

Implementation of the Corporate Social Responsibility (CSR) Program PT. Indonesia Power Kamojang Coffee Cultivation Activities in Maintaining Corporate Image and Community Based Economic in Pandemic Time

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Abstract. This study aims to analyze the implementation of the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang through Kamojang Coffee Cultivation Activities in Maintaining Company Image and Community-Based Economy in the Pandemic Period. This research uses a qualitative approach with a descriptive study. Data collection techniques were carried out through in-depth interviews, non-participant observation and documentation. Determination of informants by purposive sampling technique and informants consist of 3 key informants, and 6 supporting informants. Problem Identification, PT. Indonesia Power Kamojang held a Focus Group Discussion through social mapping with the result that coffee was the main commodity in the Kamojang area. Planning, the company organizes, interprets programs, and implements CSR programs. Communication, the company takes a communication approach through internal media to the group by providing direction, assistance with facilities, and holding training for the group. Communication barriers that occur are divided into personal, semantic, and technical barriers. For Evaluation, the internal process is carried out once a quarter, while the external evaluation is carried out once a year. The conclusion of this research is the CSR program of community-based Kamojang Coffee Cultivation, PT. Indonesia Power Kamojang can maintain its corporate image by actively participating in implementing social responsibility. Suggestions for this research PT. Indonesia Power Kamojang can improve the performance of CSR programs and have more opportunities to develop the potential of the surrounding area.

Keywords: Corporate Social Responsibility, Coffee Cultivation, Corporate Image, Community Based Economy

1. Introduction

Corporate Social Responsibility (CSR) activities are a commitment and corporate responsibility to the impacts caused by the corporation, both social and environmental, as well as efforts for the corporate to adapt to the social environment of the community. For that, they must be responsible for taking care of it. Therefore, clear standards and measures are needed to improve the quality of the program and the level of corporate responsibility itself [1]. CSR provides benefits for various parties, including increasing a positive image and strengthening the company's brand in public perception. In addition, it can also open new cooperation opportunities between companies and other parties and improve the welfare of the community who are the targets of CSR.

Corporate image is one of the important elements in supporting the smooth running of the company's activities and business. The definition of corporate image (corporate image) according to Kotler and Keller: Corporate image is described as the overall impression made in people's minds about an organization (Kotler & Keller, 2007: 94). From this understanding it can be said that the image directly exists, but cannot be described visually or physically (not real). The corporate image in question does not mean just the image of the service or product, but the image of an institution as a whole. Image is formed due to several things, one of the important roles in image formation is the performance and good form of communication carried out by the company. If the performance is good, then indirectly a positive image will begin to form by itself [2].

As one of the multinational companies that manages the cycle of the first Geothermal Power Plant (PLTP) in Indonesia whose existence is in a mountainous area and in its company activities utilizing the potential of surrounding natural resources, PT. Indonesia Power Kamojang Power Generation and O&M Services Unit (POMU) has an obligation to be able to carry out Corporate Social Responsibility (CSR) as a form of protecting and preserving the natural environment around company units. Obligations of PT. Indonesia Power Kamojang POMU carries out social responsibility (CSR) with the aim of being able to carry out social responsibility to all stakeholders and local communities as a form of concern in improving community welfare and having a positive influence on the surrounding natural environment.

Research on CSR has been carried out a lot, starting from research on its programs to evaluating CSR programs. The following are examples of research results on CSR from various countries and perspectives. Program implementation CSR is mostly done by corporations large considering that large corporations have financial support and management funds separately allocated to the program CSR. In addition, the implementation of CSR programs is carried out with consideration of the existence of the need for distribution of responsibility proportional to achieve balance economy, ecosystem, and social system [3]. The implementation of CSR in Indonesia has been intensively carried out at this time. This is because many policies have been issued regarding CSR programs that must be carried out by a company. One of them is Law Number 40 of 2007 concerning Limited Liability Companies, article 1 paragraph 3 which states the CSR program as the Company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the company itself, the local community, and the community. society in general [4].

The law on villages has been mandate the community (government or all stakeholders' development) to maximize implementation of developing villages. Previously run programs more top-down, but currently Substantial village development tends to handed over to the village. Role central and local government more to facilitators, donors of funds, as well as coaching and supervision, so that special attention to the village is needed [5]. The results of other studies explain that, supporting societal goals and sustainable developments can help a company to be seen as socially responsible. This corporate social responsibility (CSR) must be communicated effectively as too intensive communication could negatively affect the company's perception. These negative effects may be caused by an imbalance between the amount of CSR communication and the actual extent of CSR activities. Two experiments show that increased CSR communication has a negative indirect effect on perceptions of a company's social responsibility, mediated by persuasive intent and reactance. However, depending on the extent of a company's actual CSR activities, there is also a countervailing direct effect: A high extent of CSR communication positively affects perceptions of a company's social responsibility if the company engages in a great number of CSR activities. In contrast, if a company only engages in a few activities but communicates a lot about it, this positive effect may even become negative [6].

However, it turns out that the implementation of CSR programs is different, such as in Asia, Europe and America, each of which has certain characteristics. Corporate social responsibility (CSR) institutional messages by firms across three macro regions. The findings show that Asian firms do not present significant differences in how they expose their orientation to sustainability (i.e. “CSR identity” messages) than Western counterparts. However, Asian firms seem significantly less inclined to engage in CSR messages concerning “organization and management”, messages on “CSR interactivity” and those regarding “CSR as business case” compared with European firms. The difference between Asian and North American firms mostly concerns the former’s less salient use of “business case” messages for CSR. The comparative study sheds light on the pattern of CSR crossvergence across the West and East, reflecting hybridized CSR expressions across forms of CSR institutional messages [7].

Recent research has found the fact that a digital approach is also very much needed in the implementation of CSR, as in the results of the following research. The results of the analysis of the state of communication in Spain. Trends show limited communication planning and some impact of the economic crisis in terms of hazards (budget cuts, especially in the case of institutions) and opportunities (increased need for measurement to justify investment). In addition, actions that are considered most needed in 5 years are met as a result of globalization: online communication and social media management are priority goals for diverse organizational profiles. However, the level of awareness of strategic communication is higher in the institutional sector than in the corporate sector, as its use has been linked to the development of political communication management [8].

However, there are still many elements of community economic development and the implementation of corporate social responsibility that have not been studied, the results of previous studies can be used as the basis for this research which examines public relations activities comprehensively and the impact on the community's economy, especially during the pandemic.

Therefore, the purpose of this research is to analyze CSR Program of Coffee Cultivation of PT. Indonesia Power Kamojang POMU as a supporting facility for local commodities, to be able to optimize the potential of local natural resources and increase agricultural productivity in the form of improving the quality of the coffee produced which in turn will increase the economic income obtained by coffee farmers who are left around PT. Indonesia Power Kamojang, especially during the pandemic. This becomes very important in maintaining the image and existence of the company. Coffee farming is one of the main commodities in the mountainous region of Kamojang, so it is necessary to provide special assistance to Kamojang Coffee Farmers to increase productivity and quality of coffee produced. So that through this program it is hoped that the company can participate in increasing the capacity and income of the people around Kamojang while optimizing agricultural commodities in the Kamojang area.

This study intends to analyze how Implementation of the Corporate Social Responsibility (CSR) Program PT. Indonesia Power Kamojang Coffee Cultivation Activities in Maintaining Corporate Image and Community Based Economic in Pandemic Time. How the company carries out community potential development, natural environment preservation, and community economic improvement. The novelties of this research are to analyze in detail the planning and communication process to produce products that have a high selling value so that they can prosper the community during the pandemic and interactive approaches to overcome obstacles in adapting to the Farmer Group community. Research like this is still very rarely carried out in Indonesia because the approach model to the community is very contextual, especially during a pandemic like now which causes the community's economic capacity to decline. This causes the company's image to be more vulnerable. From the explanation above, the following problems are formulated:

1. How is the Problem Identification Process of the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang?
2. How is the Corporate Social Responsibility (CSR) Program Planning PT. Indonesia Power Kamojang?
3. How How to communicate the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang?
4. What are the Communication Barriers to the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang?
5. How How is the Evaluation Process of the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang?

2. Method

In conducting research, there must be a plan and design to make the research run well. According to Sarwonno, the notion of research methods is similar to a road map to determine the direction of research in accordance with the objectives of the researcher [9]. Researchers use qualitative methods such as interviews, observations, and use of documents. According to Licoln and Guba in Lexy J. Moleong, said that the uniqueness of qualitative research methods is that humans are the main actors, use natural settings, use sources' views to collect data and describe data inductively, sequence theory from bottom to top such as ground theory), decipher data effectively [10]

According to Creswell in the book *Research Methodology for Quantitative and Qualitative Public Relations*, Ardianto, stated that the descriptive - qualitative method is a post-positivistic research view. The opinion of one who is an example of the core of postpositivism research which is a form of data, instructions and logic. Through its application, researchers gather information by using in-depth field data collection techniques at the research site [11]

The subject of this research is Indonesia. The observations and interviews were conducted at different places and times, the interviews were conducted on a day and time that had been mutually agreed upon with the informant or the time at which the informant was willing to be interviewed. Observations are carried out by observing and participating in Kamojang coffee cultivation CSR Program and the development of coffee product marketing. The technique of determining informants is to use purposive sampling, namely sampling of data sources with the consideration of taking people who are considered to know best about what we expect to make it easier for researchers to explore the object of research. Researchers determine two key informants, and two supporting informants (see Table 1).

Table 1: Research Informants

No	Full Name	Information
1	Dito Hastha Krisandy	Community Development
2	Yunara	Community Development
3	Rara Ayuni Rahmadani	Community Development Officer
4	Sudarman	Head of the Gunung Kamojang Farmers Group
5	Mira	The Gunung Kamojang Farmers Group
6	Iman Kurnia	The Gunung Kamojang Farmers Group
7	Ajat Sudrajat	Community Leader

Source: Author's work

Data collection techniques used by researcher in this study was adjusted to the focus and objectives of this research:

1. Literature Study

An attempt to obtain information by reviewing the appropriate reference to the research, such as collecting and studying data which derived from documents that related to the object of this research.

Researcher collecting data from various books and scientific works in accordance with the subject of this research and to complete the data that was obtained from the field.

2. Field Study

a. Interview

Interview were conducted directly (face-to-face interview) with stakeholders in the local tourism industry. The form of the interview was structured interview, which all of the questions compiled in advance on the list, so that the question will not deviate from the research purpose.

b. Observation

The process of observing and recording about the symptoms of the research systematically. Observation became one of the data collection techniques when it is in accordance with research objectives, planned and recorded systematically, and its reliability and validity were controllably.

c. Documentation

Data collection by taking data from records, documentation, administration in accordance with the research problem. In this case, the documentation was obtained through documents or archives of the research object.

d. Internet searching

Data collection by equipping or searching the data needed through the internet

Tests for the validity of the data include increasing persistence, discussing with colleagues and memberchecking. Data analysis techniques carried out are data collections, data reductions, data presentations and drawing conclusions.

3. Results and Discussions

Problem Identification of PT. Corporate Social Responsibility (CSR) Program. Indonesia Power Kamojang

Public Relations must conduct a research in combining factual data which will be the forerunner of the Public Relations program. According to the results of an interview with Rara as the Company's Community Development Officer and Key Informant, said that in implementing the CSR program, the company conducted a Focus Group Discussion (FGD) in the form of social mapping, there were also proposals submitted from the community to become foster partners. This social mapping activity was carried out by going directly to the field. This activity is a form of the company's concern to determine whether during the company's activities it causes problems.

"So Public Relations IP also with a third party from the Amdal Unpad conducted direct social observations in Kamojang and first met with me, the term confirmed" (Ajat, Interview, 20 January 2022). From the results of the social mapping carried out, the company found several problem phenomena and the potential possessed by the Kamojang community, including: The low level of community income (especially farmers), coffee farming is one of the main commodities but its operations are not optimal, and the company's need to maintain geothermal cycle by planting perennials around the company's power plants, one of which is coffee.

Based on the results of the mapping, the company then made recommendations to be able to carry out the Kamojang Coffee Cultivation CSR Program. according to Dito who is one of the key informants said: "The main commodity in the Kamojang area is coffee farmers, so we took the initiative to be able to provide special assistance to them through the Coffee Cultivation CSR Program" (Dito, interview 17 January 2022). Meanwhile, Yunara said that in considering the Coffee Cultivation CSR program, the potential for coffee processing as the main commodity around this company is very large. Of course, the company also hopes that the CSR program can run well and produce something that is beneficial to the community in improving the economy as well as the impact felt by the company in the

form of a positive image for its successful contribution in maintaining and preserving the natural environment (Yunara, interview, January 17, 2022).

Corporate Social Responsibility (CSR) Program Planning PT. Indonesia Power Kamojang

According to Charles O. Jones, implementing a program is divided into several stages, including: Organizing, Interpreting, and Applying (Jones in Tahir, 2014). The program itself is divided into three main pillars, namely community service, relationship building, and community empowerment” (Dito, interview, 17 January 2022).

In making the next plan, Rara explained that the company always makes an annual Work Plan, its implementation through going to the field coordinating with various parties, especially local community groups, because community groups are the most aware of environmental conditions, so the CDO within a certain period of time always carry out control, CDO coordinates with the community regarding what is needed to what are the problems of the community. After the work plan has been prepared and confirmed, it will proceed to the formulation stage. The company coordinates and confirms with the local government to obtain permits. After that, the company (CD) determines the interpretation through the roadmap and targets for the implementation of CSR Coffee Cultivation with the expectations of independent groups in 2024.

Preparations were also made by the people of the Gunung Kamojang Farmers Group. according to Sudarman, this group has existed since 2019 but still has few members, before being legalized as a company foster partner (August 2019), the group made several preparations including adding human resources to natural resources. The group began to prepare the quality to the quantity of human resources, Sudarman invited other communities/farmers to join the farmer group. In addition, the group prepares its natural resource, namely land. Previously, Sudarman had his own coffee plantation land, but then the group collaborated with BKSDA (Badan Konservasi Sumber Daya Alam) and Perhutani to be able to add land that could be optimized.

After the company has finished compiling and preparing all the aspects needed and agreed upon by the parties concerned, then in August 2019, the company began implementing/implementing the coffee cultivation CSR program with the division that went directly down to the Public Relations Community Development (CD) in accordance with the roadmap along with the stated goals. has been compiled. Coffee Growing Process (See Figure 1)



Figure 1. Coffee Growing Process
Source: Author's Work

Communication Process of PT. Corporate Social Responsibility (CSR) Program. Indonesia Power Kamojang

The primary communication process carried out by the company with farmer groups is to hold direct meetings/coordination meetings. Rara explained: "For coffee cultivation that conducts direct communication, we usually have our respective job descriptions, now those who are more focused on groups/communities from me are CDOs (community development officers) sometimes also from CD Young Experts" (Rara, interview 17 January 2022). Rara also added that when the situation did not allow direct coordination, the company carried out a secondary communication process using WhatsApp Groups, which consisted of companies and groups to discuss and monitor CSR programs remotely. Here it can be seen that the company uses internal media as the medium it uses. Sudarman added "Almost all direct communication is for coordination, sometimes I or others are invited to the unit or from the company, usually Mr. General Manager or Public Relations who comes to visit the secretariat for spontaneous meetings/chats, it all depends on the busyness of the company, otherwise we can use WA groups too" (Sudarman, interview 18 January 2022).

Sudarman added that even in groups there are primary and secondary communication processes starting from daily conversations between members (informal) and at meetings (formal) every 2 weeks to discuss group developments. Regarding CSR activities, Mira explained that the activities are very many and cover all, the term is "from upstream to downstream", meaning that the group is also sometimes assisted by local community workers to manage coffee from planting, maintenance for approximately two years until harvesting, and waiting harvest once a year. After that, it is then processed to produce processed coffee which has a high selling value, so that the income benefits are not only felt by the group, but also the local community through daily labor (Mira, Interview 18 January 2022).

As a fostered partner of the company, farmer groups receive several supporting facilities in the coffee cultivation program. Yunara explained that until now the company has always provided facilities and infrastructure, he explained: "We provide machines such as dryers, vulvers, hullers, secretariats which we have renovated in 2020" (Yunara, interview 17 January 2022). Rara added that the company also entered into an MoU for borrowing about 7.2 hectares of the company's land for the group to use. However, Iman added that there were still some requests for facilities that had not been fulfilled. "Perhaps it is still being processed by the company like him, hopefully in the future we will get good news again" (Iman, interview, January 18, 2022). Coffee Processing Activities (See Figure 2)



Figure 2. Coffee Processing Activities
Source: Author's Work

Companies certainly cannot run alone, meaning that companies also need other stakeholders to be able to help hold trainings in developing the potential of groups in coffee processing, one of which is training in managing coffee waste in collaboration with Padjadjaran University as a provider of knowledge material. So according to Sudarman, this program has the principle of Zero Waste, which means that

coffee husks that were originally waste can then be reused into useful things such as cascara tea, hand soap, hand sanitizer, and disinfectant. In addition, there was also coffee rejuvenation training for 5 group members, to learn about planting, maintaining, harvesting and processing coffee until it was ready to drink. (See Figure 3)



Figure 3. Counseling from the Provincial Forestry Service
Source: Author's Work

Communication Barriers to Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang

Wursanto in Gani explained that communication barriers consist of personal, semantic, and technical barriers [12]. Regarding personal barriers, during the CSR implementation process, Rara assessed that there were almost no obstacles in coordinating with the group, she explained: "There are no communication barriers, meaning that some of the other CSR partner groups cannot speak Indonesian, the biggest problem is there. Only the coffee farmer groups can speak Indonesian. So there are no obstacles in the coordination" (Rara, interview 17 January 2022).

Regarding the implementation barriers, Dito explained that sometimes in the group's innovation development there are differences of opinion, the group wants that, the company does. To handle it, it is coordinated again so that it can find solutions related to the program. Regarding the implementation barriers experienced by the group, Iman explained that the process of applying for assistance to the company took a long time.

The next obstacle regarding marketing, the group does not yet have an official sales outlet, this has resulted in marketing products that have been processed, the group only relies on digital marketing processes. According to Iman, the product is only marketed through social media Facebook and WhatsApp. Even so, the group can sell its products to various regions and even outside the island, but sales are still on a small scale and not evenly distributed. This is due to the limitations of supporting facilities and the management of social media that has not been optimal.

Regarding semantic barriers, Iman explained that sometimes between companies and groups or even between group members, sometimes there was a miscommunication. For example, the company will go to the secretariat for a meeting, but the message conveyed by the company is sometimes a little late to the group, "So far, there are almost no communication barriers, at least it's just a miss communication which can be tolerated and has no serious impact, other than that, thank God it's not exists" (Iman, interview 17 January 2022) Regarding the technical barriers, Mira explained that the implementation of coffee cultivation really requires support from nature. This means that if nature is not supportive (rain, dry season, bad weather) group activities will be hampered. This is unavoidable

considering that these obstacles are natural (Mira, interview 18 January 2022). To be able to minimize the occurrence of various obstacles, it is necessary to increase coordination and synergy between the two parties.

Evaluation of the Corporate Social Responsibility (CSR) Program of PT. Indonesia Power Kamojang

According to Wibisono, CSR is a form of activity to optimize three main lines, namely people, planet, and profit [13]. This CSR activity is Corporate Social Marketing, where the company provides assistance and assistance to the community to optimize potential so that community income will increase [14]. In creating evaluation studies, the company conducts two forms of evaluation, including internal and external evaluations. "So our (internal) evaluation has 6 indicators of the level of independence, if from the outside it is usual to study the Community Satisfaction Index and then there is Social Return on Investment (SROI) assessing how far the benefits felt by the community from the company's investment funds" (Rara, January 17, 2022). According to Dito, internal evaluation activities are carried out quarterly, the results are recapitulated and used as an annual evaluation report, while external evaluations are carried out every August. The results of the evaluation carried out by the company per quarter 2 of 2021 stated that the Coffee Cultivation CSR program was at a value of 9 (ideal mean) with the expectation of independence in 2024, while for external evaluations, the company collaborated with the Social Development Studies Center (SODEC) Universitas Gadjah Mada and results per year 2021 are in the good category with a percentage of 78.76%.

The results of the evaluation are used as a reference for the company to be able to know the development of the program, as an evaluation for future programs, and can improve the quality of CSR programs. Mira explained: "For broad purposes such as improving the economy, reducing unemployment, thank God, it has been realized, not to mention the program has received various awards that have raised the good name of companies and regions" (Mira, interview 18 January 2022). According to the group's archives, from the start of this program until the end of 2021, the group has received an increase in income of around 67% of its initial income.

Regarding the environment (planet), Ajat explained: "From this Coffee CSR Program, the Kamojang environment has become even greener, the effect is very important" (Ajat, interview, 20 January 2022). As for profit, according to Rara, this CSR program has won two PROPER Gold awards, the Indonesian CSR Award 2020 in the platinum category, the Indonesian Sustainability Development Award (ISDA) in the gold category, and the KKSI competition at the national level. According to Pradipta, corporate image is a form of description of the overall perception of the company which is formed on information and experience of the company. Products made from processed coffee (See Figure 4).



Figure 4. Products Made from Processed Coffee
Source: Author's Work

From the description above, the researchers designed a model for implementing the CSR program of PT. Indonesia Power Kamojang through Kamojang coffee cultivation activities in maintaining the company's image and community-based economy during the pandemic, as follows: (See Figure 5)

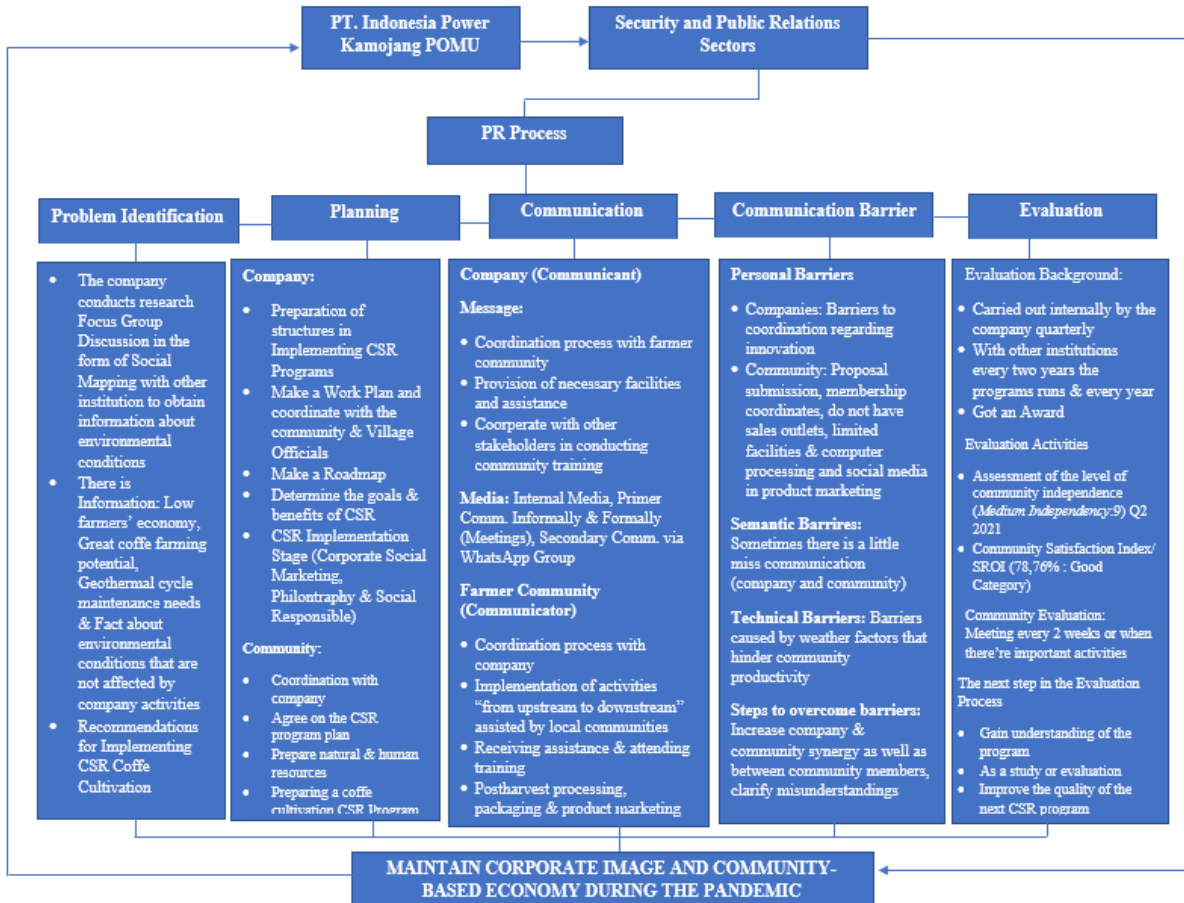


Figure 5. Model of CSR Implementation Based on People's Economy During a Pandemic
Source: Author's Work

4. Conclusion

Implementation of the CSR Program of PT. Indonesia Power Kamojang through Community-Based Kamojang Coffee Cultivation Activities has been able to maintain a positive image and develop the community's economic potential. The company conducts research related to the condition of the surrounding environment, what impact the environment feels on the company's activities, this is the company's concern for the surrounding community. The company's need to maintain the geothermal cycle through coffee plants is a recommendation to implement the coffee cultivation CSR program which was initiated in 2019. Implementation process includes PT. Indonesia Power Kamojang conducts Focus Group Discussions and Social Mapping. The company determines the interpretation of the program by coordinating with the community and the results are made an Annual Work Plan and then determines the implementation roadmap. The communication process uses internal media; the company cooperates with other stakeholders to hold trainings to develop the potential of the group. Barriers include coordination of membership, not having sales outlets, and limited facilities and management of computers and social media in product marketing. Evaluation is divided into two, namely internal (level of group independence) conducted quarterly and externally. Evaluation is also carried out when the

program wins an award. The results of the evaluation are used as a reference for developing the program. The results of the evaluation are proven by several goals that have been achieved. Suggestions from the results of this research is develop a marketing strategy by creating official outlets in marketing products that have been processed and produced, implementing digital marketing and considering helping groups in legalizing their products abroad. For corporate image, socialization activities are needed regarding the impact of company activities in the Ring 1 environment or those close to industrial companies, so that the public can better anticipate the impacts caused by the company.

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