

Public Relations Management Strategy to Counter Land Disinformation in the Multi-Stakeholder Project of Nusantara Capital City (IKN)

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Abstract. *This study examines the public relations management strategy employed by the Nusantara Capital City Authority (OIKN) to counter land disinformation in Indonesia's multi-stakeholder capital relocation project. Using a qualitative descriptive-exploratory approach, the research involved purposive sampling of expert informants, key informants from OIKN and affected communities, and additional informants including journalists. Data collection employed in-depth interviews, participant observation, and document analysis, with findings analyzed using Miles and Huberman's three-stage approach and validated through triangulation methods. The study reveals that OIKN's public relations strategy demonstrates limited effectiveness, remaining predominantly reactive rather than preventive in addressing land disinformation. Key findings indicate significant communication gaps, including the absence of direct mandates for PR involvement in land regulation socialization, inadequate two-way communication channels, and geographic disparities in information distribution. The research identifies five primary obstacles hindering PR effectiveness: regulatory complexity, lack of direct PR mandates, one-way communication patterns, limited digital literacy and access, and institutional distrust due to insufficient transparency. Stakeholder perspectives from academics, affected residents, and media practitioners consistently emphasize the need for more proactive, inclusive, and transparent communication strategies. The study concludes that OIKN's current PR approach requires fundamental restructuring toward participatory dialogue facilitation, community-based communication, and strategic media partnerships to effectively manage disinformation and build public trust in large-scale development projects.*

Keywords: *Public Relations Management, Land Disinformation, Multi-stakeholder Project, Nusantara Capital City (IKN), Strategic Communication*

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INTRODUCTION

The development of the Nusantara Capital City (IKN) is a National Strategic Project (PSN) involving a multitude of stakeholders, ranging from central and regional governments, private investors, and local communities to non-governmental organizations (NGOs) and the international community (Khoury, 2019; Arief, 2025). This project not only symbolizes the relocation of the administrative capital but is also envisioned to reflect a development concept that is sustainable, inclusive, and modern.

However, with the involvement of central and regional governments, private investors, local communities, NGOs, and the international community, the complexity of communication within this project presents a significant challenge (Dziubaniuk et al., 2022; Edwards et al., 1999). This diversity of actors makes communication management a crucial aspect for ensuring the

project's smooth progression, particularly in the context of effective and inclusive public communication (Pamidimukkala et al., 2022; Latupeirissa et al., 2024).

The relocation of a capital city has been a strategic measure undertaken by several nations to address issues of overpopulation, development inequality, or to stimulate economic growth (Drakakis-Smith, 1996). Nevertheless, the success of such an initiative is highly dependent on its planning and execution. For instance, Brazil successfully moved its capital to Brasília in 1960 to foster development in the country's central region. The project is considered a success for its ability to create a new economic growth center and distribute development more evenly. Conversely, Myanmar faced substantial challenges after relocating its capital to Naypyidaw in 2005.

The move drew criticism due to inadequate infrastructure, minimal economic activity, and a low willingness among the populace to relocate. The experiences of these countries offer vital lessons for Indonesia in its process of relocating the capital to Nusantara. With meticulous planning and evaluation of the successes and failures of other nations, it is hoped that Indonesia can achieve the objectives of this relocation. In practice, however, the IKN project faces serious challenges, one of which is land disputes. According to a report by Kompas (2024), approximately 2,086 hectares of land within the IKN area are still occupied by communities but lack clear legal status (Hermawan et al., 2024; Syahira et al., 2025).

Much of this land is claimed by indigenous peoples and transmigrants as ancestral property, whereas the government classifies it as state forest area. The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) notes that out of the 105 villages affected by the IKN development, more than 30 have reported a lack of clear information regarding property rights, compensation values, and the procedures required for land validation. Furthermore, in early 2024, the IKN Authority (OIKN) received at least 126 public complaints related to land information, predominantly from the Sepaku District and its surrounding areas.

This problem is exacerbated by an information gap between the government and citizens, which creates an environment ripe for disinformation. For example, field findings have revealed the circulation of false rumors, such as claims that citizens must pay a fee to register their land with OIKN, or that all uncertified land will be automatically cleared without compensation. Although OIKN has officially provided clarification mechanisms, a lack of two-way communication and limited citizen access to official channels have led to confusion and unrest.

It is here that the strategic role of the IKN Authority's Public Relations (PR) becomes crucial. As the primary managing body, OIKN is responsible for fostering communication that is not merely one-way (dissemination) but is also dialogical, open, and responsive to the aspirations of affected citizens. One relevant communication model in this context is the two-way symmetrical communication model proposed by Grunig and Hunt. This model emphasizes the importance of mutual understanding between an organization and its public, as well as joint negotiation based on trust and transparency (Andita et al., 2023; Rozikin, 2024).

However, based on the researcher's field observations in the Sepaku District and its vicinity, OIKN's two-way communication strategy has not been fully optimized. According to Firmstone & Coleman (2015) and Przeybilovicz & Webler (2026) Digital communication channels such as social media and the official website are active, yet citizen participation in face-to-face formats, deliberative forums, or participatory outreach remains minimal. For instance, a public dialogue held by OIKN in late 2023 was attended by only a small number of village representatives and did not directly address individual cases (Safik & Ewinda, 2023; Przeybilovicz & Webler, 2026; Ward, 2011).

In this context, the function of Public Relations (PR) is not merely limited to disseminating information but also extends to shaping perceptions, building participation, and managing information crises. Therefore, it is essential to evaluate the PR management strategy

implemented by the IKN Authority in countering disinformation, particularly through a digital technology-based approach.

As an evaluative framework, this study employs the Technology Acceptance Model (TAM) developed by Persico et al. (2014). TAM assesses how an individual's perception of ease of use (perceived ease of use) and usefulness (perceived usefulness) of a technology can influence their attitude and adoption (Manda, E. F., & Salim, 2021; Prastiawan et al., 2021). In this context, TAM is used to analyze the extent to which digital applications like "Sentuh Tanahku", developed by the Ministry of ATR/BPN, are understood, accepted, and effectively used by the public as a valid source of information regarding land status and ownership.

This application was chosen as the object of study due to its high relevance to the land issue within the Nusantara Capital City (IKN) project. The IKN project is a large-scale initiative that is highly sensitive to issues of social legitimacy and agrarian conflict, where a failure to accurately and transparently convey land information could trigger citizen resistance, create distrust, and impede policy implementation (Syaban & Appiah-Opoku, 2024). Therefore, an evaluation of the public communication strategy, supported by the TAM framework on the BHUMI and "Sentuh Tanahku" applications, is expected to yield recommendations for a more adaptive, data-driven, and participatory communication approach.

Disinformation stands out as one of the most prominent issues in this context. Notess et al. (2021); Moreda (2017) and Qian (2015) said that, many local communities lack a clear understanding of land ownership status, acquisition procedures, and compensation mechanisms. The limited access to accurate information fuels speculation and distrust towards the government. This is evidenced by numerous media reports and internal agency data, which indicate a high number of public complaints related to land and increasing anxiety due to conflicting information (Belluati & Fubini, 2024; Guan, 2023). Indeed, some residents admit to not knowing how to formalize their land rights, creating an opening for certain parties to spread misleading information.

According to a reference journal (Martínez et al., 2024), there are five primary gaps that can affect local community engagement in the IKN project: the Economic Gap, where the IKN project could create economic disparity, leaving local communities with limited access to modern education and skills behind in the new economic competition; the Violence Gap, where agrarian conflicts over customary land rights often arise from a lack of effective communication between the government and local communities, leading to resistance and social tension; Distrust in Institutions, as local communities tend to have low levels of trust in government institutions due to past experiences perceived as detrimental to their customary rights; Political Polarization, where the IKN relocation has become a divisive issue among the public, both locally and nationally, which can complicate interactions among stakeholders; and Disinformation, where a lack of open and participatory communication contributes to the spread of inaccurate information, which can worsen negative perceptions of the IKN project.

The demographic conditions of local communities around the IKN project area reflect a distinctive social and economic diversity (Simandjuntak et al., 2023). The majority of the population consists of indigenous and long-settled migrant communities who depend on agriculture, plantations, and other informal economic activities for their livelihoods; the percentage of the population aged 7-24 by school age group and school participation (percent) in 2021-2022 (Source: Central Statistics Agency). In the IKN development process, significant changes in spatial planning and land use have had a direct impact on community life, affecting social, economic, and cultural aspects.

One of the primary concerns underlying this research is the emergence of unease among the community in tandem with the land dispute process (Hilal et al., 2024; Prabowo & Wiratama, 2025). Some residents feel they have not received sufficient information regarding land acquisition mechanisms, compensation, and the administrative procedures they must follow. This

has triggered uncertainty and anxiety, especially for those who rely on the land as their main source of income.

One of the key gaps affecting local community involvement in the IKN project is disinformation, given the finding that a majority of the community is unaware of the procedures for land title registration and legal processes related to land acquisition (Hernawan, 2023; Permadi et al., 2024). This lack of understanding creates an opening for speculation and the spread of inaccurate information, which ultimately exacerbates tensions between the community and project stakeholders. Therefore, this research aims to delve deeper into how disinformation occurs, its impact on the community, and the efforts that can be made to enhance information transparency and legal literacy concerning land ownership.

The lack of open and participatory communication is a primary factor in the spread of disinformation regarding the IKN project. When access to clear and transparent information is limited, a void emerges for misunderstanding and the proliferation of false narratives. This not only causes confusion among the public but can also reinforce negative perceptions of the project, hinder public acceptance, and diminish support for the ongoing development initiative. Consequently, efforts to foster more inclusive and fact-based communication are a critical step in countering disinformation and building public trust.

Effective PR communication management in a multi-stakeholder project like IKN can help address the aforementioned gaps through strategies such as Building Trust, where inclusive and transparency-based communication campaigns can enhance public confidence in the IKN project; Reducing Disinformation, where the dissemination of accurate and targeted information through effective communication channels can help manage public perception; and Facilitating Inclusive Dialogue, where PR communication can serve as a platform for local communities to voice their aspirations in the project's planning and implementation (Laksana et al., 2024; Ibdayanti et al., 2023).

Poor communication management in multi-stakeholder projects can have severe consequences (Mareno et al., 2022). Previous research indicates that many large-scale development projects in various countries have failed due to an inability to manage communication effectively. For instance, conflicts in infrastructure projects in Southeast Asia often arise from a lack of transparency and local community involvement (Gamage, 2022). In India, for example, the construction of a large dam resulted in mass protests because the community was not involved in the consultation process, leading to significant project delays. A similar scenario could occur in Indonesia if communication among stakeholders in IKN is not managed properly.

To that end, the development of IKN Nusantara serves as a real-world laboratory for implementing effective communication strategies in a multi-stakeholder project. This research aims to analyze the PR management strategy for countering land disinformation in the IKN multi-stakeholder project, to identify the challenges of PR management in confronting disinformation, and to ascertain how PR communication mitigates or exacerbates land disinformation at IKN. This study is also relevant to Indonesia's need to enhance its national project management capacity, particularly in facing the challenges of development in an increasingly complex modern era.

Communication management in a multi-stakeholder project is not just about conveying information, but also about building trust, managing expectations, and creating harmonious collaboration (Gomes et al., 2024; Rozaan et al., 2024). In the context of IKN, good communication can help accelerate decision-making, minimize conflict, and increase project implementation efficiency. Conversely, poor communication can lead to misinformation, inter-party tensions, and even project failure. Therefore, communication strategies must be designed holistically, encompassing aspects such as public participation, transparency, and accountability (Shaya & Ahmad, 2025).

Assudani & Kloppenborg (2010) in his stakeholder theory posits that effective communication with affected groups is key to a project's success. Schwägerl et al., (2024) emphasize that dialogue-based PR communication can help build sustainable relationships between the government and local communities. Previous research has highlighted the importance of communication in multi-stakeholder projects, but few have specifically addressed PR communication strategies in the context of a large-scale national project like IKN, particularly in handling the issue of disinformation regarding land acquisition and disputes.

Therefore, this research will specifically examine the Public Relations management strategy implemented by the Nusantara Capital City Authority (OIKN) as the institution with direct authority and a role in public communication related to IKN. This research is urgent because OIKN holds control over fostering relationships with the community, disseminating policy information, and mitigating conflict through transparent, two-way communication. The primary focus is to investigate how OIKN's PR communication strategy is executed in the face of land acquisition disinformation, to assess the effectiveness of this strategy in preventing conflict, and to determine how this communication can be strengthened to build public trust.

Data sources will include internal OIKN reports, scholarly publications, current news, as well as findings from direct observation and interviews in the field, utilizing the researcher's firsthand experience in observing the structure and practices of OIKN's public relations within the IKN region. Thus, this research offers not only practical contributions for the relevant agencies but also theoretical contributions to the development of communication management studies for multi-stakeholder projects in Indonesia, especially in large-scale national developments involving indigenous communities and broad public interests.

Ultimately, the success of the Nusantara Capital City development depends not only on technical and financial aspects but also on the ability of all stakeholders to collaborate effectively through good communication. Accordingly, this study aims to achieve several interconnected objectives. The primary goal is to analyze the public relations management strategy used to counter land disinformation within the IKN's multi-stakeholder framework. The research will further seek to identify the specific challenges inherent in this process while also critically determining how the IKN Authority's public relations communication ultimately functions to either mitigate or exacerbate the problem of land-related disinformation.

METHODS

This study employs a qualitative descriptive-exploratory approach to examine public relations management strategies for addressing land disinformation in the multi-stakeholder Nusantara Capital City (IKN) project. The exploratory nature is appropriate given the relatively new and limited understanding of this phenomenon, allowing for in-depth exploration of communication strategies and stakeholder dynamics. The study involved three categories of informants selected through purposive sampling. Expert informants included one public relations management lecturer (Putu Dea Anggita Yanti, S.I.Kom., M.A.) from STAHN Mpu Kuturan with doctoral qualification from Universitas Gadjah Mada. Key informants comprised one OIKN public relations officer directly involved in community land issues and three local community members who experienced land-related problems. Additional informants included one journalist with understanding of the issues but without direct involvement. Data collection employed multiple methods to ensure comprehensive understanding. In-depth interviews were conducted using both structured and unstructured approaches to gather systematic and flexible insights from informants. Passive participant observation was utilized to examine communication processes during coordination meetings and public consultations. Document analysis included official communication strategies, project progress reports, government policies, and media publications related to IKN stakeholder communication. Data analysis followed Miles and Huberman's three-stage approach: data reduction, data display, and conclusion drawing with verification. During data reduction, interview transcripts underwent verbatim transcription followed by open coding to identify key themes, axial coding to group data into specific categories,

and selective coding to develop core themes related to digital communication strategies, communication barriers, and community responses to disinformation. Data display involved organizing thematic quotations into narrative texts and creating visual representations of relationships between PR strategies, communication media, and community acceptance. Conclusion drawing and verification included cross-informant comparison for consistency, anomaly identification for objectivity, and member checking to ensure validity. Triangulation methods were employed to ensure data credibility through source triangulation and technique triangulation. This involved cross-checking data from various IKN project stakeholders and combining interview results with observational data to validate findings regarding effective communication strategies for minimizing land disinformation in the multi-stakeholder IKN project.

RESULTS AND DISCUSSION

This section presents the empirical findings from in-depth interviews with six informants, comprising one OIKN public relations officer, one academic expert in public relations, three affected residents, and one media practitioner. The analysis employed Miles and Huberman's three-stage approach, progressing from open coding (identifying initial concepts from raw data), axial coding (grouping related concepts into categories), and selective coding (developing core themes). Three primary themes emerged from the data: Strategic Communication Ineffectiveness, Structural Communication Barriers, and Stakeholder Perception Disparities.

Strategic Communication Ineffectiveness of OIKN's PR Management

Reactive Communication Patterns

The analysis revealed that OIKN's public relations strategy operates predominantly in a reactive mode rather than proactive engagement. Luqman, the OIKN public relations officer, acknowledged this defensive approach:

"We in public relations prepare responses to clarify such matters to the mass media, but so far these clarifications have not been published" (Interview, January 2024).

This statement indicates that despite preparing clarifications for disinformation, the PR team struggles with message dissemination control. The reactive nature of communication was further criticized by affected residents who expressed frustration with delayed responses. Eko Supriyanto, a resident from the affected area, emphasized:

"They should provide clarification quickly. Don't wait until it becomes a big issue before explaining" (Interview, February 2024).

Two out of three affected residents interviewed expressed similar concerns about delayed official responses to circulating rumors.

Absence of Direct Mandate for Land Issue Socialization

A significant finding emerged regarding the institutional structure of OIKN's communication management. The PR officer revealed a critical gap in organizational mandate:

"The IKN Authority Public Relations has never received orders or assignments to participate in socializing land-related regulations in IKN" (Luqman, Interview, January 2024).

This absence of direct mandate creates a void in systematic public communication about land regulations, leaving communities without adequate official information channels. This institutional gap was corroborated by field evidence, as Eko Supriyanto confirmed:

"As far as I know, there has never been direct socialization to my village about land regulations. Maybe during village meetings, someone mentions it, but doesn't explain it in detail" (Interview, February 2024).

However, geographical disparities in information distribution became evident when Andika Erwan, a resident from an area that had undergone land acquisition, provided contrasting testimony:

"There have been many socializations about land acquisition, land maturation, and all residents were gathered... so in my opinion it has been very good" (Interview, February 2024).

The empirical findings reveal fundamental misalignment between OIKN's current communication practices and the Two-Way Symmetrical Communication model from Grunig and Hunt. This model emphasizes the importance of dialogical and reciprocal communication between organizations and publics, where public trust is built through fair and responsive information exchange (Rozikin, 2024). However, the evidence demonstrates that OIKN's approach remains predominantly one-way and reactive.

The absence of direct mandate for PR involvement in land regulation socialization represents a critical structural flaw that contradicts Strategic Public Relations theory by (Riedl, 2025), which states that PR should be a vital element in crisis management and public opinion management, especially in development project environments laden with social conflict potential. When Luqman revealed that the PR department has never received directives to engage in land issue communication, it exposes a fundamental misunderstanding of PR's role in crisis prevention and stakeholder engagement.

The community preference for local messengers, as articulated by Muhammad Ridwan's statement that "residents trust more when the speaker is from their own village," aligns with community-based communication concepts suggested by (Nurhayati et al., 2022). This finding suggests that OIKN's centralized communication approach fails to leverage local social capital and community leadership structures that have social influence and cultural closeness with residents.

Structural Communication Barriers

Complexity of Regulatory Information

The academic expert identified information complexity as a fundamental barrier to effective public communication. Putu Dhea Anggita Yanti, a Public Relations lecturer, explained:

"Land regulations in the IKN project are very complex... legal terms and land administrative boundaries are not easily understood" (Interview, January 2024).

This complexity creates a significant gap between formal policy documents and public comprehension, particularly among communities with limited educational backgrounds.

Digital Literacy Limitations

The study revealed substantial challenges in digital information access among affected communities. Muhammad Ridwan, an affected resident, disclosed his limited awareness of government digital platforms:

"I myself just heard about it from my child" when referring to the "Sentuh Tanahku" application (Interview, February 2024).

This finding indicates that technology-based communication strategies may exclude significant portions of the target audience who lack digital literacy or access.

Insufficient Transparency and Media Relations

Media practitioners highlighted systemic transparency issues in OIKN's communication approach. A media practitioner interviewed revealed:

"For conflict-prone issues like land acquisition, it still feels closed... media find it difficult to get direct answers" (Interview, March 2024).

The same practitioner emphasized the problematic nature of reactive media engagement:

"Ideal communication strategy should involve media from the beginning. Don't wait until the issue explodes before inviting media" (Interview, March 2024).

The academic expert's observation regarding regulatory complexity highlights a critical challenge in development communication contexts. When Putu Dhea Anggita Yanti noted that land regulations contain "legal terms and administrative boundaries that are not easily understood," she identified what (Ventura et al., 2025) describe as the mismatch between message format and audience profile that creates fertile gaps for disinformation development at grassroots levels.

In development communication contexts, regulatory information is not only about legal delivery but also efforts to build legitimacy and a sense of justice in society's eyes, as emphasized by (Khoury, 2019). When people feel they do not understand processes concerning their land rights, feelings of uncertainty and distrust toward the government will increase.

The finding that Muhammad Ridwan learned about the "Sentuh Tanahku" application only through his child reveals significant challenges in technology-based communication strategies, particularly in areas with infrastructure and digital capability limitations. This aligns with the Technology Acceptance Model (TAM) framework utilized in this study, which assesses how perceived ease of use and usefulness influence technology adoption. The digital divide creates additional barriers in OIKN's communication strategy implementation, as highlighted by (Li et al., 2022). While the organization may develop sophisticated digital platforms for information dissemination, these efforts become ineffective if the target audience lacks the necessary skills and access to utilize them.

The media practitioner's critique that land acquisition issues remain "closed" and that "media find it difficult to get direct answers" reflects what (Cyrrious & Erica, 2023) describe as bureaucratic culture that withholds information and actually worsens disinformation. This distrust is further worsened by community experiences with various previous government projects, creating what (Li et al., 2022; Rozikin, 2024) identify as legacy public skepticism that can only be overcome through communication approaches based on honesty and consistency.

Stakeholder Perception Disparities

Community Trust and Information Source Credibility

The research identified significant variations in community trust based on information source credibility. Muhammad Ridwan articulated a common sentiment among affected residents:

"Residents need clarity from people they trust, not from confusing news" (Interview, February 2024).

Furthermore, he emphasized the importance of local messengers:

"Residents trust more when the speaker is from their own village" (Interview, February 2024).

Demand for Structured Two-Way Communication

All three affected residents expressed a desire for regular dialogue opportunities. Muhammad Ridwan specifically suggested:

"Create direct question-and-answer forums in each kelurahan. Don't just once, but regularly" (Interview, February 2024).

This recommendation reflects community frustration with one-way communication patterns and their preference for participatory engagement.

Academic Perspective on PR Role Transformation

The academic expert provided a theoretical framework for understanding communication deficiencies. Putu Dhea Anggita Yanti emphasized:

"PR should be a bridge between formal government documents and public perception... simplifying messages so the public doesn't get lost in hoaxes" (Interview, January 2024).

She further advocated for role transformation:

"PR must act as a facilitator, not just a spokesperson... creating dialogue space between government and society" (Interview, January 2024).

The contrasting experiences between Eko Supriyanto and Andika Erwan regarding socialization adequacy reveal concerning patterns identified by (Rozikin, 2024) as weak equity in PR strategy implementation. Areas that become construction focus tend to receive more attention from government parties, while peripheral areas or buffer zones lag behind in communication aspects. This geographical disparity shows that implemented communication strategies are not yet based on area social maps and have not fairly targeted all layers of affected communities, creating what the research identifies as communication inequality that can exacerbate existing social tensions.

The community demand for regular, kelurahan-level forums represents what Freeman (1984) in stakeholder theory describes as the importance of effective communication with affected groups as key to a project's success. (Schwägerl et al., 2024; Uribe et al., 2018) emphasize that dialogue-based PR communication can help build sustainable relationships between government and local communities.

The findings contribute to understanding communication management challenges in large-scale development projects. As noted by (Reypens et al., 2021), communication management in multi-stakeholder projects is not just about conveying information, but also about building trust, managing expectations, and creating harmonious collaboration. Poor communication management in multi-stakeholder projects can have severe consequences, as previous research by (Mareno et al., 2022) indicates that many large-scale development projects in various countries have failed due to inability to manage communication effectively. The research by (Gamage, 2022) shows that conflicts in infrastructure projects in Southeast Asia often arise from lack of transparency and local community involvement.

According to (Martínez et al., 2024), the lack of open and participatory communication contributes to the spread of inaccurate information, which can worsen negative perceptions of development projects. The five primary gaps identified - Economic Gap, Violence Gap, Distrust in Institutions, Political Polarization, and Disinformation - are all evident in the empirical findings of this study. The effectiveness of OIKN's PR strategy in handling land disinformation remains highly dependent on area, message delivery quality, and internal communication organizational structure, as suggested by the varied stakeholder experiences documented in this research.

Theoretical Contributions and Limitations

This study extends existing literature on public relations in development contexts by providing empirical evidence of communication failures in Indonesia's most significant infrastructure project. The findings support calls for integrating public relations into project management from inception, as advocated by (Prasasto & Putra, 2024; Shaya & Ahmad, 2024). However, several limitations must be acknowledged. First, the study's purposive sampling of six informants, while appropriate for exploratory research, may not capture the full spectrum of stakeholder experiences across the diverse IKN project area. Second, the research was conducted during a specific phase of project development, and communication dynamics may evolve as implementation progresses. Third, the study relies primarily on interview data, and future research might benefit from ethnographic approaches that could capture more nuanced communication behaviors and informal information networks. Additionally, the research focused on one organization (OIKN) within a multi-institutional project environment. A more comprehensive understanding would require examining communication practices across all relevant government agencies, private sector partners, and civil society organizations involved in IKN development.

Strategic Recommendations for OIKN

Based on the empirical evidence and theoretical analysis, several strategic interventions are recommended. OIKN needs to establish a community-based public communication unit, increase PR involvement in regulatory education, and facilitate two-way communication with channels adaptive to local conditions, as suggested by the research findings. The organization should implement the Two-Way Symmetrical Communication model to facilitate genuine dialogue through regular community forums, develop multi-channel communication strategies accommodating varying digital literacy levels, and create strategic partnerships with local leaders to enhance message credibility. Additionally, OIKN should establish rapid response mechanisms for addressing disinformation before it spreads widely, following the proactive approach recommended by affected residents and media practitioners. These recommendations contribute to communication management theory development for multi-stakeholder development projects in Indonesia, providing a framework for building sustainable relationships between government institutions and communities in large-scale national development initiatives, as emphasized by (Wood et al., 2021).

CONCLUSION

The research findings demonstrate that the Public Relations management strategy implemented by the Nusantara Capital City Authority (OIKN) in countering land disinformation within the multi-stakeholder IKN project exhibits significant limitations and ineffectiveness. The current approach remains predominantly reactive rather than proactive, characterized by defensive communication patterns that fail to address the root causes of disinformation. The study identifies five critical factors hindering PR effectiveness: the complexity of regulatory information that is difficult for ordinary citizens to comprehend, the absence of direct mandates for PR involvement in land regulation socialization, the prevalence of one-way communication channels lacking structured dialogue forums, limited digital literacy and access among affected communities, and pervasive distrust stemming from insufficient transparency in government communication. These obstacles collectively contribute to communication gaps that create fertile ground for disinformation proliferation. Stakeholder perspectives consistently reveal dissatisfaction with OIKN's communication approach, with academics emphasizing the need for PR to function as dialogue facilitators rather than mere spokespersons, affected residents expressing demands for timely and credible information sources, and media practitioners highlighting the ceremonial nature of current media engagement. The convergence of these perspectives indicates that OIKN's PR contribution to managing land disinformation remains minimal and lacks strategic implementation, necessitating fundamental restructuring of communication approaches to address the complex challenges inherent in large-scale development projects involving diverse stakeholder interests.

SUGGESTION

The research recommends implementing a comprehensive transformation of OIKN's public relations strategy toward a more inclusive, transparent, and participatory communication framework. OIKN should establish formal mandates for PR involvement in land regulation socialization, develop multi-channel communication strategies accommodating varying digital literacy levels, and create strategic partnerships with local leaders to enhance message credibility. The organization must adopt the Two-Way Symmetrical Communication model to facilitate genuine dialogue through regular community forums, implement proactive media engagement from project inception, and develop simplified communication materials that translate complex regulatory information into accessible formats. Additionally, OIKN should establish rapid response mechanisms for addressing disinformation before it spreads widely. These recommendations contribute to communication management theory development for multi-stakeholder development projects in Indonesia, providing a framework for building sustainable relationships between government institutions and communities in large-scale national development initiatives.

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