

# Building Involvement of Community in the Environment based Corporate Social Responsibility Program

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**Abstract:** *This study is entitled Building Community Involvement in the Environmental Based Corporate Social Responsibility Program. This research was motivated by Angkasa Pura II Ltd. which wanted to contribute to the community in form of CSR program. CSR Program of Angkasa Pura II Ltd. is conducted to minimize the impact of the corporate activities, protect the environment, foster harmonious relation and maintain the continuity of the Company's business. This study aims to understand and explain what and how is the communication process in implementing the communication process of Angkasa Pura II Ltd. This research used qualitative method with single case study design. The result of this study is expected to provide a variety of recommendations related to communication innovation, regarding how the communication model that fits the characteristics of Angkasa Pura II Ltd. Academically, this research is expected to be a reference for further research and can enrich the field of communication especially public relation regarding the discussion of the communication model application in CSR program.*

**Keywords:** Communication, CSR, Environment

## 1. Introduction

Indonesia has 10 percent of the world's remaining tropical forests. The area of Indonesia's original natural forests is decreasing at an alarming rate. Recently, Indonesia has lost 72 percent of its original forest [World Resource Institute, 1997]. Uncontrolled logging of Indonesia's forests for decades has led to massive tropical forest depletion. This cause Indonesia becomes one of the places with the highest level of forest destruction in the world. But at this time, Indonesia's challenge is today globalizing issue. Based on the latest data from the Indonesian Ministry of Environment, in 2012 there were already 300 environmental cases such as forest fires, environmental pollution, violations, and mining. Noted, there is a decrease in environmental quality, namely in 2009 amounted to 59.79 percent, 2010 amounted to 61.7 percent, and 2011 amounted to 60.84 percent (<http://nationalgeographic.co.id>).

Various parties are involved in overcoming this problem of environmental damage. The Government's concrete step is to carry out programs to deal with environmental damage in Indonesia. One of them is to launch a movement to plant a million trees. This is done to encourage the community to plant a million trees to reduce unwanted things such as environmental damage. The government also invites companies in Indonesia to take part in protecting existing natural resources, by encouraging them to carry out Corporate Social Responsibility (CSR) as a form of responsibility for the exploitation of natural resources that is carried out by the company. By making laws concerning corporate obligations to carry out CSR, Angkasa Pura II Ltd. becomes one of the companies that participates and supports environmental greening activities through CSR activities in various ways.

Realizing its importance to carry out CSR activities namely greening. This is the background of Angkasa Pura II Ltd. takes steps to improve the condition through the

environmental-based Corporate Social Responsibility (CSR) program through the implementation of the Partnership and Community Development Program (PKBL). Angkasa Pura II (Persero) Ltd. is one of the Indonesian State-Owned Enterprises that is engaged in the business of airport services and airport-related services in Western Indonesia. Angkasa Pura II has won the trust of the Government of the Republic of Indonesia to manage and strive for the operation of Jakarta Cengkareng Airport, which has now changed its name to Jakarta Soekarno-Hatta International Airport.

The implementation of the Partnership and Community Development Program (PKBL) at Angkasa Pura II Ltd. began in 1991 which was originally called the PUKK (Small Business and Cooperative Program), but since 2007, according to regulation made by the Ministry of Finance, it has changed to be Community Development Partnership Program (PKBL). Based on data obtained from the interview with Mr. Haryanto as PKBL directorate and management officer, he said at the beginning of the formation of the PKBL CSR program in 1991, Angkasa Pura II Ltd. had distributed funds as much as Rp. 9,4 Billion for the Partnership program and Rp. 1,5 billion for the Community Development program, while for 2012-2013 PKBL funds spent were Rp. 54 billion for the Community Development program and Rp. 67 Billion for the Partnership program.

Angkasa Pura II Ltd. has carried out various tree planting movements, where in 2011 Angkasa Pura II Ltd. planted 500 trees including mahogany, trambesi and cypress trees in the context of planting trees in the area of Novotel Palembang, PTC Mall, and the surrounding environment on Saturday, 23 April 2011. And in 2012, as a form of caring environment, Angkasa Pura II Ltd. planted 7500 trees in the LaksanaMekar village, BantaranSaguling Reservoir, Padalarang, Bandung regency on Thursday, 14 February 2013. In 2014 Angkasa Pura II Ltd. planted 1250 trembesi trees on the banks of the Francis and Tahang rivers in the

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Kosambi sub-district area in order to reduce air pollution and it conducted on 9 June 2014 (<http://portaltangerang.com>).

Greening Activity on the Implementation of CSR Programs is carried out to minimize the impact of environmental damage. Angkasa Pura II Ltd. conducts this activity in order the community feels prosperous and feels that the existence of Angkasa Pura II Ltd. can help the community. The existence of CSR activity through greening activity like tree planting carried out by Angkasa Pura II Ltd. is expected to have an impact on the benefits for the local community. But the problem involving the community in the program is certainly not easy, specific approaches and strategies are needed to increase community participation.

In this CSR tree planting program, Angkasa Pura II Ltd. combines all elements of community. The community was involved in this tree planting activity. This is done in order the community can find out how to plant trees in a good way and how to keep the plant healthy and fresh. The reason for Angkasa Pura II Ltd. involves the community because to instill a sense of concern for the environment by planting trees around the neighborhood and around the homes of residents.

Based on the background above, the researcher is interested in conducting research on building community involvement in environmental-based corporate social responsibility program. Thus, this research is expected to be able to provide various analyzes related to the constructive approach and communication model in order to build public awareness and participation to be involved in CSR program which certainly has many benefits both for the environment, the community and corporations that carry out CSR program..

Based on this background, the researcher is interested in researching and focusing this research on how to build community involvement in environmental-based corporate social responsibility program conducted by Angkasa Pura II Ltd. Through this research, researcher wants to understand and explain what the communication process is implemented in building community involvement on environmental-based corporate social responsibility program implemented by Angkasa Pura II Ltd. Thus, this research is expected to provide recommendation related to communication innovation, regarding how Angkasa Pura II Ltd. builds the community involvement on environmental-based corporate social responsibility program with their approaches and strategies. Academically, this research is expected to be a reference for further research and can enrich scientific fields of communication especially Public Relations regarding the discussion of the application of communication model in community involvement in CSR program.

## 2. Literature Review

### Public Relations Concept

Rex Harlow explained that Public Relations is a management function that is distinctive and supports coaching, maintaining a common path between an organization and its community, concerning communication

activity, the understanding, acceptance and cooperation; involving management in dealing with problems, helping management to be able to face public opinion; supporting management in following and utilizing change effectively; acting as an early warning system in anticipating trends in the use of research and communication techniques, and healthy and ethical communication as a primary media (Yuliawati& Irawan, 2016: 211).

Public relations as a management and communication discipline needs to understand that it is strongly influenced by information and communication technology, especially in the last decade. Nowadays, Public Relations cannot avoid dealing with digital media, social media and cell phone. These media are part of the work that will become one of the new job drivers in the scope of Pulic Relations work (Vercic et al. 2014: 1).

To achieve the objectives of the campaign, the communication strategies of the campaigners are facilitated by the existence of social media in communication activity. Social media can function as a network and window agent for spaces of criticism and suggestion (Rowe and Pitfield, 2018). The implementation of social media campaign can be beneficial for the company because of several benefits provided by this campaign: first, more people can be reached in a shorter period of time. Thus, many consumers can be reached because of extensive social media penetration and thus receiving information about the product company (new). Second, the spread of positive words through social network can influence the decision making of potential customers and might increase their purchase intention (Baum et al. 2018: 1).

Conceptually, CSR is a part of PR. Previously, public relations activities aimed at forming and maintaining relationships with the community were called community relations and community development. (Ardianto&Machfudz, 2011: 1). Public relations activities through CSR are specifically for communities that need help in developing their performance and empowerment through various CSR pillars, such as: the pillars of education, economy, environment, human resources, security, health, culture, religion, and others (Ardianto&Machfudz, 2011: 1).

### Corporate Social Responsibility

CSR definition is varied. Essentially, CSR is a business operation committed not only to increase the corporate profit financially, but also to build holistically, institutionally, and sustainably social-economic area. Some other names identical to CSR are corporate giving, corporate philanthropy, corporate community relation, and community development (Zukhruf and Irawan, 2018).

A similar opinion was also stated by Kotler and Lee (2005) that CSR is part of a company's commitment to improve community condition for to be better through discretionary business practices and contributions from company resources. In this definition, Kotler and Lee emphasize the discretionary component, which can be interpreted as the volunteerism of companies in implementing business practices that benefit community welfare (Irawan, 2018: 116).

Referring from the definition above, CSR can be interpreted as an organization or company commitment to contribute as a form of social responsibility to the community, with the aim of meeting the expectation of stakeholder, especially the community in realizing sustainable development and improving the welfare of the community or CSR program recipient. Essentially, the long-term orientation of a CSR program is the realization of sustainable development.

Sustainability development includes three policy matters, namely economic development, social development, and environmental protection. According to John Elkington in the triple bottom line chart as a meeting of the pillars of development namely "people, planet, and profit" which is the goal of development, namely: 1) Corporate responsibility to maintain the ability of the environment to support the sustainability of life for the next generation (planet), 2) Form of corporate responsibility to shareholders (profit), 3) The presence of the company must provide benefit to stakeholders and the wider community (people), and 4) Sustainability development must be supported by a balanced commitment between economic, social, and environmental (sustainability development) (Rahman, 2018: 34).

Besides, the benefit of doing CSR can also make the company reputation is seen more credible and good, and the public believe to the company and the products it produces. Building consumer loyalty based on ethical values applied by each company that are different from one another in order can form differentiation and becoming a trademark characteristic based on the values adopted (Wardhani, 2011: 143).

Various studies have shown that CSR program plays an important role in shaping cognitive responses, attitudes, and behaviors from stakeholders who have different interests. CSR program is also found to increase purchase intention of customers, foster positive appreciation from customers, strengthen customer loyalty, and increase customer believe in the company. In addition, the implementation of CSR program can also attract potential employees, increase employee commitment and pride in the company. Furthermore, the implementation of CSR can influence investors' decision and preference through increasing company credibility. Indirectly, the implementation of CSR program has benefits as well as the aim of increasing reputation and strengthening the company's competitiveness excellence in the long run (E Arikan et al, 2016: 132).

### **The Concept of Community Participation**

Community involvement should be the concept of development today. To involve the community as the subject of development is a necessity, and this can be realized through the principle of community empowerment. Community empowerment can be done through the learning process so it has the ability to have access to development. Through this empowerment, the community is expected to have the ability to get opportunity for available resources. In addition, the community is also able to act as a decision maker and determinant in selecting and utilizing the opportunity.

Empowerment and participation is the center of attention in the recent development process in various countries. Furthermore, Craig and Mayo explained that many countries showed great attention to the strategy of community participation as a media of accelerating the development process. Therefore, it is necessary to emphasize the increase in the importance of alternative approach in form of development approach that is initiated by the empowerment process (Susanto, 2009: 4).

Therefore, we need to understand what is meant by empowerment. McArdle explained that empowerment is a process of decision making by people to achieve collective goal independently through the accumulation of knowledge, skills and other resources in order to achieve their goal without relying on external help. In various countries, Craig and Mayo further explained that many countries showed great attention to the strategy of community participation as a media of accelerating the development process. Therefore, it is necessary to emphasize the increase of the importance of alternative approach in form of development approach that is initiated by the empowerment process (Irawan, 2018: 117).

Successful development based on community empowerment is very closely linked to community participation. Craig and Mayo stated that participation is an important component in the generation of independence and the empowerment process. The process is done cumulatively so the more skill a person has, the better the ability to participate. Paul further stated that empowerment and participation are very potential strategies in order to improve economic, social and cultural transformation. This process will ultimately be able to create people-centered development. One of the international agents, the World Bank for example, believes that community participation in the third world is an effective media of reaching the poorest people to be able to live independently (Irawan, 2018: 117).

### **Communication Model**

Communication experts have tried to create models to describe and classify the communication process. According to Richard West in his book entitled Introduction to Communication Theory: Analysis and Application (2008) classifies it into 3 communication models, namely communication as action (linear model), communication as interaction (interactional model), and communication as transaction (transactional model).

Claude Shannon and Warren Weaver, in 1949 conveyed that communication as a linear process (linear communication model). They are inspired by radio and telephone technology, so as to describe information that passes through various channels. This approach explains that communication consists of several key elements, namely the source, or the sender of the message, sending a message to the receiver who will receive the message. The whole process of communication occurs in a channel that is directly related to the sense of sight, taste, smell, hearing and real perception. This communication also involves interference (noise), which is all things that are not intended by the source / sender of the message.

Communication as action (linear model) is considered too narrow. Therefore, Wilbur Schramm (1954) tried to observe the relationship between sender and receiver. Then composed the concept of interactional model of communication which emphasizes the two-way communication process, namely from the sender to the receiver and from the receiver to the sender. In other words, communication takes place both ways and one of the important elements in the interactional communication model is feedback, or the response to a message that occurs after the message has been received, not when the message is being sent. Another element that is also important in interactional communication is field of experience, namely how a person's culture, experience and place of origin can influence the ability to communicate with each other.

The third communication model is the transactional communication model which was introduced by Barnlund in 1970. This model underlines the continuous sending and receiving of messages. Transactional is defined as cooperative communication; the sender and receiver are both responsible for the impact and effectiveness of the communication that occurs. In the transactional model, the sender and receiver of communication establish a common meaning. Each party needs to be aware of the effect of one message on the other message (West & Turner, 2008: 14).

### 3. Methodology

This research used qualitative method with single case study design. A single case study has three rationalizations, namely: first, when the case states an important case in testing a well-developed theory, both cases present an extreme or unique case and third is a disclosure case (Yin, 2011: 46). The uniqueness of the CSR program implemented by Angkasa Pura II Ltd. was the researcher tried to reveal how the company's efforts to involve community participation in CSR program through the implementation of its communication model. In this study, the researcher tried to observe, understand and analyze the implementation of the program.

Data in qualitative research generally takes in form of description, narration, data, image or statement obtained from research subject, both directly and indirectly on the implementation of CSR at Ltd. Angkasa Pura II. The subjects of this research were the CSR program implementers and the community involved in the program. Lufland and Lofland (Moelong, 2013: 157), the main data sources in qualitative research are words, and actions, the rest are additional data such as documents and others. Therefore, the types of data divided into words and actions, written data sources, photographs and statistics.

This research used purposive sampling technique. Purposive sampling is a sampling technique with certain consideration. For example, conducting research on food quality, the sample data source is a food expert. This sample is more suitable for qualitative research, or studies that do not make generalization (Sugiyono, 2004: 124). Selected interviewees were Mr. Komarudin as CSR Manager and Mr. Patria Adi Laksono as Monitoring & Reporting Junior Manager of Angkasa Pura II Ltd. The interview was also conducted to

external public who also participated in the activities of Planting 4000 Mangrove Trees and Distribution of 600 Liters of Fish Seed at Kohod Beach, as many as one interviewee, namely a resident of Kohod Village.

The source of this research data were observation and interview. The researcher has conducted interviews with relevant interviewees and related to CSR activities carried out by Angkasa Pura II Ltd. In addition, the researcher will also collect data through field observation. The data is also obtained through company internal data, books, (literature) or other parties who provide data that are closely related to the object and purpose of research (Tika, 2006: 64). The data taken is data that contains information values related to CSR activity carried out by Angkasa Pura II Ltd. both from the website, books, documents, photos and so on.

Data analysis techniques used in this study were 1) Data reduction. Field data obtained through observation and interview in form of field note and record. Of course the amount was quite a lot and difficult for researcher to understand, so the data reduction was done. 2) Data Presentation (Display data). To make it easier to read the data obtained, the reduced data was then presented (displayed) in form of a comprehensive description of each aspect studied, complete with table / chart, relationships between several categories and its kind. 3) Draw conclusions and verification. Verification is interpreting data that has been compiled. Based on the interpretation, the researcher can arrange into a conclusion, where this conclusion is the result of research that can answer research questions that have been formulated previously.

To ensure that the research data is valid, a data validity checking process is carried out. Miles and Huberman explained that the technique of checking data validity includes three concurrent activities: data reduction, data presentation, and drawing conclusion (verification). Then to establish the validity of the data, the researcher conducted a triangulation of source technique (Kusuma, 2018: 53). According to Moleong comparing and checking back the degree of validity of the information obtained by: (1) comparing observational data with interview data (2) comparing the consistency of the respondent's answer, namely by comparing what the resource person said in public with what was said personally (3) comparing one's perspective with others in his work team (Yuliatwati, 2019: 82).

### 4. Discussion

Angkasa Pura II Ltd. is a state-owned company engaged in airport, which has carried out many CSR activities. Beside of the beneficial to helping the community, CSR activity is also a form of responsibility of BUMN company that has regulation to carry out CSR activity called PKBL (Partnership and Community Development Program).

The community participated in CSR activity by planting 4000 mangrove trees which were carried out together with the company, and the community also participated in spreading 600 liters of fish seeds in the sea. Community participation first looked at how planting was carried out by

the company and then the community followed or practiced the planting method, and was told how to care for it so the community could continued to take care of the trees that have been planted near the beach or sea.

The company really wanted community participation because of its benefits so the community has experience, known more about how to plant, how to care, helped the activities run successfully and also the plants could continue to develop. The company also invited the community to participate so the community could be more active and more aware of their needs. And by being involved, the community could establish good relation between the company and the community around the company.

CSR program implemented by Angkasa Pura II Ltd. has the concept of empowerment in conducting community greening together. Empowerment and participation is the center of attention in the recent development process in various countries. Furthermore, Craig and Mayo explained that many countries showed great attention to the strategy of community participation as a media of accelerating the development process. Therefore, it was important to emphasize the increasing importance of alternative approach in form of development approach that is initiated by the empowerment process.

Successful development based on community empowerment was very closely linked to community participation. Craig and Mayo stated that participation is an important component in the generation of independence and the empowerment process. The process was done cumulatively so the more skills a person has, the better the ability to participate.

With CSR activity, the Kohod villagers were very happy and helped in the afforestation of the planting of 4000 mangrove trees that were built by Angkasa Pura II Ltd. It can be seen from the positive response of the community both directly and indirectly received by the CSR team of Angkasa Pura II Ltd. after this activity conducted.

Certainly, it is studied theoretically, the steps of Angkasa Pura II Ltd. in carrying out CSR programs would get many benefits as follows: 1) reduced the risk and accusations of improper treatment received by the company, 2) CSR program function as protector and helped the company minimize the adverse effects caused by a crisis, 3) Employees would feel proud to work at a company that has a good reputation, which consistently made effort to help improve the welfare and quality of life of the community, as well as the surrounding environment. 4) CSR carried out consistently would be able to improve and strengthen the relationship between the company and its stakeholders. 5) Consumers would prefer the product produced by the company that consistently carried out their social responsibility so they have a good reputation.

Of course if It is done seriously, the company would get various benefits from the CSR activity. Of course these benefits were not a main motive or goal, but rather they were part of the positive effect arising from CSR activity.

If it is analyzed further, the implementation of this CSR program using communication as an action (linear model) was considered too narrow. Therefore, Wilbur Schramm (1954) tried to observe the relationship between sender and receiver. Then composed the concept of interactional model of communication (interactional model of communication), which emphasized the two-way communication process, namely from the sender to the receiver and from the receiver to the sender. In other word, communication took place both ways and one of the important elements in the interactional communication model was feedback, or the response to a message that occurred after the message has been received, not when the message was being sent. Another element that was also important in interactional communication was field of experience, namely how a person's culture, experience and place of origin could influence the ability to communicate with each other.

Through the interactional model of communication, which emphasized the two-way communication process could enable the implementation of CSR program to be more participatory and could run sustainability, this was because company and community built and have the same result orientation, namely creating a good environment.

## 5. Conclusion

Based on the research result and analysis of the Corporate Social Responsibility (CSR) activities conducted, the following conclusions were obtained: first, the community participated in CSR activity by participating in planting 4000 mangrove trees which were carried out simultaneously with the company, and the community also participated in spreading 600 liters of fish seeds in the sea. Community participation first looked at how the planting was carried out by the company and then the community followed or practiced the planting method, and was told how to care for it so the community could care for and continued to take care of the trees that have been planted near the beach or sea. And by being involved, this community could establish good relation between the company and the community around the company. Second, Angkasa Pura II Ltd. was a state-owned company engaged in airport, which has carried out many CSR activities. Beside of to being beneficial to helping the community, CSR activity was also a form of responsibility of BUMN company that has regulation to carry out CSR activity called PKBL (Partnership and Community Development Program). Third, with CSR activity, the Kohod village community was very happy and helped in the afforestation of the planting of 4000 mangrove trees that were built by Angkasa Pura II Ltd. It can be seen from the positive response of the community both directly and indirectly received by the CSR team of Angkasa Pura II Ltd. after this activity conducted.

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