

## Deepwater Horizon: The Importance of Public Relations as an Indicator of Corporate Sustainability

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### ABSTRACT

The explosion on the British Petroleum (BP) oil drilling rig, Deepwater Horizon, in the Gulf of Mexico on April 20, 2010 attracted world attention as one of the worst environmental disasters in history. This research aims to analyze the events that occurred and find out what impacts resulted. Mainly, this research aimed at summarizing the relationship between the community and the British Petroleum Company after the explosion. The findings show that the impact caused by the Deepwater Horizon event extends from the environmental damage to even the psychology of the people affected. Not only that, BP's management failure and inadequate response to this disaster also caused a significant decline in the company's reputation and had a major financial impact. By applying a qualitative approach, this journal collects secondary data from various relevant sources. Data and information were obtained through internet-based research techniques from trusted sources. The results of this research provide an overview of the importance of effective crisis management and appropriate communication in dealing with critical situations, as well as the long-term impact on the company's image and reputation.

**Keywords:** deepwater horizon, british petroleum company, disaster, public relations



## INTRODUCTION

The entire town and international media crews have focused their attention on the Deepwater Horizon explosion tragedy. This oil drilling rig was previously built by the Hyundai Heavy Industries company in 2001. This oil drilling rig is located and operates in the Gulf of Mexico, approximately 66 kilometers from the coast of Louisiana, United States. The Deepwater Horizon drilling rig is actually owned by the Transocean company, a Swiss state company, but production is run by the Hyundai Heavy Industries company. As a large business, the Transocean Company offers offshore oil drilling services internationally.<sup>1</sup>

British Petroleum (BP) is an oil company based in London, England. According to the data, it appears that the British Petroleum Company began leasing the Deepwater Horizon drilling rig in the year of its founding. Initially, the British Petroleum Company only signed a rental agreement for the drilling rig for a period of three years. But as time passed, and thanks to the Deepwater Horizon drilling rig's excellent ability to locate potential petroleum supplies, British Petroleum proceeded to prolong its contract with the business until 2013.

However, the explosion that occurred on the Deepwater Horizon drilling rig has completely changed the landscape for businesses, the environment, and society at large—both locally and internationally. This terrible disaster occurred precisely on April 20, 2010, when the British Petroleum company was operating the drilling rig. According to reports, it was recorded that eleven workers had lost their lives and sixteen others were injured as a result of the explosion of the Deepwater Horizon drilling rig. Not only that, the oil leak that occurred as a result of the explosion also resulted in water contamination, which is estimated to have affected an area of 43,300 square kilometers. In addition, it was stated that the oil leak had an impact on pollution in a number of places, including Louisiana, Alabama, Mississippi, Florida, and Texas.<sup>2</sup>

Given the extent of the impact, this is obviously quite alarming. It is obvious that the community is outraged by this, especially the residents who live close to the impacted areas. The post-disaster handling actions carried out by the British Petroleum Company were considered careless and were deemed not ready

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<sup>1</sup> Ina Ruth Makocha, Toyum Ete, and Gaurav Saini, "Deepwater Horizon Oil Spill : A Review International Journal of Technical Innovation in Modern Engineering Deepwater Horizon Oil Spill : A Review," *International Journal of Technical Innovation in Modern Engineering & Science* Volume 5, no. April 2019 (2021): 1–8.

<sup>2</sup> Stefani Gestananda Widiastari, "Kebijakan Pemerintah Amerika Serikat Terhadap Kejahatan Lingkungan Akibat Pencemaran Lingkungan Oleh Perusahaan Multinasional British Petroleum Di Teluk Meksiko," *Journal of International Relations* 2 (2016): 45–54.

to deal with disasters or other undesirable events. This tragic disaster has not only affected the environment but also resulted in financial losses in a number of industries, including fisheries and tourism. In the end, the Deepwater Horizon drilling rig explosion tragedy resulted in several social, economic, and health issues.

For this reason, our research will therefore concentrate on public relations, namely the relationship between public trust and corporations, in order to analyze events and their effects. The meaning of public relations is a form of controlling the company's image or reputation in the eyes of the public. One form that demonstrates its work is the exchange of information between businesses and the general public. This can take shape in the form of written news published on news websites, social media, official comments from business spokespeople, or also from the documentary proof of actions that were taken. In order to establish a positive company image or reputation, a corporation uses public relations to be able to acquire and ensure a level of public trust.<sup>3</sup>

This is highly significant since it will have an impact on a company's sales and service utilization levels. A company that is caught in a crisis can still avoid bankruptcy or collapse if there is a high degree of public trust in the company at large. The matter of public trust may seem trivial, but the impact it has is very large.

In order to accomplish this, management from other departments within a corporation must collaborate with public relations management. In order to analyze data on public satisfaction with the company's goods and services, for instance, public relations management and the production sector could work together. Naturally, this will have a direct impact on the company's earnings. A good work rhythm can be developed inside an organization with good management cooperation, understanding, and communication.<sup>4</sup>

Researching the Deepwater Horizon explosion tragedy requires public relations staff members to concentrate on finding solutions for issues that arise following the explosion. In this instance, what is meant is that management cooperation is required to overcome the current crisis brought on by the explosion's harmful effects on both the environment and people. Every action made as a result of collaboration amongst all departments inside the organization

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<sup>3</sup> Aang Koswara, "Komunikasi Krisis: Analisis Upaya Respon Krisis Teluk Meksiko Dari Perspektif Public Relations," *Edutech* 13, no. 1 (2014): 107, <https://doi.org/10.17509/edutech.v13i1.3224>.

<sup>4</sup> Mardhiah. Ainol, "Eksistensi Public Relations (Hubungan Masyarakat) Pada Suatu Perusahaan (Suatu Tinjauan Public Relations Dalam Perspektif Komunikasi)," *Jurnal Aplikasi Manajemen*, 2008, <https://jurnaljam.ub.ac.id/index.php/jam/article/view/1893>.

will have outcomes, both favorable and unfavorable. In the middle of these challenges, the image and reputation of the British Petroleum firm, which owns and operates the Deepwater Horizon drilling rig, are jeopardized.

Unwanted destructive disasters are undoubtedly horrible occurrences that harm a large number of people, animals, and other locations where the drilling rig is located. Naturally, the British Petroleum company's post-disaster handling measures must also be able to reverse the situation and preserve the company's position in order to prevent it from going bankrupt. This is where the cooperation between the management of the British Petroleum company lies, which must take quick and appropriate steps to deal with the current crisis and, in the end, must be able to provide satisfaction to the public.

As a company, British Petroleum requires good crisis management to deal with unwanted events such as these. As a result, in the event of a crisis, every employee and management member of the company is aware of the state of the drilling rig and is able to take the necessary precautions to limit further damage or effects on the business. This is accomplished by examining and expanding upon prior or current studies on the causes of explosion disasters, their effects on society, the economy, and public health, as well as by talking about public relations, which is concerned with both businesses and society at large.

The aim of this study is to determine the significance of a company's reputation, which originates from public trust. It is achieved by examining the causes of the British Petroleum Company's downfall from the oil industry following the explosion tragedy. In order to maintain the company's reputation and trust in the eyes of the local and international community, it is intended that the study findings can be utilized as a guide in the form of precaution and awareness.<sup>5</sup>

## **RESEARCH METHOD**

The approach adopted in this research is a qualitative approach. Readings about phenomena and earlier studies that address topics connected to the concerns the authors bring up, serve as research sources. Using internet-based research techniques, the authors gather data and information relevant to the topic under study from reliable sources, including official websites, journals, news articles and information found online using the keywords “Oil Spill”, “Deepwater Horizon”, “Cleanup Efforts”, and “Environmental Costs”.

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<sup>5</sup> Mardhiah. Ainol.

The format will start with a study of the explosion's process, move on to explore the explosion's effects and the damages experienced by the parties involved, and conclude with an examination of BP Company's public relations.

## RESULT AND DISCUSSION

The disastrous explosion of the Deepwater Horizon drilling rig, which was ultimately followed by a leak and spill of crude oil in the Gulf of Mexico, caused unrest in the local community and several states. It was estimated that some 5,000 barrels of crude oil leaked, contaminating the waters and spreading farther due to the effect of ocean currents. Public attention then gradually shifted to British Petroleum, which is the business responsible for the event. Because this oil spill disaster has not only happened once, but the British Petroleum company has previously faced prosecution several times for explosions that resulted in oil spills and claimed the lives of its workers.<sup>6</sup>

The massive explosion that took place on the Deepwater Horizon drilling rig raises serious concerns about how the British Petroleum company's management will oversee and control the execution of its operations. Reports state that there were a number of oddities and technical errors committed by the personnel right before the drilling rig exploded.<sup>7</sup>

Technical malfunctions and miscommunications among the personnel operating the drilling rig at the time were two of the factors that led to the explosion on the Deepwater Horizon platform. The primary technical malfunction of the drilling rig is the well closure with insufficient or low-quality cement. To ensure that the balance of oil and gas flows is maintained, the well must be sealed with cement after drilling is completed. For this reason, it's essential to check and monitor pressure during this procedure to determine whether or not the cement-based sealing is tight.

Workers fatally interpreted the drilling rig pressure test data incorrectly on the day of the explosion accident. Because they believed that the pressure test findings were distorted, the workers kept replacing the drilling fluid with sea water after the drilling was finished rather than securing the rig well with cement. In the

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<sup>6</sup> Susi Rosmiati and Indra Pahlawan, "Tanggung Jawab British Petroleum Dalam Kasus Tumpahan Minyak Di Teluk Meksiko," *Jurnal Universitas Riau* 2, no. April 2010 (2012): 1–14, [https://repository.unri.ac.id/bitstream/handle/123456789/1076/SUSI\\_ROSMIATI.pdf?sequence=1&isAllowed=y](https://repository.unri.ac.id/bitstream/handle/123456789/1076/SUSI_ROSMIATI.pdf?sequence=1&isAllowed=y).

<sup>7</sup> Stefani Gestananda Widiastari, "Kebijakan Pemerintah Amerika Serikat Terhadap Kejahatan Lingkungan Akibat Pencemaran Lingkungan Oleh Perusahaan Multinasional British Petroleum Di Teluk Meksiko."

end, this results in high pressure, which pushes the gas into the wellbore and out of the reservoir. The explosion was triggered by the gas that burst, which may have been started by a spark from the engine room.

According to the theory, the installation of a blowout preventer (BOP) in the seabed well, complete with shear rams and shut-off valves, is said to be another way to stop this gas surge. Shut-off valves and shear rams are useful for closing wells on the seabed and can replace the function of cement at critical times. But once again, in the specific case of the Deepwater Horizon explosion tragedy, the BOP, which could have prevented this, failed to function. In addition to the explosion, the drilling rig lost control and eventually started leaking a lot of oil for several months. Robot technology that uses remote control has also been attempted to trigger shear rams; however, this method has also proven unsuccessful.<sup>8</sup>

It may be concluded from the report's findings and the committee's thorough explanation that a number of technical errors and the workers' poor decision-making at the time contributed to the explosion tragedy on an oil drilling rig in the Gulf of Mexico. The necessity for advancements in the technologies employed was also stressed in the committee's findings. Apart from that, the committee report also highlights the importance of management, safety systems, and internal communication within a company.<sup>9</sup>

During the congressional investigation, they also talked about how the agreement on the use of centralizers—which are helpful in the cementing process to keep pipes in place and prevent empty spaces—lacked coherence and communication. There are claims that, at the time, BP should have utilized 21 centralizers, but they only chose to utilize 6. According to the investigations, the remaining fifteen centralizers were indeed prepared for use, but the personnel decided against using them because they thought it would interfere with the drilling rig.

Evidence of a deactivated general alarm was also discovered during the investigation. Due to the numerous issues that rapidly became more serious, personnel at the time also had a limited amount of time to take action. The horrific tragedy is ultimately caused by technical systems that fail and fatal decision-making. In addition, the investigation's findings indicated that the workers' corrective action or situation control—which they implemented roughly 49

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<sup>8</sup> Geoff Maitland, "Deepwater Horizon: As It Happened," *The Chemical Engineer*, 2020, <https://www.thechemicalengineer.com/features/deepwater-horizon-as-it-happened/>.

<sup>9</sup> Robert W. Kolb, "Deepwater Horizon Disaster," *The SAGE Encyclopedia of Business Ethics and Society*, no. June (2018): 7–12, <https://doi.org/10.4135/9781483381503.n306>.

minutes after the gas and oil emerged from the well—was also deemed to be inefficient. It was also mentioned that there were many cost-saving measures taken during the construction of a drilling rig.<sup>10</sup>

The explosion of the Deepwater Horizon and the oil leaks were major disasters. The Gulf of Mexico itself is home for several ports that are important in international travel and trade. According to information, the Gulf of Mexico is a place that has a large population of fish, and among them are very important commercial products.<sup>11</sup>

In the Gulf of Mexico, many types of fish were the main victims of the Deepwater Horizon incident, one of which was the Mahi-mahi fish. The Gulf of Mexico's marine environment depends heavily on the Mahi-mahi fish, and the effects of this oil leak have harmed the sustainability of their population.

Research carried out in the Gulf of Mexico indicates that the mahi-mahi fish's reproductive cycle was disturbed by the oil spill's exposure. After being exposed to oil, fish will have a decreased capacity to lay eggs normally and may not be able to reproduce for several days or weeks. Apart from reproductive problems, Mahi-mahi fish exposed to oil can also experience damage to their bodies and risk poisoning due to the chemicals in the oil.<sup>12</sup>

In addition, the Gulf of Mexico serves as a vital environment for sea turtles, allowing them to move, breed, find food, and eventually establish a nesting area for their offspring. Kemp's ridley, green, hawksbill, leatherback, and loggerhead turtles are among the species of turtles that inhabit the Bay. The Deepwater Horizon oil that sticks to turtles restricts their range of motion, makes them easily tired, and exposes them to harsh weather conditions. Furthermore, a lot of turtles consume water polluted with oil, which could be harmful to them. There were 1,146 turtle deaths in the Gulf of Mexico as a result of exposure to oil from the Deepwater Horizon leak. Therefore, these species are protected under the United States Endangered Species Act (ESA).<sup>13</sup>

This oil disaster affects not just sea turtles but also dolphins that inhabit the Gulf of Mexico, particularly in the Barataria Bay and Mississippi Sound

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<sup>10</sup> Maitland, "Deepwater Horizon: As It Happened."

<sup>11</sup> Craig R. McClain, Clifton Nunnally, and Mark C. Benfield, "Persistent and Substantial Impacts of the Deepwater Horizon Oil Spill on Deep-Sea Megafauna," *Royal Society Open Science* 6, no. 8 (2019), <https://doi.org/10.1098/rsos.191164>.

<sup>12</sup> Mesa Natalia, "The Deepwater Horizon Oil Spill's Hidden Impacts on Mahi-Mahi," <https://www.the-scientist.com/>, 2022.

<sup>13</sup> Bryan P. Wallace et al., "Oil Spills and Sea Turtles: Documented Effects and Considerations for Response and Assessment Efforts," *Endangered Species Research* 41 (2020): 17–37, <https://doi.org/10.3354/ESR01009>.

regions. According to researchers, dolphins from Mississippi Sound were less affected than those from Barataria Bay. After being exposed to oil in Barataria Bay and Mississippi Sound, dolphins may develop lung diseases as a result of breathing it in or consuming it, as well as stress and compromised immune systems, all of which can make the dolphins more vulnerable to illness and infection. According to scientific estimates, dolphin populations will decline by 51% within a decade following the oil leak.<sup>14</sup>

The British Petroleum (BP) company's management was deemed insufficient since it had reduced its budget for public relations. In addition, the business reduces government relations expenses in order to lower overhead or administrative costs associated with operating the business. The British Petroleum (BP) company also did not invest any money in crisis management at the time of the explosion disaster. This stands in stark contrast to the management style or company policies generally.

Every business in general will have a structure or group of people in place to plan and manage the day-to-day operations and continuity of the business, including crisis management, which is put in place in case something unfavorable happens. As a result, the British Petroleum (BP) company lacked effective crisis management from the beginning to handle crises. It was also stated that the reputation of the British Petroleum (BP) company had fallen due to public opinion. Mr. Hayward emphasized during an NBC interview that BP was not to blame for the Deepwater Horizon explosion on April 20 and the ensuing oil leaks. "Well, it wasn't our accident, but we are absolutely responsible for the oil, for cleaning it up, and that's what we intend to do." "The drilling rig was a Transocean drilling rig. It was their rig and their equipment that failed, run by their people and their processes."<sup>15</sup>

### **The Impact of the Deepwater Horizon Explosion**

Because of the oil leak, this tragedy has had a significant negative environmental impact, particularly on marine habitats. The use of chemical dispersants to clean up oil spills causes further issues for the Gulf of Mexico's marine ecosystem. Marine species including dolphins, birds, and turtles died when chemical dispersants are used in huge numbers. Experts and researchers have found that this chemical dispersant also causes long-term negative impacts in

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<sup>14</sup> Carl S. Cloyd et al., "Linking Morbillivirus Exposure to Individual Habitat Use of Common Bottlenose Dolphins (*Tursiops Truncatus*) between Geographically Different Sites," *Journal of Animal Ecology* 90, no. 5 (2021): 1191–1204, <https://doi.org/10.1111/1365-2656.13446>.

<sup>15</sup> BBC News, "BP Boss Tony Hayward's Gaffes," BBC News US&Canada, 2010.

marine species, such as back pain in pregnant dolphins. In addition, chemical dispersants harm coral reefs, which ultimately results in significant erosion in coastal areas.<sup>16</sup>

The Deepwater Horizon drilling rig accident exposed British Petroleum's history of explosions and oil spills, leading to accusations of negligence in the company's operations and supervision. The British Petroleum Company continues to be incapable of drawing lessons from its past mistakes, and there is also no improvement in the quality of supervision of drilling equipment or the level of safety guarantees for its workers.

It can be said that the root of everything is the maintenance of drilling equipment. The risk of oil spills or explosions can be reduced, and worker safety can be ensured by performing routine maintenance on drilling equipment. For cases of technical errors made by workers during the explosion, British Petroleum should also carry out training activities for its workers. This will help them to be more cautious going forward and avoid making poor decisions at crucial moments.<sup>17</sup>

This devastating tragedy endangered people and had a significant influence on the ecology and ecosystem, especially for aquatic creatures that are directly impacted by the drilling rig's oil spill. Additionally, it is thought that aquatic species immediately exposed to oil spills may suffer long-term consequences and end up dying in great numbers.<sup>18</sup>

This tragedy has a damaging impact not only on the environment but also on people's lives and economies. People's concern regarding seafood safety emerge from the use of chemical dispersants and oil spills, as well as the potential for contamination. This indicates that some people have psychological stress symptoms and indications such as Post-Traumatic Stress Disorder (PTSD), depression, and anxiety.<sup>19</sup> As a result, there is less demand for marine products and things to sell to consumers, which causes huge losses for fishermen, the seafood sector as well as other involved in seafood distribution. Not only that,

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<sup>16</sup> Steven A. Murawski et al., "A Synthesis of Deepwater Horizon Impacts on Coastal and Nearshore Living Marine Resources," *Frontiers in Marine Science* 7, no. February (2021), <https://doi.org/10.3389/fmars.2020.594862>.

<sup>17</sup> Kolb, "Deepwater Horizon Disaster."

<sup>18</sup> Cameron H. Ainsworth et al., "Impacts of the Deepwater Horizon Oil Spill Evaluated Using an End-to-End Ecosystem Model," *PLoS ONE* 13, no. 1 (2018): 1–21, <https://doi.org/10.1371/journal.pone.0190840>.

<sup>19</sup> Richard K. Kwok et al., "Mental Health Indicators Associated with Oil Spill Response and Clean-up: Cross-Sectional Analysis of the GuLF STUDY Cohort," *The Lancet Public Health* 2, no. 12 (2017): e560–67, [https://doi.org/10.1016/S2468-2667\(17\)30194-9](https://doi.org/10.1016/S2468-2667(17)30194-9).

but the industry also suffers financial losses. In one case, the decline in tourists also resulted in losses for resorts, hotels and restaurants in the Gulf region.<sup>20</sup>

*BP's Losses and Public Relations After the Disaster*

The failure of the leadership or management of the British Petroleum (BP) Company in handling and responding to this disaster received the attention of many people. Many were dissatisfied by the British Petroleum Company's lack of disaster preparedness.<sup>21</sup> In addition to facing hostility from the public at large, businesses that had previously utilized the BP brand, such as gas station, changed their name because the public's intense dissatisfaction and resentment of the company negatively impacted their sales.<sup>22</sup> The British Petroleum Company's stock price declined, nearly reaching 95 billion US dollars on the stock exchange as a result of the response that was deemed insufficient for handling the aftermath of the disaster. This indicates that the company was the target of negative sentiment.<sup>23</sup>

The BP Company also has to pay for losses suffered by five states due to the explosion disaster, such as Louisiana, Alabama, Mississippi, Florida, and Texas. Furthermore, there is BP's obligation to business owners and the demands of disadvantaged community members. Not to mention, there are also additional penalties that need to be paid. The US Department of Justice sued British Petroleum in a civilian court in New Orleans in 2010 after it was determined that the company had violated the Clean Water Act and the Oil Pollution Act. The British Petroleum firm ultimately consented to pay 7.8 billion US dollars in liability costs as a result of this litigation. In order to answer to shareholders, the British Petroleum Company also consented to pay the Securities and Exchange Commission approximately US\$1.5 billion.<sup>24</sup>

The case of the explosion and oil leaks on the BP Company's Deepwater Horizon rig in 2010 provides an important example for understanding how

<sup>20</sup> Kathryn Sweet Keating et al., "Families Coping With Financial Loss Following the Deepwater Horizon Oil Spill," *Family Relations* 69, no. 5 (2020): 887–906, <https://doi.org/10.1111/fare.12510>.

<sup>21</sup> Carlo D'Augusta, Francesco Grossetti, and Claudia Imperatore, "Environmental Awareness and Shareholder Proposals: The Case of the Deepwater Horizon Oil Spill Disaster," *Corporate Governance (Bingley)* 24, no. 1 (2024): 1–18, <https://doi.org/10.1108/CG-03-2022-0139>.

<sup>22</sup> Daniel R Petrolia, "What Have We Learned from the Deepwater Horizon Disaster? An Economist's Perspective," *Journal of Ocean and Coastal Economics* 2014, no. 1 (2015), <https://doi.org/10.15351/2373-8456.1002>.

<sup>23</sup> Koswara, "Komunikasi Krisis: Analisis Upaya Respon Krisis Teluk Meksiko Dari Perspektif Public Relations."

<sup>24</sup> Verdinand Robertua and Angel Damayanti, "Rational Choice Theory in the Study of Deepwater Horizon Oil Spill," *Journal Research of Social, Science, Economics, and Management* 1, no. 9 (2022): 1363–76, <https://doi.org/10.36418/jrsem.v1i9.160>.

company's principles can be assessed by the public in a crisis situation and how the actions and communications taken by the company in a critical situation can have a long-term impact on their image or reputation.<sup>25</sup>

Good company management will leave a positive impression on both the public and customers. Because of this, the business must make an effort to establish and cultivate strong public relations in order to improve its reputation. Typically, public relations initiatives take the shape of building strong bonds with stakeholders, including the media, employees, customers, investors, and the general public. Within the realm of business, one could argue that effective public relations is crucial to a company's success.

## CONCLUSION

According to the results of this research, the explosion and oil spill disaster on the Deepwater Horizon drilling rig occurred due to several factors. First, improper maintenance of drilling equipment causes workers to make technical mistakes, which in turn causes explosions. Second, the lack of good crisis management, belonging to the British Petroleum company, which could help in the midst of a critical situation in dealing with the aftermath of a disaster. Ultimately, this led to an oil spill that affected multiple nations and remained in the Gulf of Mexico for a considerable amount of time. Not only that, the oil spill also has an impact on the ecosystem and marine life, killing out the fishing and seafood sectors as well as the travel and tourism industry. The effects of oil spills also affect the mental health of people who experience PTSD from seafood.<sup>26</sup>

As a result, the British Petroleum Corporation was sued, found guilty, and ordered to pay all associated costs as compensation to the parties involved.<sup>27</sup> And because of BP's bad image and reputation in society or the public, the BP Company suffered huge losses. The general population's mistrust of BP and their profound dissatisfaction with the firm indicate a poor public relations situation between the company and the community. This occurrence leads to the conclusion that positive public relations and customer relations are crucial for businesses. In order to retain the public's positive perception of the company, the

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<sup>25</sup> Mardhiah. Ainol, "Eksistensi Public Relations (Hubungan Masyarakat) Pada Suatu Perusahaan (Suatu Tinjauan Public Relations Dalam Perspektif Komunikasi)."

<sup>26</sup> Sucitra Dewi Pratama, "Motif Amerika Serikat Dalam Mengatasi Pencemaran Laut Pasca Ledakan Deepwater Horizon Di Teluk Meksiko," 2021, 70.

<sup>27</sup> Rosmiati and Pahlawan, "Tanggung Jawab British Petroleum Dalam Kasus Tumpahan Minyak Di Teluk Meksiko."

organization must also maintain effective management, action, and communication throughout times of crisis and be ready for unfavorable events.

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