustment. This model is considered the most ideal form of PR because it positions PR as part of strategic management.

Excellence Theory is used as an analytical framework to examine how the Public Relations division of PT KAI Daop 1 Jakarta manages the @mashumas_ Instagram account as a digital communication platform. This study focuses on several indicators of Excellence Theory, including two-way symmetrical communication, strategic communication management, environmental scanning through trend adaptation, and feedback or evaluation mechanisms reflected in audience interactions and engagement. Through social media, organizations have opportunities to build interactive communication, receive public feedback, and strengthen long term relationships with audiences. Therefore, these indicators are used to evaluate how Instagram-based public relations strategies contribute to strengthening brand awareness (Susilo & Sari, 2020).

Four-Step Public Relations Process Model

The Four-Step Public Relations Model developed by Scott M. Cutlip, Allen H. Center, and Glen M. Broom is a structured and systematic managerial framework for implementing public relations practices. This model explains how to address problems methodically through four main steps: defining the problem, planning and programming, taking action and communicating, and evaluating the program.

Each stage is interconnected and forms a logical flow, assisting PR practitioners in designing, implementing, and evaluating communication programs strategically based on research.

The first stage is Defining Public Relations Problems or situation analysis. At this stage, PR practitioners systematically formulate problems based on empirical data and facts. Activities include collecting, processing, and analyzing information to understand the current conditions of the organization or environment, both in terms of issues and communication opportunities. This stage serves as the conceptual foundation for determining PR strategies.

The second stage is Planning and Programming. At this stage, PR practitioners formulate specific communication objectives based on the results of the situation analysis. They also determine target audiences, key messages, and communication strategies and tactics. This planning is structured systematically and integrated to ensure that all programs have clear direction and effectively support organizational goals.

The third stage is Taking Action and Communicating or program implementation. At this stage, planned strategies are executed through communication activities such as media dissemination, event organization, and digital media utilization. Implementation requires accuracy in selecting communication channels, consistency in messaging, and effective time management to ensure messages are well received by target audiences.

The fourth stage is Evaluating the Program. This stage involves assessing the effectiveness and efficiency of PR activities that have been carried out. The aim is to measure the extent to which objectives have been achieved and to identify strengths and weaknesses of the program. Evaluation results serve as a basis for improving and refining PR strategies, ensuring adaptive and sustainable

PR management.

Public Relations Strategy in Digital Media

Public relations strategies in digital media involve planning, implementation, and evaluation stages. In the planning stage, key elements include determining target audiences, content or information to be delivered, and communication style. During implementation, PR acts as a communication bridge between the organization and the public to build trust and strengthen corporate image.

PR practitioners can utilize various communication channels, including written publications, advertising, press media, and digital or social media (Fardani Ubaidillah et al., 2021). PR is expected to establish two-way symmetrical communication by applying principles of openness and transparency to create harmonious relationships with the public. These interactions shape perceptions and impressions among stakeholders.

The final stage involves evaluating communication activities. Evaluation is necessary to assess program effectiveness and measure its contribution to the organization. Results determine whether programs should be continued, improved, or revised. Evaluation can be conducted using indicators such as target achievement, measurable outcomes, cost efficiency, organizational changes, unexpected risks, and public (netizen) expectations (Alfioni & Yuliani, 2022).

Through this process, organizations can identify communication improvement needs, including optimizing both conventional and digital media. In the context of technological advancement, PR strategies are no longer limited to traditional media but also utilize digital platforms to expand message reach and enhance interaction. Digital media enables dynamic stakeholder collaboration and supports effective, participatory, and transparent public communication (Nugraha et al., 2022). Thus, digital-era PR strategies emphasize the integration of multiple communication platforms to build open and sustainable relationships with the public.

Instagram Content in Increasing Brand Awareness

The development of social media has positioned Instagram as a strategic communication platform for organizations in building brand presence in the digital space. With its strong visual characteristics and interactive features such as posts, stories, and reels, Instagram enables organizations to deliver creative messages while engaging audiences. Consistent, informative, and relevant content management plays a key role in shaping public perception of organizational identity (Rahmadani, 2025).

Instagram content functions not only as a medium for information dissemination but also as a strategic tool for increasing brand awareness. Repeated and well-planned content exposure helps the public recognize, remember, and form associations with a brand. Therefore, Instagram content strategy is a crucial element in PR practices to strengthen organizational presence and image in a competitive digital environment.

Interactions generated through Instagram content can enhance brand awareness, especially when communication strategies are implemented consistently. In this study, the management of Instagram content @mashumas_ by PT KAI Daop 1 Jakarta is not only aimed at delivering information but also encouraging audience engagement as part of the PR strategy.

However, the number of views on each post does not always correlate with interaction levels such as likes and comments. Engagement depends on audience interest in the content. Some users may passively consume information without responding, while others engage when content is perceived as relevant and appealing (Meivanda & Zuhri, 2024).

Brand awareness in this study refers to the level of public recognition and recall of PT KAI Daop 1 Jakarta through digital communication activities on the @mashumas_ Instagram account. The concept is analyzed through indicators such as audience engagement, recognition of communication messages, interaction patterns, and perceived organizational image within the digital public relations context. It reflects how well a brand occupies a place in the consumer's mind, either through recognition or recall. The more consistently a brand is exposed across communication channels, the greater the likelihood it will be remembered (Semuel & Setiawan, 2018).

Furthermore, brand awareness is a fundamental element in building overall brand strength. It serves as the initial stage before consumers develop perceptions, preferences, and loyalty toward a brand. Brand awareness acts as the entry point to brand equity, as without awareness, consumers lack the basis to evaluate or choose one brand over another. Therefore, increasing brand awareness is a crucial strategy in both marketing communication and public relations activities, especially through digital media that offers broader reach and interactive engagement.

Methods

Research Type

This study employs a qualitative descriptive case study approach to examine how the Public Relations division of PT KAI Daop 1 Jakarta implements Instagram based communication strategies through the @mashumas_ account in building brand awareness. A qualitative case study approach was considered appropriate because the research focuses on understanding communication strategies, audience engagement practices, and digital public relations activities within their natural organizational context (Creswell & Poth, 2016). The @mashumas_ Instagram account was selected as an information rich case due to its rapid audience growth, active engagement patterns, and its role as a relatively new digital communication platform within a government related corporate institution. This approach enables the researcher to comprehensively interpret the meanings, experiences, and strategic practices carried out by public relations practitioners in managing interactive Instagram content.

Informants

The subjects of this study are individuals who are directly involved in the planning, implementation, and evaluation of digital communication at PT KAI Daop 1 Jakarta. The selection of subjects focuses on those who possess authority, knowledge, and experience in managing social media content, particularly the Instagram account @mashumas_. The research subjects consist of:

1. The Public Relations Manager of PT KAI Daop 1 Jakarta as the key informant, due to their strategic role in determining communication policies, directing PR strategies, and making decisions related to digital media

management.

- Two Public Relations staff members of PT KAI Daop 1 Jakarta as supporting informants, as they are technically involved in content production, managing audience interactions, and implementing communication strategies on social media.
- An intern in the Public Relations Division of PT KAI Daop 1 Jakarta as a complementary informant, as they are involved in the operational activities of the PR team, such as assisting in content production, activity documentation, and social media management.

Research Location

Data collection was conducted offline at PT KAI Daop 1 Jakarta, located at Jalan Pegangsaan Timur Rt.1/Rw.1, Menteng District, Central Jakarta, Indonesia. The research process, including interviews and documentation analysis, was conducted from March to May 2026.

Data Collection and Data Analysis

Primary data were collected through in-depth interviews with four selected informants: the Public Relations Manager (key informant), two Public Relations staff members, and one Public Relations intern at PT KAI Daop 1 Jakarta. Interviews were conducted offline using a semi-structured interview guide, lasted approximately 30–60 minutes, and explored Instagram content strategies, communication planning, audience engagement, and brand awareness. All interviews were recorded with participants' consent, transcribed, and conducted in accordance with ethical principles, including voluntary participation, informed consent, and confidentiality. Secondary data were obtained from literature, official documents, digital archives, scientific journals, and selected Instagram content (@mashumas_), including feeds, reels, stories, captions, and audience interactions. These data supported the analysis through documentation review and data triangulation.

The data analysis technique in this study uses the interactive data analysis model proposed by Miles et al. (2014). This model consists of three main stages that occur cyclically and are interrelated, as follows: Data reduction, Data display, and Conclusion drawing and verification. The conclusions are then continuously verified throughout the research process to ensure the validity and consistency of the findings. The analysis process is conducted simultaneously from the data collection stage until the completion of the study in order to produce valid and in-depth findings (Miles et al., 2014).

Result and Discussion

Research Overview

PT Kereta Api Indonesia (Persero) Operational Area 1 Jakarta is one of the strategic operational regions responsible for managing railway transportation services in Jakarta and surrounding areas with high passenger mobility. As a public transportation institution serving diverse audiences, PT KAI Daop 1 Jakarta requires effective digital communication strategies to disseminate information, maintain public engagement, and strengthen organizational image in the digital environment. Therefore, social media platforms such as Instagram have become important communication channels for supporting public relations activities and building closer interactions with the public (Raffi, 2025).

As one of the busiest operational areas in Indonesia, KAI Daop 1 Jakarta plays a vital role in supporting urban

mobility, requiring fast, accurate, and effective public communication. Therefore, the Public Relations (PR) division serves as a bridge between the company and the public by delivering information on services, policies, and railway operations while building a positive corporate image and maintaining public trust. To achieve this, the PR team utilizes both conventional and digital media, with Instagram serving as one of its primary communication platforms. Through the @mashumas_ account, PR shares information on railway services, policy updates, passenger education, and company activities in a visual, interactive, and accessible format, while also strengthening public engagement and enhancing brand awareness in the digital era (Pa et al., 2020). (See Figure 1).



Figure 1. Display of the Instagram account @mashumas_ as of April 2026

Source: Instagram @mashumas_ (2026)

In addition to disseminating information, the @mashumas_ Instagram account serves as a platform for two-way communication through comments, direct messages, and responses to public inquiries and complaints. This reflects the PR division's effort to build closer relationships with the community, foster a positive corporate image, and enhance brand awareness. To ensure privacy and confidentiality, this study uses coded identifiers instead of the informants' real names without affecting the validity or credibility of the research findings. The informants in this study consist of several parties directly involved in the public relations activities of KAI Daop 1 Jakarta, as detailed below. (See Table 1).

Table 1. List of Research Informants

No	Informant Code	Position
1	Informant 1	PR Manager PT KAI Daop 1 Jakarta
2	Informant 2	Internal PR Staff
3	Informant 3	Outsourced Staff (General Administration Support, Multimedia & Graphic Design – PR)
4	Informant 4	PR Intern

Public Relations Strategy Through Instagram Content in Building Brand Awareness

Instagram content management has become an important communication strategy used by the Public Relations division of PT KAI Daop 1 Jakarta to disseminate information and strengthen interaction with the public. The management of the @mashumas_ account involves collaborative planning, content production, trend

adaptation, and audience engagement through interactive Instagram features such as reels, stories, and comment responses. These practices indicate that Instagram is utilized not only as an information sharing platform but also as a medium for maintaining closer communication with audiences. This finding is in line with [Fitria & Soraya, \(2026\)](#), who argued that Instagram enables organizations to strengthen engagement with audiences through interactive visual communication. In addition, Syafitri and Priatna (2025) emphasized that social media content management involves not only message delivery but also planning, production, and audience interaction processes.

Based on interviews with the Public Relations Manager, PR staff members, and the PR intern involved in content production, the Instagram communication strategy implemented through @mashumas_ reflects several principles of Excellence Theory, particularly two-way symmetrical communication. Documentation analysis showed that the PR team actively responded to audience comments, utilized interactive Instagram features, and adapted content to current social media trends to encourage reciprocal communication with the public. Informants also explained that audience feedback and engagement were considered in the evaluation and planning of future content strategies. These findings indicate that communication through @mashumas_ was not limited to one-way information delivery, but also emphasized interactive relationship building between the organization and its audience. This principle emphasizes that communication is not merely one-way but involves reciprocal dialogue aimed at achieving mutual understanding between the organization and its public ([Grunig & Hunt, 1984](#)).

One strategy that reflects this principle is the brainstorming process for content ideas, conducted collaboratively between the intern team and internal PR staff. In this process, ideas are not determined unilaterally but are first discussed to consider multiple perspectives before being further selected. This demonstrates a participatory process that allows for open exchange of ideas as part of creating content that aligns with the audience's characteristics.

"Usually, when we have ideas, we discuss them among fellow interns first... for example, from 10 ideas, we select some before proposing them to the staff." (Informant 4)

This practice reflects participatory internal planning within Excellence Theory, where content ideas and communication strategies are discussed collaboratively among team members, including PR staff and internship students. Although organizational hierarchy remains present, the involvement of interns in brainstorming and content discussions indicates a more open and collaborative internal communication process. This participatory approach allows team members to contribute ideas and perspectives in the content planning stage. Meanwhile, two-way symmetrical communication with external publics was reflected through audience interactions on Instagram, such as comment responses, engagement activities, and communication through interactive platform features. Thus, this process can be associated with the concept of two-way symmetrical communication, which emphasizes openness, dialogue, and mutual understanding in organizational communication activities ([Grunig & Hunt, 1984](#)).

In addition, PR strategies are also reflected in the ability to respond to emerging trends in society. Informant 4 stated that content aligned with trends has a greater potential to reach a wider audience:

"Content that's currently trending usually gains traction easily... we just connect it with what's trending so people get interested." (See [Figure 2](#)).



Figure 2. Viral carousel content @mashumas_
Source: Instagram @mashumas_ (2026)

One of the Instagram contents analyzed in this study demonstrated a creative communication strategy by linking railway crossing safety issues with a trending football topic involving Arsenal F.C. and Manchester United F.C.. The content adapted the match score (2-3) and connected it with Law Number 23 of 2007 on Railways to deliver safety messages in a more contextual and relatable format. Based on documentation analysis, the post generated relatively high audience engagement through comments, shares, and interaction compared to several informational posts uploaded during the same period. Informants explained that the use of trending topics was intended to attract audience attention and increase message reach among younger social media users. This finding indicates that trend based content strategies were not only used to increase virality but also to strengthen public awareness of railway safety messages and reinforce audience recognition toward the @mashumas_ Instagram account as an active digital communication platform.

This strategy reflects PR's ability to adapt messages to the rapidly changing dynamics of the digital communication environment. Furthermore, the connection between the match score and the law number demonstrates creativity in presenting information, allowing formal messages to be delivered in a lighter and more accessible way. This is evidenced by audience responses in the comment section, which show enthusiasm, such as appreciation for the content's creativity and participation in organically developing conversations. (See [Figure 3](#)).



Figure 3. Audience interaction in viral content @mashumas_
Source: Instagram @mashumas_ (2026)

Moreover, the interaction between account managers and audiences through comment replies indicates the presence of dialogic two-way communication. Admins not only respond informatively but also use a casual and humorous tone to build closeness with the public. Thus, this strategy not only enhances brand awareness but also reflects the implementation of two-way symmetrical communication, emphasizing active engagement and reciprocal message exchange between the organization and its public.

This approach aligns with the concept of environmental scanning in Excellence Theory, which refers to an organization's ability to read external situations and adjust communication messages to remain relevant. By linking content to trending issues, PR demonstrates adaptive efforts toward the dynamics of digital audiences. Furthermore, the strategy emphasizes combining informative and entertaining elements in content. Information is not delivered rigidly but is packaged in a light and relatable manner:

"The most interesting content is the one that has entertainment elements... audiences are more easily attracted to content that feels light and relatable."

This reflects PR's effort to build closer relationships with audiences, known in Excellence Theory as relationship building. Engaging content not only delivers information but also creates emotional connections with the public. In practice, this strategy is supported by a task distribution system through the appointment of a daily Person in Charge (PIC) responsible for content concepts and production:

"Every day there's a PIC... the PIC determines the concept, how many talents are needed, and we just help with production."

This structure indicates an organized communication management system, which is one of the indicators of organizations implementing excellent public relations principles having clear strategic planning while remaining flexible in execution. However, the strategy still has limitations, particularly in the evaluation aspect. Informants revealed that there is no routine evaluation of content performance, especially in measuring engagement:

"There is no routine and structured evaluation yet. Usually, after content is uploaded, if the post receives low interaction or engagement, the team only conducts

informal discussions, provides feedback, and makes simple evaluations for future content production. There is also no detailed evaluation such as engagement rate analysis or other systematic performance measurements yet."

This condition shows that the principle of two-way symmetrical communication in Excellence Theory has not been fully optimized. Data based evaluation, such as engagement rates, should be an essential part of the feedback process to assess message effectiveness and audience response. Without measurable evaluation, communication strategies risk not developing optimally.

Overall, the PR strategy of KAI Daop 1 Jakarta in managing Instagram content @mashumas_ reflects several principles of Excellence Theory, such as participatory communication, environmental adaptation, and relationship-building efforts with audiences. However, to achieve truly excellent public relations practices, strengthening the evaluation and communication performance measurement aspects is necessary to ensure that the implemented strategies are more effective and sustainable.

Forms and Characteristics of Instagram Content

In addition to Excellence Theory, the implementation of public relations strategies by PT Kereta Api Indonesia Operational Area 1 Jakarta in managing the @mashumas_ Instagram account can also be analyzed using the Four-Step Public Relations Process framework, which consists of fact finding, planning, action and communication, and evaluation. While Excellence Theory is used to examine interactive communication practices and relationship building with audiences, the Four-Step PR Process framework is applied to analyze the practical stages of planning and implementing Instagram based communication strategies. Based on interviews with PR managers and staff members, the findings indicate consistency in both the understanding and implementation of communication strategies, reflecting coordinated collaboration within the PR team.

Fact Finding

At the fact-finding stage, the PR team conducts preliminary research before producing content by seeking references from other accounts and following current trends. As stated by an informant:

"We definitely conduct research first by looking at

references from several other accounts... at least one reference before creating content." (Informant 3, 2026)

In addition, the team adapts viral content to better capture audience attention. This is reinforced by a PR staff member:

"Our advisory content is packaged by adapting already viral content so that the hook is strong and grabs attention at the beginning." (Informant 2, 2026)

Thus, the fact-finding stage focuses not only on gathering information but also on understanding trends and audience behavior on social media.

Planning

At the planning stage, content is developed based on directives from headquarters, outlined in Key Performance Indicators (KPIs) or monthly themes. As explained by an informant:

"We have KPIs from headquarters, such as ticket promotion themes, safety education, and CSR." (Informant 3, 2026)

Planning also involves team brainstorming:

"The staff determines the theme first, and after it is approved by the manager, we proceed to production." (Informant 3, 2026)

A PR staff member added that content ideas can come from various sources:

"During brainstorming, everyone contributes ideas, but in execution it's already determined who captures the content and who becomes the talent." (Informant 2, 2026)

This shows that the planning process is structured yet remains flexible and collaborative.

Action and Communication

The action and communication stage is realized through the production of content in the form of infographics, carousels, and reels, creatively packaged and aligned with trends. As explained by an informant:

"Most often it's infographics or carousels, but we also mix in reels." (Informant 3, 2026)

In delivering messages, the PR team adjusts communication style based on content type.

"For safety topics we use formal language, but for promotions or CSR we present it more casually and follow trends." (Informant 3, 2026)

Two-way communication is also carried out through interaction with the audience:

"If there are DMs, we reply... if someone asks a question, we explain it via DM or comments." (Informant 3, 2026)

PR staff also emphasized the importance of a human-centered approach:

"Entertainment content makes the public feel closer... human, friendly, and relatable to the audience." (Informant 2, 2026)

This shows that communication strategies are not only focused on delivering information but also on building emotional closeness with the public.

Evaluation

At the evaluation stage, the PR team conducted informal assessments of content performance by monitoring audience interaction indicators such as views, comments, shares, audience responses, and follower growth on the @mashumas_ Instagram account. Although detailed analytical measurements such as engagement rate calculations and sentiment analysis had not yet been systematically implemented, the PR team still used audience interaction patterns and content reach as references for evaluating communication effectiveness.

Informants explained that content with higher interaction levels and broader audience responses was considered more successful in attracting public attention and strengthening audience recognition of PT KAI Daop 1 Jakarta's communication messages. In this context, audience engagement and follower growth were interpreted as indicators supporting the development of brand awareness through Instagram-based public relations activities. As stated by an informant:

"Success indicators are seen from views and comments." (Informant 3, 2026)

This is reinforced by a PR staff member:

"Within 24 hours, if it reaches over 20,000 views, it can already be considered successful." (Informant 2, 2026)

Evaluation is conducted periodically by comparing content performance:

"We compare uploaded content why the interaction is low or why engagement doesn't increase." (Informant 3, 2026)

In addition, audience feedback is an important consideration:

"Feedback from the audience greatly influences future content strategies." (Informant 3, 2026)

Thus, the evaluation process is relatively simple but still considers both quantitative and qualitative aspects in measuring content success.

The Role of Instagram Content in Shaping Perception and Brand Awareness

Based on interviews and documentation analysis, Instagram content on the @mashumas_ account supports public communication, strengthens audience engagement, and helps build PT KAI Daop 1 Jakarta's organizational image through interactive and trend-adaptive content. Active audience interactions, along with increasing followers and engagement, indicate greater visibility of the organization's digital communication and demonstrate Instagram's contribution to enhancing brand awareness and public recognition. Informant 1 stated:

"Nowadays it's the social media era people are more likely to read news from social media... so we expand our information in the form of infographics on @mashumas_." (Informant 1, 2025)

This statement shows that Instagram is used as a strategic channel to distribute company information more widely and accessibly, thereby increasing the visibility of KAI Daop 1 Jakarta.

In addition to being an information medium, content also plays a role in shaping positive perceptions of the company. PR is responsible for maintaining a good corporate image in the public eye. Informant 4 stated:

"PR exists so that the public perceives PT KAI Daop 1 positively." (Informant 4, 2025)

This indicates that every piece of content produced not only delivers messages but also represents the company's values and identity. Therefore, in the content creation process, the PR team pays attention to communication ethics to avoid negative perceptions. Informant 3 emphasized:

"Our goal is to entertain and provide information... we avoid sarcasm or bullying." (Informant 3, 2025)

Thus, the content contributes to building a positive, professional, and responsible corporate image.

To enhance brand awareness, Instagram content is packaged creatively, humanely, and in line with current trends. This approach aims to attract audience attention while creating emotional closeness. Informant 2 explained:

"Entertainment content shows that KAI is also human humanistic, friendly, and relatable." (Informant 2, 2025)

Similarly, Informant 3 stated that informative content is

presented more attractively:

"Informative content... but packaged in a fun way... following trends to make it more engaging." (Informant 3, 2025)

This indicates that the communication strategy aligns with the concept of edutainment combining education and entertainment to make messages easier to absorb. Furthermore, content that incorporates entertainment elements and trend relevance was perceived by informants as more effective in attracting audience attention and increasing interaction on the @mashumas_ Instagram account. Informant 4 stated:

"The most interesting content is the one with entertainment elements... trending content usually grows very quickly." (Informant 4, 2025)

This suggests that relatable and trend-driven content has greater potential to reach wider audiences, thereby indirectly increasing brand awareness.

In addition, interactions between the audience and the Instagram account serve as indicators of success in building awareness. Interactions such as comments and direct messages indicate audience interest in the content presented. Informant 3 stated:

"If there are messages in the DM... it means the public has a certain interest and indirectly becomes aware of the PR account." (Informant 3, 2025)

This shows that communication is not one-way but interactive, strengthening the relationship between the company and the public.

In conclusion, Instagram content @mashumas_ functions as a medium for information dissemination, a tool for shaping a positive image, and an instrument for increasing brand awareness. It also serves to create emotional closeness between the company and its audience through social media interaction. This success is determined by the PR team's ability to strategically package messages through social media as part of marketing public relations activities (Andata & Putri, 2022).

Challenges and Solutions in Implementing PR Strategies

In implementing public relations (PR) strategies through Instagram content @mashumas_, the PR team of PT Kereta Api Indonesia (Persero) Operational Area 1 Jakarta faces various challenges, including those related to human resources, technical production, workload, and an evaluation system that has not yet been fully optimized. These challenges are common in organizational social media management, particularly within the context of digital communication, which demands consistency, speed, and creativity in content production (Andata & Putri, 2022).

One of the main challenges is the limitation of human resources, especially in technical skills related to content production. Not all team members possess expertise in multimedia fields such as filming and editing, making the production process dependent on a few individuals with these competencies as part of social media-based marketing public relations activities. Informant 3 stated:

"Limited human resources... not everyone can handle multimedia... only one or two people can." (Informant 3, 2025)

This limitation affects both the effectiveness and efficiency of content production, particularly when content demands increase simultaneously. In addition, limited human resources also influence the creative process of developing content ideas, which is a crucial factor in building brand awareness through social media (Dharmawan & Yoedtadi, 2024). Informant 1 explained:

"The challenge lies in limited human resources... ideas can get stuck." (Informant 1, 2025)

This indicates that resource constraints impact not only technical aspects but also the team's ability to generate innovative and audience-relevant creative ideas. Such conditions may affect message quality and the effectiveness of PR strategies in building brand awareness through social media.

Another challenge faced by the PR team is the high workload that must be handled simultaneously. In addition to producing content, the PR team is also responsible for activity coverage, administrative tasks, and coordination with various stakeholders. This multitasking condition is a common characteristic of modern PR practices, especially in social media management, which requires speed and consistency in message delivery (Nurohman, 2025).

As a result, the time available for content production becomes limited, requiring strong time management and prioritization skills to ensure that all tasks run optimally. In the context of digital communication strategies, time management and consistency in content production are crucial factors in maintaining organizational communication effectiveness (Hutahaean & Sujana, 2026). From a technical perspective, challenges also arise in content production and scheduling processes that do not always proceed as planned. Informant 3 stated:

"In PR work... besides creating content, there are coverage needs... and administrative tasks." (Informant 3, 2025)

This condition limits the time available for content production, making effective time management essential. Technical challenges also occur in production and scheduling. Informant 3 added:

"First, it's about capturing the content; second, it's about scheduling the posts." (Informant 3, 2025)

This shows that the production process does not always run as planned, especially when unexpected activities must be prioritized. In addition, the limited number of personnel, including interns, poses challenges in task distribution. Informant 4 stated:

"Sometimes we have to divide tasks... some stay in the office, others go out to produce content... due to limited resources." (Informant 4, 2025)

This condition highlights the need for effective coordination in team management to ensure that all tasks are balanced. Another challenge identified in this study lies in the evaluation aspect, where Instagram content evaluation has not yet been conducted systematically using detailed analytical data. The PR team mainly relied on simple monitoring activities such as observing views, comments, and general audience responses without conducting structured engagement analysis or performance measurement.

This finding indicates the need for a more data-driven evaluation process in managing digital public relations activities. Future evaluation practices could be strengthened by defining clear communication KPIs, utilizing Instagram Insights data, monitoring reach and engagement rates, analyzing audience sentiment and interaction patterns, and using these findings as references for future content planning and communication strategies. Through a more systematic evaluation process, Instagram-based communication activities may support more effective audience engagement and stronger brand awareness development. Informant 4 explained:

"There's no evaluation yet... there should be engagement rate analysis... so we know which content is effective." (Informant 4, 2025)

This indicates that the evaluation system still needs to be developed to support future content strategy effectiveness. Despite these challenges, the PR team has made several efforts to overcome them. One approach is

optimizing existing resources, including involving interns in the content production process. Informant 3 stated:

"If there are interns who can do it... we involve them in content creation... their presence is very helpful." (Informant 3, 2025)

Additionally, the team applies flexibility in content production scheduling through coordination with supervisors. Informant 3 explained:

"We submit requests to the assistant manager... to postpone content production time." (Informant 3, 2025)

To address the limitation of ideas, the PR team relies on creativity and brainstorming processes by leveraging current trends. Informant 2 stated:

"Sometimes we watch funny videos... and get ideas from there." (Informant 2, 2025)

The team also simplifies content concepts to make production more efficient. Informant 4 explained:

"The concept is made simpler... reducing the number of talents... focusing on the footage." (Informant 4, 2025)

Another effort involves creating a posting schedule to maintain consistency in content publication. Informant 3 stated:

"We create a schedule... for example, one content per day... uploaded at 8 a.m. or 5 p.m." (Informant 3, 2025)

Based on the above explanation, it can be concluded that the main challenges in implementing PR strategies through Instagram include limited human resources, high workload, technical production constraints, and an underdeveloped evaluation system. The efforts undertaken include optimizing resources, enhancing creativity, maintaining production flexibility, simplifying content concepts, and scheduling content. This demonstrates that the PR team has adaptive capabilities in dealing with various limitations in social media management.

The findings show that PT KAI Daop 1 Jakarta's Instagram public relations strategy strengthens brand awareness through interactive communication, trend adaptation, and collaborative content planning. Although these practices reflect two-way symmetrical communication in Excellence Theory, systematic evaluation remains limited due to the absence of structured engagement analysis and data-driven performance measurement. This study extends previous digital public relations research by highlighting the gap between interactive communication practices and strategic evaluation in managing government-related corporate Instagram accounts.

Interpretation of Key Findings

The findings show that Instagram-based public relations strategies, including collaborative content planning, trend adaptation, and edutainment, enhance audience engagement and strengthen PT KAI Daop 1 Jakarta's brand awareness. The results emphasize that effective digital public relations extend beyond information dissemination by fostering two-way communication, audience involvement, and relationship building. In addition, responsiveness to social media trends and the integration of informative and entertaining content help maintain organizational relevance, increase visibility, and create stronger audience engagement.

Comparison with Previous Studies

The findings support previous studies showing that Instagram strengthens audience engagement through interactive communication and strategic content management. This study confirms these results in the context of PT KAI Daop 1 Jakarta while extending the

literature by highlighting that, although creative and interactive content is widely used, systematic evaluation of audience engagement in public sector organizations remains limited compared to the private sector. These findings provide new insights into the use of social media to support public communication and build brand awareness in public transportation organizations.

Limitations and Cautions

This study is limited by its qualitative approach with a small number of informants, which restricts the generalizability of the findings and primarily reflects internal PR perspectives. Additionally, the focus on a single case, PT KAI Daop 1 Jakarta, limits its applicability to other organizations, while the rapidly evolving nature of social media trends and algorithms may affect the long-term relevance of the findings.

Recommendations for Future Research

Future research should involve larger and more diverse samples, include audience perspectives, and apply quantitative or mixed method approaches to measure the impact of social media on brand awareness more objectively. Comparative studies across platforms such as Instagram, TikTok, and Twitter are also recommended to identify the most effective social media strategies for public relations.

Conclusion

This study concludes that the public relations strategy implemented through the @mashumas_ Instagram account combines collaborative content planning, trend adaptation, and edutainment content to enhance audience engagement and strengthen brand awareness. Interactive storytelling and audience participation through comments, shares, and trending topics contribute to greater public recognition of PT KAI Daop 1 Jakarta. Although two-way communication is evident, evaluation remains limited to basic monitoring without systematic engagement analysis, indicating that the implementation of strategic public relations principles is not yet fully optimized. The study contributes to digital public relations literature by demonstrating Instagram's role in brand awareness within a public transportation institution and highlights the need for creative, audience-oriented content supported by data-driven evaluation using KPIs, Instagram Insights, and engagement metrics. However, the findings are limited to a single case study with a small number of informants, and future research is recommended to involve broader organizational contexts, audience perspectives, and mixed-method approaches.

Author contributions

This article was prepared, analyzed, and written independently by the author as part of an applied research project at the undergraduate level.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Acknowledgements

The author would like to express sincere gratitude to PT Kereta Api Indonesia (Persero) Operational Area 1 Jakarta for providing the opportunity to conduct this research. Special appreciation is extended to Mr. Franoto Wibowo, Public Relations Manager, Mr. Azis Muchalik, Internal Public Relations Staff, Mr. Muhamad Hidayat Triatmojo, OS Public Relations Staff, and Ms. Anis

Nafsika Sari, intern, for their valuable insights, time, and contributions to this study. The author also expresses deepest gratitude to the late Dr. Ir. Wahyu Budi Priatna, M.Si., the academic supervisor, for his invaluable guidance and unwavering support throughout this research. His mentorship will be remembered with sincere appreciation. Sincere thanks are also extended to Dr. Hudi Santoso, S.Sos., M.P., Head of the Digital Communication and Media Study Program, for his academic guidance and encouragement.

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