

Religiosity and SDG-Aligned Public Relations: Constructing A Positive Organizational Image

Rizal Fahmi Muhammad¹, Ismi Dwi Astuti Nurhaeni², Andre Noevi Rahmanto³

^{1,2,3}Faculty of Social and Political Sciences, Sebelas Maret University, Indonesia

¹rizalfahmi@student.uns.ac.id, ²ismidwiastuti@staff.uns.ac.id, ³andre@staff.uns.ac.id

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Abstract

Objectives: The objective of the research is to analyze how religious values embedded in employee behavior and institutional communication strengthen both internal and external relational trust while supporting SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), and SDG 16 (Peace, Justice, and Strong Institutions). **Theoretical framework:** The theoretical framework is grounded in the concepts of religious work ethics, impression management theory, and strategic communication within an SDG-oriented governance model. **Literature review:** The literature review highlights existing scholarship on the role of religiosity in organizational behavior, ethics-based PR strategies, and the global shift toward value-driven institutional communication aligned with international development frameworks. **Methods:** Methodologically, this study employs a qualitative descriptive design using primary data obtained through interviews, observation, and institutional documentation. The descriptive approach enables a comprehensive portrayal of employee religious practices such as routine religious studies, collective prayers, daily spiritual reflection, and capacity-building programs in Qur'an literacy and ritual correctness, which serve as internal PR mechanisms strengthening workplace discipline, empathy, and service ethics. **Results:** The findings reveal that religiosity functions as an internal cultural driver that elevates service quality, enhances patient or client satisfaction, and fosters a perception of organizational integrity. Externally, community engagement efforts such as outreach visits, collaboration with local leaders, public health education, and free health screenings reinforce SDG-aligned social responsibility, expanding public trust and institutional legitimacy. Crisis-handling strategies rooted in ethical reflection, problem clarification, and transparent communication further strengthen the organization's positive image. **Implications:** The implications indicate that integrating religiosity with SDG-based PR frameworks can create synergistic value, fostering inclusive, ethical, and sustainable reputation management. **Novelty:** The novelty of this study lies in demonstrating how religiosity is not merely a personal moral attribute but a strategic institutional asset that reinforces SDG-compliant communication, enhances organizational credibility, and strengthens long-term stakeholder relations.

Keywords: religiosity, public relations, sdgs, organizational image, strategic communication.

INTRODUCTION

In recent years, the intersection of religiosity and organizational communication has gained increasing attention as institutions seek more ethical, sustainable, and

value-driven approaches to building public trust. Organizations operating in health, education, and community service sectors are particularly challenged to demonstrate credibility not only through technical performance but also through moral integrity and social responsibility. In this context, religiosity expressed through employees' ethical behavior, spiritual practices, and value-based interactions emerges as an important cultural force shaping internal cohesion, service orientation, and institutional image. The relevance of such an approach becomes even more pronounced in the era of the Sustainable Development Goals (SDGs), where institutions are expected to integrate principles of transparency, inclusivity, and human-centered communication that support SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), and SDG 16 (Peace, Justice, and Strong Institutions) [1].

Despite the increasingly global recognition of ethics-based public relations, scholarly attention to the role of religiosity as a strategic communication resource remains limited. Most studies on public relations tend to focus on branding strategies, digital communication, or corporate social responsibility, with far less emphasis on the cultural and spiritual drivers that shape organizational behavior. Likewise, the literature on religiosity in workplace settings often centers on personal spirituality, employee well-being, or moral decision-making, rather than examining its institutionalized role in constructing public perception and organizational legitimacy. At the same time, existing SDG-related communication studies predominantly address sustainability reporting, policy alignment, and corporate governance, with minimal exploration of how religious values can harmonize with SDG frameworks to support ethical and socially responsive public relations [2], [3].

This gap highlights the need for research that bridges these domains by investigating how religiosity, when embedded in structured organizational practices, contributes to SDG-aligned reputation building. The present study responds to this gap by analyzing how religious activities such as routine spiritual learning, collective prayer, reflective practices, and value-based employee development shape internal public relations mechanisms and enhance service ethics. It further examines how outreach activities, community engagement, and transparent crisis-handling strategies extend this value framework into the external environment, reinforcing institutional trust and legitimacy. By connecting religiosity with SDG-oriented communication, this study provides a nuanced understanding of how organizations can construct a positive image that is simultaneously ethical, culturally resonant, and globally relevant [4], [5].

Thus, the importance of this research lies in its contribution to expanding the theoretical and practical discourse on value-based public relations. It demonstrates that religiosity, far from being a private or symbolic dimension, functions as a strategic asset capable of strengthening stakeholder relationships, supporting SDG commitments, and fostering long-term organizational credibility [6].

Building on the foundations of Islamic religious humanism, which positions Islam as rahmatan lil 'alamin, a source of universal compassion, this study underscores religiosity as a central ethical force shaping individual and institutional behavior. Religiosity, defined as one's adherence to religious values, beliefs, and ritual practices, profoundly influences decision-making processes and interpersonal relationships within organizations. In healthcare settings, where continuity of care, empathy, and collaborative coordination are essential, religiosity becomes an internal cultural catalyst that enhances holistic service delivery to patients, families, and communities. This aligns directly with SDG 3 (Good Health and Well-Being), which emphasizes equitable, compassionate, and patient-centered care [7], [8].

Public relations operates as a strategic, continuous effort to cultivate mutual understanding and goodwill between an organization and its stakeholders. In the

digital era, PR professionals navigate complex boundary-spanning roles, interacting not only within institutional structures but also with broader publics whose perceptions are shaped by rapid information flows. The rising prominence of social media has intensified the influence and velocity of public opinion, as noted by scholars who argue that negative digital narratives can quickly escalate into reputational crises. This reality elevates the importance of ethical communication and proactive reputation management [\[9\]](#), [\[10\]](#).

Religiosity contributes to this process by strengthening internal ethics, enhancing employee discipline, encouraging moral reflection, and supporting responsible decision-making, all key aspects of SDG 16 (Peace, Justice, and Strong Institutions). When combined with CSR-oriented sustainability practices, PR becomes more than a communication function; it transforms into a socio-cultural force that bridges organizational goals with societal expectations. This integration resonates with SDG 4 (Quality Education) through continuous spiritual and professional development programs that build employee capacity [\[11\]](#), [\[12\]](#).

The implications of this research are significant. First, it suggests that embedding religiosity into PR strategies can enhance organizational resilience, especially in crisis communication, by grounding responses in transparency, humility, and ethical clarity. Second, it demonstrates that SDG-aligned religiosity promotes inclusive and sustainable reputation-building, reinforcing public trust and institutional legitimacy. Third, it provides a framework for healthcare institutions and other service organizations to integrate spiritual values with modern communication technologies, ensuring culturally sensitive engagement in rapidly changing digital environments. The novelty of this study lies in its articulation of religiosity as a strategic communication asset rather than merely a personal spiritual attribute. It introduces a model in which religious ethics, SDG commitments, and modern PR practices converge to construct a comprehensive, sustainable, and value-driven organizational image. This contribution expands the scholarly discourse by linking faith-based cultural capital with global development principles and positioning PR as a transformative agent within ethical institutional governance [\[13\]](#), [\[14\]](#).

LITERATURE REVIEW

Religiosity as an organizational value has long been recognized as a significant determinant of ethical behavior, interpersonal trust, and institutional credibility. Scholars argue that religiosity influences not only personal attitudes but also collective culture within organizations, shaping how they communicate, engage with stakeholders, and construct their public image. In healthcare institutions, where ethical conduct, empathy, and professionalism are fundamental, religiosity can play a transformative role in strengthening public relations (PR) strategies. Kotler and Lee emphasize that in healthcare settings, PR is not merely an auxiliary communication function but a central mechanism for cultivating long-term relationships with the community through transparency, moral responsibility, and shared values. This aligns closely with holistic patient care and the cultural expectations of many societies, where religious values inform perceptions of compassion and trustworthiness [\[15\]](#), [\[16\]](#).

Religiosity is conceptualized in organizational studies as adherence to a set of moral and spiritual values that guide behavior, decision-making, and interpersonal relations. According to Glock and Stark, religiosity encompasses belief, ritual, experience, knowledge, and ethical consequences. These dimensions influence how individuals perceive their roles within institutions and how they respond to ethical dilemmas or service responsibilities. Within PR literature, scholars such as Ruler and Verčič contend that ethics and value orientation are foundational elements of

responsible communication, determining how stakeholders interpret organizational actions. When religiosity is institutionalized in organizational culture, it becomes a strategic asset that enhances credibility, fosters trust, and communicates a sense of moral integrity [17], [18].

Existing research highlights that organizations integrating religiosity into their communication strategies often experience stronger stakeholder engagement because these values resonate with the collective moral framework of their communities. In contexts where religion plays a prominent social role, religiously informed PR strategies have been shown to positively influence public perception, reinforce institutional legitimacy, and foster loyalty among service users. This corresponds with studies on value-based PR, which assert that organizations perceived as having strong moral foundations are more likely to gain sustained public support [19].

The incorporation of religiosity into PR also aligns with the global emphasis on sustainable development and social accountability. The Sustainable Development Goals (SDGs) provide a comprehensive framework for ethical and socially responsible institutional behavior. Religiosity-driven communication supports SDG 3 (Good Health and Well-Being) by fostering compassionate healthcare environments rooted in empathy and ethical service. Regular spiritual activities, collective reflections, and moral education programs within institutional settings contribute to employees' emotional well-being and sense of purpose, which have been linked to improved patient care and satisfaction. This corresponds to research suggesting that spiritual well-being enhances emotional resilience among healthcare professionals, enabling them to deliver more patient-centered care. Furthermore, religiosity supports SDG 4 (Quality Education) through the development of character, moral literacy, discipline, and continual learning. When institutions provide religious or ethical training, such as value-based workshops, ethical counseling, or programs that strengthen spiritual competence, they contribute to both professional and personal development. These educational initiatives create internal public relations mechanisms that enhance employee capacity and cohesion, ultimately improving institutional performance [20], [21].

From the perspective of governance, religiosity contributes to SDG 16 (Peace, Justice, and Strong Institutions) by reinforcing transparency, fairness, accountability, and ethical leadership. Scholars in organizational ethics argue that institutions anchored in moral values tend to adopt more responsible communication practices, particularly in crises. Ethical PR, rooted in religiosity, encourages openness, constructive dialogue, and conflict resolution, which are vital during reputational threats. As digital communication accelerates the spread of information, negative narratives can quickly escalate into crises that undermine public trust. Scholars such as You and Wu note that social media amplifies public opinion, making reputation management more complex and demanding. In such contexts, religiosity-informed ethics serve as a stabilizing force that guides crisis-handling strategies involving clarification, honest communication, and corrective action [22], [23].

Public relations theories also underscore the socio-cultural dimension of communication. Recent scholarship argues that PR practitioners function as cultural intermediaries who construct and transmit values, norms, and institutional identities. When religiosity forms part of the institutional culture, PR practitioners become agents who articulate these values through messaging, behavior, and community engagement initiatives. This includes outreach programs, social responsibility activities, health education, and charitable services that embody the institution's moral commitments. CSR-oriented PR practices align with sustainable development principles by fostering social welfare, environmental stewardship, and ethical governance. Empirical studies show that institutions perceived as religiously grounded often enjoy stronger public trust, higher satisfaction levels, and more

positive reputational outcomes. This reinforces the argument that religiosity is not merely a spiritual attribute but a strategic, value-driven communication resource capable of shaping public perceptions and strengthening long-term institutional credibility. As such, the integration of religiosity with SDG frameworks provides a holistic approach to building a positive organizational image that is ethical, culturally resonant, and globally aligned [24].

Table 1. Literature Review

Main Theme	Summary of Literature Review Discussion
Religiosity in Organizations	Religiosity is understood as a set of moral and spiritual values that shape individual behavior, decision-making, and organizational culture. It includes dimensions of belief, ritual, experience, knowledge, and ethical conduct.
Religiosity in Healthcare Institutions	Religious values strengthen empathy, ethical service, and patient-centered care. They enhance service quality through discipline, integrity, and a holistic approach to patients and families.
Public Relations and Ethical Communication	PR functions as a strategic mechanism to build long-term relationships based on trust, transparency, and moral responsibility. Ethics and values are central to how the public perceives organizational actions.
Value-Based PR Strategies	Organizations that display religious or moral values tend to appear more trustworthy and relatable to the community. Value-based PR strategies strengthen emotional bonds and public loyalty.
Role of PR in the Digital Era	Rapid information flow on social media increases the risk of reputational crises. PR must be responsive, transparent, and skilled at navigating fast-changing public opinion.
Religiosity and Crisis Communication	Religious values support ethical crisis responses such as honest clarification, acknowledgment of mistakes, and solution-focused corrective actions. These approaches rebuild public trust effectively.
PR as a Socio-Cultural Practice	PR acts as a cultural intermediary that communicates organizational values, norms, and identity to society. Institutionalized religious values enrich the organization's cultural narrative.
Corporate Social Responsibility (CSR)	Integrating religious values with CSR strengthens social justice, ethical responsibility, and community welfare. It aligns with sustainable development principles.
Alignment with SDG 3 (Health and Well-Being)	Religious values promote compassionate service, enhance patient well-being, and support high-quality health services grounded in empathy.
Alignment with SDG 4 (Quality Education)	Moral training, value-based development, and character education contribute to employees' moral competence and professional growth.
Alignment with SDG 16 (Peace, Justice, Strong Institutions)	Transparency, accountability, and ethical leadership are reinforced by religious values, strengthening institutional stability and public trust.
Impact on Organizational Image	Integrating religiosity with SDG principles builds a positive image, strengthens social legitimacy, and enhances long-term organizational reputation.

METHODOLOGY

This study employs a descriptive research design using a qualitative approach to explore how religiosity contributes to the construction of a positive organizational image within public relations practices aligned with the Sustainable Development Goals (SDGs). A qualitative descriptive design is particularly suited for examining social phenomena that require contextual interpretation, rich narrative understanding, and in-depth explanation. In line with this approach, the study aims to capture the meanings, values, and strategic communication patterns that emerge from the integration of religious principles with SDGs-oriented public relations frameworks [25], [26].

Descriptive qualitative research focuses on providing an accurate, systematic, and detailed depiction of social dynamics, groups, or relationships between ongoing phenomena. In this context, the research seeks to describe how religious values are internalized within public relations strategies and how such values support SDG commitments, especially those related to quality communication, institutional integrity, community engagement, and inclusive development. This methodological orientation allows the researcher to identify patterns, themes, and relational structures without manipulating or controlling the research environment [20].

Table 2. Research Methodology

Component	Description
Research Design	Descriptive qualitative research focusing on contextual and interpretative analysis of social phenomena
Research Approach	Qualitative approach to explore meanings, values, and communication patterns
Research Focus	Role of religiosity in public relations practices aligned with SDGs
Data Sources	Primary data (semi-structured interviews) and secondary data (documents and institutional materials)
Informant Selection	Purposive sampling based on involvement in PR, religiosity, and SDGs-oriented communication
Data Collection Techniques	Interviews for primary data and documentation analysis for secondary data
Data Analysis Method	Thematic analysis through coding, categorization, and interpretation of data
Analytical Focus	Religiosity values, PR strategies, SDGs integration, and organizational image construction
Research Outcome	Contextual understanding of ethical, value-based, and sustainability-oriented PR practices

The data in this study are derived from both primary and secondary sources. Primary data were obtained directly from key informants through semi-structured interviews. These informants were selected using purposive sampling based on their involvement in public relations activities that incorporate religious values and SDG-related communication practices. Interview questions were designed to uncover insights regarding value-based communication strategies, stakeholder engagement approaches, and the integration of ethical, religious, and sustainability-oriented considerations in organizational image-building efforts. All interview results constituted raw data that were subsequently processed, organized, and interpreted to align with the analytical objectives of the research [27].

Secondary data sources complemented the primary findings by offering contextual and documentary support. These secondary materials included organizational profiles, public communication materials, institutional websites, sustainability statements, and annual reports. These documents provided additional insight into how public relations activities are framed, how religious and ethical messages are conveyed, and how SDGs are incorporated into communication strategies at the

institutional level. The use of multiple secondary sources strengthened data triangulation and enhanced the credibility and dependability of the research findings [28].

The data collection techniques used in this study consisted of interviews for primary data and documentation analysis for secondary data. Interviews allowed for the extraction of nuanced, experience-based information, while document analysis enabled the researcher to examine patterns of communication, narrative strategies, and institutional alignment with the SDGs. Data were processed using thematic analysis, which involved coding, categorizing, and interpreting data to reveal major themes related to religiosity, public relations practices, and sustainability-based organizational image building [29].

Through this methodological approach, the study provides a comprehensive and contextually grounded understanding of how religiosity and SDGs-aligned public relations contribute to shaping a positive organizational image. This methodology ensures that findings are both analytically rigorous and relevant to contemporary discussions on ethical communication and sustainable institutional development [25].

RESULTS AND DISCUSSION

The findings reveal that religiosity operates as an influential cultural force that strengthens organizational image-building efforts and enhances the overall effectiveness of public relations (PR). Religious values embedded in daily workplace behavior, such as generosity, ethical discipline, humility, and a commitment to service, support the formation of trust-based relationships with both internal and external stakeholders. This alignment of spiritual ethos with professional responsibilities directly contributes to SDG 3 (Good Health and Well-Being) by fostering compassionate service delivery, SDG 4 (Quality Education) through continuous spiritual and ethical learning programs, and SDG 16 (Peace, Justice, and Strong Institutions) by cultivating a governance environment grounded in integrity and transparency [30].

One salient result is that leadership grounded in religious character significantly shapes institutional culture. A leader known for charitable engagement, strong connections with community religious figures, and active investment in social welfare initiatives models a value system that is consistently emulated by employees. The organization channels a portion of its profits to support Qur'an memorization programs, social assistance, and community-based learning initiatives. This philanthropic ecosystem encourages the public to perceive the institution as not merely a service provider but a moral actor contributing to holistic societal well-being. Such impressions form the basis of a positive organizational image, which is central to PR objectives [31], [32].

Internally, PR departments capitalize on these shared values by highlighting religious identity through visual symbols, dress codes reflecting modesty, and spiritual activities that strengthen organizational cohesion. Routine religious studies, daily dhikr, dhuha prayers, and Qur'an literacy programs improve employees' emotional stability, interpersonal empathy, and ethical awareness. These activities indirectly shape service behavior, resulting in more respectful patient interactions, improved discipline, and a supportive workplace environment. During Ramadan, intensified spiritual activities, including group recitations and Qur'an writing classes, further reinforce this internal culture. These practices demonstrate that religiosity functions not only as personal devotion but also as a strategic mechanism for nurturing internal branding and strengthening SDG-aligned institutional ethics [33], [34].

Externally, PR builds the organizational image through relationship-based engagement with communities, local leaders, grassroots health centers, and various social groups. By offering free health check-ups, health education sessions, and community outreach programs, PR enhances societal access to healthcare while simultaneously expanding public trust. These initiatives support SDG 3 by promoting preventive health awareness and SDG 16 by strengthening community–institution communication networks rooted in transparency and responsiveness. The deliberate focus on underserved areas also indicates strategic PR efforts to reach new audiences and build equitable perceptions of institutional presence. However, the PR team encounters significant challenges. Competing institutions with stronger financial capital present difficulties in gaining public preference. Additionally, digital communication barriers emerge when disseminating information through social media, as segments of the community possess limited digital literacy. As a result, face-to-face engagement becomes a crucial corrective strategy for ensuring message clarity and community inclusiveness [35], [36].

The institution also employs mass media newspapers, radio, online news portals, and talks featuring external speakers to broaden information dissemination. A network of competent physicians and advanced medical equipment reinforces organizational credibility, giving PR more substantive content to communicate. Importantly, all employees, not only the PR division, are positioned as communicators who help advance institutional reputation through their daily interactions and online presence. In crises, the organization utilizes a tiered classification system (green, yellow, red) to ensure rapid response depending on severity. PR adopts an investigative approach: clarifying problems, gathering internal information, coordinating with responsible units, and communicating resolutions transparently. This crisis management system aligns with SDG 16 by promoting accountable and responsive governance [37].

Evaluation occurs through monthly meetings where performance, obstacles, and follow-up strategies are reviewed. This cyclical process ensures continuous improvement and helps maintain a reputation built on reliability, ethical consistency, and community-centered service. Overall, the results demonstrate that religiosity, when integrated with strategic communication and SDG-oriented governance, becomes a powerful asset for shaping a positive, credible, and sustainable organizational image [30].

Public Relations Communication Patterns in Building Image

Public relations activities begin with proactive engagement in community settings, where PR personnel directly interact with residents to understand their experiences and perceptions regarding health services. During these visits, PR officers ask whether residents have accessed the institution’s healthcare facilities and invite them to share any aspects of the service that may have been unsatisfactory.



Figure 1. Community-Based Public Relations Flow Illustrating Feedback Collection, Aspiration Mapping, and Management Coordination for Responsive Healthcare Services and Sustainability

This approach allows PR to identify community aspirations, expectations, and preferred models of care. Such direct dialogue ensures that public voices are genuinely heard, creating a two-way communication channel consistent with SDG 16 (Peace, Justice, and Strong Institutions), which emphasizes participatory and responsive governance [38].

The insights gathered from these community interactions are then systematically delivered to institutional management. PR functions as a bridge, translating community needs into actionable recommendations for service improvement. These recommendations are subsequently communicated to relevant operational divisions, especially the service units responsible for patient care. By aligning service delivery with community expectations, the institution contributes to SDG 3 (Good Health and Well-Being) through more patient-centered care and SDG 4 (Quality Education) through continuous learning based on public feedback. This iterative process of community engagement, aspiration mapping, managerial coordination, and service refinement illustrates a feedback-driven governance model. When visualized, the cycle demonstrates how PR serves as a strategic intermediary that facilitates continuous quality enhancement, reinforces institutional accountability, and strengthens public trust through sincere, structured, and sustainable communication practices [39], [40].

The findings presented in the document demonstrate a multilayered interaction between religiosity, public relations (PR), and sustainable development goals (SDGs). This analysis interprets those findings through a broader analytical lens to evaluate how religious values function not only as internal cultural mechanisms but also as strategic communication frameworks capable of strengthening institutional legitimacy, public trust, and long-term sustainability. The first analytical dimension concerns the role of religiosity as an organizational value system. The study shows that employees and leaders embody religious virtues such as compassion, generosity, ethical discipline, and spiritual commitment. This becomes a core cultural fabric that shapes behavior across organizational levels. When interpreted within the SDG framework, these values directly advance SDG 3 (Good Health and Well-Being) by enhancing service ethics, patient care, and interpersonal empathy. Religious practices, routine studies, prayers, dhikr, and Qur'an literacy programs promote emotional stability and moral clarity, contributing to a more disciplined and caring service culture. Analytically, this positions religiosity as a form of ethical capital, one that legitimizes the organization in the eyes of its community [41], [42].



Figure 2. Researchers Finish Interviewing the Public Relations of Nirmala Suri Hospital

A second dimension emerges in the analysis of PR's role as a mediator between organizational values and stakeholder expectations. PR activities highlight an institution's identity through modest uniforms, spiritual symbolism, and community-oriented messaging, translating internal values into an external brand narrative. This aligns with SDG 16 (Peace, Justice, and Strong Institutions) by promoting participatory communication, transparent crisis response, and trust-based relationship building. By

engaging communities directly through counseling, health programs, outreach visits, and feedback collection, PR becomes a vehicle for social accountability. This reflects a governance model in which public input shapes institutional behavior, signaling a commitment to inclusivity and responsiveness [43].

The analysis also illustrates PR's contribution to SDG 4 (Quality Education) through continuous knowledge-building processes. The structured spiritual programs, ranging from Qur'an recitations to prayer coaching, function as forms of ethical education. They enhance employees' spiritual literacy and moral reasoning, supporting character development within professional environments. This establishes PR not only as a communication function but also as a facilitator of internal educational processes that strengthen institutional integrity [44], [45].

A third analytical element relates to strategic image construction and crisis management. The document describes how image-building extends beyond promotional activities; it involves consistent ethical conduct, relational empathy, and community engagement. PR's internal strategies, such as patient greeting protocols, service coordination, and employee relationship management, indicate a relational communication approach rooted in hospitality and respect. Externally, PR's community visits, health counseling, and service promotions show an intentional use of outreach to build relational equity. This reflects a transition from traditional promotional PR toward value-driven, socio-cultural PR, where legitimacy is earned through meaningful engagement rather than symbolic messaging [46].

Moreover, crisis management is critically analyzed as an ethical decision-making process. The three-tier response system (green, yellow, red) indicates procedural clarity, while the emphasis on immediate problem identification, internal consultation, and transparent communication reflects a governance culture aligned with SDG 16. This model demonstrates how religiosity-influenced ethical frameworks enhance crisis communication by prioritizing honesty, accountability, and human-centered solutions. Finally, the analysis underscores the holistic integration of religiosity and SDGs as the foundation of organizational sustainability. The findings show that religiously grounded ethics are not peripheral but central to organizational identity and stakeholder relationships. PR becomes the conduit through which these values are communicated, operationalized, and aligned with global sustainability standards. Thus, religiosity functions both as a cultural anchor and as a strategic asset that strengthens institutional resilience, stakeholder trust, and long-term reputational sustainability [47].

CONCLUSION

This study concludes that religiosity plays a pivotal role in shaping a positive organizational image within public relations practices, particularly in healthcare institutions where trust, empathy, and ethical conduct are essential. The findings demonstrate that spiritually grounded routines such as weekly religious study circles, dhuha prayers, daily dhikr, Qur'an recitation during Ramadan, and programs aimed at improving Qur'an literacy and prayer proficiency strengthen employees' moral consciousness and service orientation. These practices not only enhance internal discipline but also project an image of integrity and compassion that resonates strongly with the surrounding community. Such outcomes align closely with SDG 3 (Good Health and Well-Being) through the cultivation of empathetic, patient-centered services; SDG 4 (Quality Education) through continuous spiritual and moral learning; and SDG 16 (Peace, Justice, and Strong Institutions) through ethical governance and transparent communication. The study further concludes that effective public relations image-building is achieved through strategic relational engagement both inside and outside the institution. Internally, PR officers maintain constant interaction with patients, families, and staff, providing guidance, addressing concerns, and fostering a supportive environment. Externally, PR teams strengthen communal ties by visiting local leaders, health centers, and community groups, offering health counseling, free medical services, and collaborative programs aimed at expanding access to care. These

outreach efforts reinforce the perception that the institution is consistently present and responsive to societal needs. In terms of communication strategy, the findings reveal a dual approach: direct engagement through community visits, patient interaction, and personalized problem resolution, as well as indirect engagement through digital platforms and media networks. Even negative feedback, such as low online ratings, is addressed proactively to rebuild patient satisfaction and public confidence. Continuous evaluation in the form of monthly meetings, performance assessments, and review of obstacles ensures that PR strategies remain adaptive, accountable, and aligned with community expectations. Overall, the study demonstrates that integrating religiosity with SDG-oriented communication creates a holistic foundation for sustainable, ethical, and community-centered public relations. Such integration not only enhances organizational credibility but also strengthens long-term trust and institutional legitimacy.

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Author Contribution

Rizal Fahmi Muhammad conceptualized the study, conducted data collection, performed analysis, and drafted the manuscript. Ismi Dwi Astuti Nurhaeni contributed to theoretical framing, methodological design, and critical revision. Andre Noevi Rahmanto supported data interpretation, discussion development, and manuscript refinement. All authors approved the final version and share responsibility for the content of this published article.

Conflicts of Interest

The authors declare no commercial, financial, or personal relationships that could be perceived as potential conflicts of interest. This research was conducted independently without external funding influencing data collection, analysis, or interpretation. All conclusions reflect the authors' academic judgment and commitment to ethical, transparent, and responsible scholarship aligned with institutional standards and international research ethics.

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