CSR Communication Planning through Participatory Communication

Qualitative Descriptive Study of Communication Planning of CSR Program of PT Pertamina (Persero) RU II Dumai Plant in ADELIS Group, Kelurahan Jaya Mukti, Kecamatan Dumai Timur, Dumai City year 2017 – 2018

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Abstract—Communication planning is part of communication management to achieve communication goals. Participatively, communication planning involves all stakeholders in order to achieve the common interests and objectives agreed upon by stakeholders effectively and efficiently. This study uses a communication planning model from Cutlip & Center that divides the communication phase into four stages: Fact Finding, Planning, Implementation, Monitoring and Evaluation of Communications. In implementing the CSR Program for Women Empowerment based on Creative Economy Business, PT Pertamina (Persero) RU II Dumai Plant conducts participatory communication planning in every communication phase, starting from problem discovery through social mapping activities, focus group discussions and community suggestions, communication planning through socialization program the intense and use of informal channels that apply in the community, the implementation of communication through an equivalent two-way communication practitioners where the stakeholders can convey their suggestions and criticisms during the program running and The las, monitoring and evaluation of programs that prioritize aspects of social, economic and environmental sustainability involving stakeholders from local government, non-governmental organizations and local communities.

Keywords—Communication Planning, Participatory, CSR

I. INTRODUCTION

The existence of a company in a community environment is often paradoxical to the local community. On the one hand, the existence of a company can improve the economy, productivity and labor absorption, but on the other hand, the company's operations often cause environmental problems that negatively impact the surrounding community. In addition to managing the operational impacts that may be felt by surrounding communities, the company is also faced with social problems in the region. Social problems such as poverty, unemployment, environmental degradation and low levels of education have been a common problem for companies in various regions. Therefore, as a corporate social and environmental responsibility, the company has a Corporate Social Responsibility (CSR) scheme as a form of its responsibility to the environment and society.

PT Pertamina (Persero) RU II Dumai Plant, is one of oil and gas company status as State-Owned Enterprise (BUMN) operating in Dumai City, Riau Province. Pertamina RU II Dumai Plant is engaged in processing crude oil into fuel oil (BBM) such as Premium, Solar and various derivative products. Since 2016, PT Pertamina RU II Dumai Plant through CSR Function of Communication & CSR Department organized CSR Program for Women Empowerment based on Creative Economy Business for ADELIS Group in Jaya Mukti Village, Dumai Timur Sub-District, Dumai City. This program has lasted for the last three years from 2017 to 2018 through the activities of utilization and processing of used goods into handicrafts, sewing and embroidery training, as well as training of making herbal liquid soap. This program has been attended by 7 (seven) core members as board members and 20 (twenty) members as beneficiaries, mostly women groups in Kelurahan Jaya Mukti, Dumai Timur District, Dumai City.

Women's Empowerment Program based on Creative Economy Business aims to create employment opportunities for the surrounding community through capacity building of the community in managing the goods around them into value-added goods that ultimately can improve the economy and community self-reliance. In addition, the program also has a corporate objective to increase public trust (Public Trust) that PT Pertamina RU II Dumai Plant has implemented a sustainable commitment in harmony with society based on the concept of triple bottom line (profit, people, planet). All impacts resulting from the implementation of this CSR Program aims to maintain harmonization between companies and local communities.

This study would like to see the implementation of communication planning conducted by PT Pertamina (Persero) RU II Dumai Plant in the preparation and implementation of CSR Program for Women Empowerment based on Creative Economy Business conducted in a participative manner. Communication planning that occurs is done through the stages - planning stages such as: Fact Finding, Planning, Communicating, and Evaluation. Stages of communication planning conducted by PT Pertamina (Persero) RU II Dumai Plant can be seen through the following stages:

1. Fact Finding
2. Planning
3. Implementation
4. Monitoring
5. Evaluation

The study was conducted in Kelurahan Jaya Mukti, Dumai Timur District with the target respondents of PT Pertamina (Persero) RU II Dumai Plant was conducted through a survey technique that uses documentation and interviews. The data analyzed in this study is quantitative and qualitative data.

The findings of this research showed that the implementation of communication planning in PT Pertamina (Persero) RU II Dumai Plant in Kelurahan Jaya Mukti, Dumai Timur District was carried out in a participative manner. Communication planning in PT Pertamina (Persero) RU II Dumai Plant in Kelurahan Jaya Mukti, Dumai Timur District was carried out in a participative manner by involving all stakeholders from local government, non-governmental organizations, and local communities. The involvement of all stakeholders in the communication planning process in PT Pertamina (Persero) RU II Dumai Plant in Kelurahan Jaya Mukti, Dumai Timur District was effective in achieving the common interests and objectives agreed upon by stakeholders effectively and efficiently.
ensures the implementation of the program runs according to the rules that apply so that its implementation can be in accordance with the purpose of the implementation of CSR by PT Pertamina RU II Dumai Plant. How does PT Pertamina (Persero) RU II Kilang Dumai implement Communication Planning Program CSR Women Empowerment based on Creative Economy Business? This study aims to find out how PT Pertamina (Persero) RU II Dumai Plant in implementing Communication Planning Program CSR Women Empowerment based Business Creative Economy through 4 (Four) communication phase, namely:

1. Finding problems that arise in the community living around PT Pertamina (Persero) RU II Dumai Plant, especially Jaya Mukti Village, Dumai Timur District, Dumai City.
2. Planning the communication program CSR Women Empowerment based on Creative Economy Business in accordance with the environmental economic problems of the community around PT Pertamina (Persero) RU II Dumai Plant.
3. Implement planning communication program CSR Women Empowerment based on Creative Economy Business that has been planned.
4. Evaluating CSR program for Women Empowerment based on Creative Economy Business.

II. LITERATURE REVIEWS

A. Communication Planning

Planning is basically the stage of management and management to achieve a goal. But planning not only serves as a guide only, but down to the concept of operations as well. Communication is basically the process of sending messages from someone and accepted by others. To support the success of communication, there are three main elements in communication process, among others: message sender (communicator / sender), message (message), and the recipient of the message (communicant / receiver). Willbur Schramm explains communication is the unity of reciprocal processes in which there is exchange of signals to inform, instruct, or persuade, in order to get the same understanding between communicator and communicant. Furthermore, Schramm describes his second model of communication as follows:

Picture 1: 2nd Communication Model by Wilburr Schramm

Schramm's second model emphasizes the effectiveness of communication and influential elements therein to minimize communication disruption. According to Schramm, every communication process can not be separated from the social field (field of experience), we interpret the signs of social environment in the form of social, cultural, economic, and political factors that can sometimes be a communication disorder. In addition, still according to Schramm, the communication process is also influenced by the context of the relationship (context of relationship). The context of this relationship is defined as experience, knowledge, communication skills, social circumstances and the same attitude so that the communication process that occurs between communicator and communicant can be understood and running smoothly. Communication disorders that arise and cause communication failure occurs because of the inequality of the social environment (field of experience) and the lack of a strong context of relationship (context of relationship) between communicator and communicant. Communication failure may cause the expected effect of the communication process not being achieved as planned. So that the communication run effectively and the purpose of communication is achieved when there are many similarities of field of experience between communicators and communicant.

Communication Planning is a combination of communication practices with communication operations to achieve the goals set. Since communication planning is a concept, then communication planning should be elaborated into the operational and practical level, meaning that this operational and practical approach can change at any time depending on the situation and conditions.

The communication planning has the main goal, according to R. Wayne Pace, Brent D. Peterson, and M. Dallas Burnett in his book, Techniques for Effective Communication, is the first, to secure understanding, ensuring that communicant understand the message delivered. Second, after the communicant understand the message received, then the communicant must be nurtured (to establish acceptance). Finally, to be motivated into behavior (to motive action).

B. Public Relations – Stakeholders Relations

Definition of Public Relations according to Frank Jefkins is "Public Relations consist of all of the planned communication, outwards and inwards, between an organizations and its public for the purpose of achieving specific objectives concerning mutual understanding.” Meanwhile, according to Lattimore et al in his book "Public Relations: Profession and Practice “, the definition of Public Relations is ”A function of leadership and management that helps the achievement of an organization's goals, helps define philosophy, and facilitates organizational change ”.

Simply put, Public Relations is responsible for two-way communication activities between the organization and the public in order to achieve common interests. To achieve the common interest between the organization and its people, Public Relations plays a role to build public participation, both internal and external through the stages of communication in order to provide understanding, mutual understanding, motivation and public participation so as to create a positive opinion.
In conducting its communication, Public Relations always use integrated planning and sustainable so that the interests of the organization can be achieved well without having to negate the public interest. Planning for Public Relations is used to determine the priorities to be taken and at which level the policy is taken to implement a communication activity. For that, Public Relations as communication implementer using communication strategy in every stage of managerial communication (Cutlip and Center) that is:

1. **Fact Finding**
   - This stage includes opinion research, public attitudes and reactions, as well as data collection. Here can be known what problems are being faced.

2. **Planning**
   - After Fact Finding stage, it is followed by integration with the existing policy on the organization. At this stage can be determined the choices of action plans to be taken as well as those who will implement the communication strategy.

3. **Communicating**
   - The communication plans that have been drawn up at the Planning stage must then be communicated to all parties involved and stakeholder according to the appropriate method. In the Communicating stage it describes the actions taken as well as the purpose of the action.
   - The Communicating phase includes a series of activities, including the following:
     a. Informs many targeted public, both internal and external, of the action to be taken.
     b. Persuading public aims to take an active role in the form of support and acceptance of the intended action.
     c. Encourage public goals that have determined support and acceptance to take the intended action.

4. **Evaluation**
   - At this stage, judgments about the success of the choice of action are reviewed to see what their achievements are. Assessment of an activity includes success, problems arising, and other matters related to the implementation of activities. The result of the execution of a communication activity becomes the output generated in the evaluation stage. The results are important because they are used to be used as material for further planning.

C. **Corporate Social Responsibility**

Howard Bowen through his book Social Responsibilities of the Businessman published in 1953 which first discussed about CSR in a modern way. Furthermore, the definition of CSR is also put forward by Maignan & Ferrel which defines CSR as “A bussiness acts in socially responsible manner when its desicion and action account for and balance diverse stakeholder interest”. In addition, Crowther & Aras defines CSR is the relationship between the company and the local community, both residents and employees. While the CSR Study Circle says that CSR is a genuine effort of the business entity to minimize its negative impact and maximize the positive impact of its operations on all stakeholders in the economic, social and environmental realm to achieve sustainable development objectives.

Marrweijk classifies the theory of CSR into three basic categories. First, the shareholder approach adopts Friedman's view that the company's main concern is to maximize profits for shareholders' interests. Second, the stakeholder approach adopted Freeman's approach that stakeholders in the company should be responsible for their respective roles in operational activities in making a profit. Third, the social approach, which views the company as being fully responsible for the community around the company, Companies are considered successful when able to gain public trust (public trust) in the company's operations to meet the needs and satisfaction of the community around the company.

The most commonly used CSR concept is John Elkington's through the concept of Triple Bottom Line (Profit, People, Planet). The concept of CSR Elkington emphasizes that organizations or companies should not merely pursue profit, but also must develop a caring and responsible attitude towards the people (both people) both internal and external corporate community and its stakeholders and also ensure the sustainability of the environment life (planet) where the company is located.

### III. RESEARCH METHOD

This study uses descriptive qualitative method which aims to describe the data through words or explanation descriptions sourced on the results of in-depth interviews, partisan observation, documentation, recording, and other physical evidence. Primary data in this research is data which sourced from result of interview with sample. Sampling in this research using purposive sampling technique, that is choosing informant which is trusted in giving information and information about communications planning of CSR program of Women Empowerment based on Creative Economy Business conducted by PT Pertamina (Persero) RU II Dumai Plant so get complete information. The selected samples include: CSR team of PT Pertamina (Persero) RU II Dumai Plant, which consists of Manager Communication & CSR RU II, Jr. CSR Officer, and Community Groups consisting of Group Leaders and ADELIS Group Members. Data collection techniques in this study using interviews, observation and literature review. Researchers took data in the period March - April 2018 in Dumai City. Because this research is descriptive, after all the data collected, based on Miles & Huberman opinion it will be analyzed using technical interactive analysis which basically consists of three components, among others: Data Reduction, Data Presentation, and verification of conclusions (Drawing and Verifying Conclusions).

1. **Fact Finding (Discovery Problem) CSR Program for Women Empowerment based on Creative Economy Business**
   - Fact Finding which became the basis of CSR implementation of PT Pertamina (Persero) RU II Dumai Plant is the result of community proposal, third party study through Social Mapping and Coordination...
with local government as company stakeholders processed by Community Development Team (Comdev) who is the implementer of CSR Program in PT Pertamina (Persero) RU II Dumai Plant.

The discovery of problems through community proposals is made through the Participatory Rural Appraisal method, which involves the community in determining what problems they are facing. Robert Chambers in the journal The Origin and Practice of Participatory Rural Appraisal says Participatory Rural Appraisal is an approach and method for learning about people's lives from, with and by society itself. While Pratiwi explained Participatory Rural Appraisal is an approach in the process of empowerment and improvement of community participation, which pressure on the involvement of the community in the overall development activities. The communication between PT Pertamina (Persero) RU II Dumai Plant with the community in finding this issue is in accordance with the opinion of Joseph A. Devito who said that communication is an action to share information, ideas, or opinions of each participant of communication involved in it to achieve the same meaning. Problems found include:

a. Poverty and Unemployment especially for Women Group
b. The low capacity of the community in entrepreneurship
c. Weak empowerment for Women Group

2. Planning (Planning) CSR Program for Women Empowerment based on Creative Economy Business

The planning of CSR program for Women Empowerment based on Creative Economy Business of PT Pertamina (Persero) RU II of Dumai Plant is contained in Strategic Plan (CSR) prepared for 2017 until 2021 and described in operational level into Work Plan (Renja) and Term of Reference Community Development Program PT Pertamina (Persero) RU II Dumai Plant on Women Empowerment based on Creative Economy Business with sewing, embroidery and convection activities. Strategic Plan is an important instrument for the company in carrying out its CSR operations activities to fit the goals to be achieved within a certain time. Determination of this strategic plan as Morrisan said that the determination of a strategic plan is an important part of the work of Public Relations.

CSR Program for Women Empowerment based on Creative Economy Business is a form of Community Empowerment Program, which is a program aimed at developing economic independence of the community through various independent businesses, while the company is involved in providing assistance that is participatory based on the needs of the community. So for that in the planning stage found some of the findings that affect the stage of program planning include:

a. Corporate Commitment
b. Social Mapping
c. Community Proposals
d. Proposed Local Government (LPMK Kelurahan)

It also found the stage of program planning described in the following chart:

<table>
<thead>
<tr>
<th>Stage of CSR Program Planning PT Pertamina (Persero) RU II Dumai Plant</th>
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<tbody>
<tr>
<td>a. Corporate Commitment</td>
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<tr>
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<td>c. Community Proposals</td>
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<tr>
<td>d. Proposed Local Government (LPMK Kelurahan)</td>
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3. Communicating (Communication Program) CSR Program for Women Empowerment based on Creative Economy Business

Communication Planning conducted by CSR team to manage communication with community in melaksakan CSR program especially community group which become partner of PT Pertamina (Persero) RU II Dumai Plant. At this stage, there is organizational communication (Organization Communication) between companies and community groups. Through communication planning, the company conducts its communication activities to the target group in the Program Socialization stage, which is the stage for building relationships and communicating with related stakeholders, such as Government Institutions, Companies, NGOs and surrounding communities. In the Program Socialization Stage, PT Pertamina (Persero) RU II Dumai Plant is also actively involved in forums held by the community to be closer to the community so that the aspirations and inputs for the program can be absorbed well in accordance with the principle of Participatory Rural Appraisal. The Program Socialization Activity by the CSR Team of PT Pertamina (Persero) RU II Dumai Plant also corresponds to Schramm's explanation of the important role of the Social Environment (frame of reference) and the context of relationship as two aspects that need to be maintained for effective communication. CSR Team PT Pertamina (Persero) RU II Dumai Plant tries to equate understanding of the problems faced by society and the expectation that exist in the society by being as close as possible to the society. The proximity built by PT Pertamina (Persero) RU II Dumai Plant ultimately creates a strong social capital to run the CSR program with the creation of two ways communications are smooth and sustainable. Social capital as John Field says is primarily a matter of relationship. By building relationships with people and keeping them going, individuals or organizations can accomplish things that
can not be done alone. Furthermore, Putnam said that in relation to the economy, social capital encourages overall economic performance better in closely-linked communities than those with few relationships.

The involvement of PT Pertamina (Persero) RU II Dumai Plant in community forums becomes the key to building good relations with the community to map the needs of the community together. At this stage there is a Group Communication which according to Fred L. Casmir when it occurs in small groups can interact consciously and personally to discuss the problems and goals to be achieved together. Establishing this closeness and rapport is like the concept of the quality of the relationships between two people put forward by Miller and Steinber in Tubbs & Moss’s book which states that in high-quality interpersonal relationships, information that is psychological is more important than information that is cultural or sociological. So in practice, the CSR team of companies more to explore psychological factors, besides of course the cultural and sociological factors to be able to find out the problems that developed in the community.

This good relationship with the community ultimately leads to a reciprocal relationship between the community and the company. If the reciprocal relationship is created, Nursahid hopes that the company's operational security will be primarily aimed at minimizing conflicts between companies and society, so that the company can improve the company's image as well as to help and develop the surrounding community.

4. Evaluating (Evaluation) CSR Program for Women Empowerment based on Creative Economy Business

The purpose of the monitoring and evaluation itself is to know about the implementation of public relations activities have been done according to existing procedures or not, and to know the extent to which public relations activities produce planned impact. Evaluation of CSR Program for Women Empowerment based on Creative Economy Business conducted in Kelurahan Jaya Mukti, with ADELIS Group program beneficiaries has so far been assessed by the company to have a positive impact in improving the welfare of the community through enhancing the capacity of women groups in sewing, embroidery and convection business.

Based on internal data of the company, from the assistance given by PT Pertamina (Persero) RU II Dumai Plant to the ADELIS Group throughout 2017 amounting to Rp 149,600,468 which is divided into several programs such as Sewing, Embroidery and Convection Training; Sewing Machine Tool Support; Design and Branding Assistance; as well as the Superior Product Marketing Aid, resulting in several achievements, which occur in three main aspects, including:

1. Environmental Impact: the loss of unused goods that initially only become garbage, then able to be processed into goods - crafts worth of economic value such as bags, paper flowers, tissue containers, brooches and others.
2. Economic Impact: the emergence of new business units managed by the community that initially only sewing business increased into embroidery, handicraft, and liquid soap production and has an impact on the increase of group turnover in 2017 of Rp 117,600,000 / year and increased by 50% from the previous year, there was an increase in income among members to Rp 980,000 / month / person.
3. Social impacts: increased capacity and capability of the community in managing joint business units, increasing the ability of the community to process used goods into handicrafts of economic value, strengthening bonds among members, and increasing non-governmental organizations involved in this program, from the beginning there is no institution who are involved, become 1 (one) institution involved is the Institute of Research and Community Service (LPPM) UNS.

Although the implementation of CSR program communication planning has been implemented in accordance with applicable rules and has achieved the objectives of the program implementation, but in practice still found obstacles - barriers that occur in the field both due to technical and non-technical factors. Some communication barriers that occur include:

a. Weak role of group leader as Opinion Leader.
b. Weak member involvement in problem solving.
c. Weak community interest outside the group to engage in group activities.

IV. CONCLUSION

Based on the data obtained by researchers either through field observations, interviews with various sources, and literature review, so in this chapter the researchers can draw the following conclusions:

1. Fact Finding The CSR program for Women Empowerment based on Creative Economy is conducted by CSR Team of PT Pertamina (Persero) RU II Dumai Plant which is under the department of Communication & CSR. Some of the issues underlying the implementation of the program include: Majority of the population living in densely populated areas with high poverty rates; The existence of women groups who have the status of open unemployment because they only serve as housewives from poor families; Due to limited knowledge and information, the women's groups are not able to entrepreneurship creatively and productively by exploiting the existing potential. These three issues are the basis for the implementation of CSR program of Women Empowerment based on Creative Economy Business in cooperation with women group in Jaya Mukti Village represented by ADELIS Group.

2. Planning Program CSR Women’s Empowerment based on Creative Economy Business is done based on several things, among others: Corporate Commitment to implement CSR which then referred as Community Development (Comdev) stated in CSR Governance Policy and System which regulate all matters relating with the implementation of corporate CSR programs; The Company conducts Social Mapping regularly with external parties to obtain objective results in mapping the social problems that develop in the community; The company accommodates community proposals in the preparation of CSR programs as part of the source of information received from the community, because the company believes that the CSR program should be a proposal from the community because the
community understands the problems that develop in their environment and knows how best to solve their own problems, at this stage, the company uses the Participatory Rural Appraisal (PRA) approach by doing various approaches such as public discussion, as well as public hearings; The Company is working with the Bontang City Government through LPMK Kelurahan Jaya Mukti and LPPM UNS to assist the CSR Program so that the implementation of the activities can be carried out according to plan. These four things become a way for companies to formulate and plan the company's CSR programs to meet the needs of the community and in line with the Dumai City Government program, so that the CSR program designed can be right on target.

3. Communicating (Communication Program) CSR Program for Women Empowerment based on Creative Economy Business is done from socialization stage until program mentoring and running continuously. Communication Implementation The CSR program is conducted by the CSR Team consisting of Comdev Specialist, Comdev Facilitator, and Comdev Analyst who served as program planner, assistant and evaluator. Corporate CSR policy implementers communicate empathically, so the company attempts to find out more about the problems faced by the community, so that the communication process becomes more focused and effective. At the stage of program socialization, there is a reciprocal relationship (mutual need) both between companies and communities so that the communication process can run well. Efforts - the implementation of communication efforts have a goal to create a harmonious atmosphere, so that in the implementation of the program can run smoothly and minimize the conflict.

4. Evaluating The CSR Program for Women's Empowerment based on Creative Economy is conducted periodically by the CSR Team through Monitoring and Evaluation (M & E) mechanism in a participatory manner in accordance with the Community Development Program Performance Indicators. The existence of this program is able to increase the institutional strength of the community through the formation of groups and become a positive example for other women groups in order to reduce poverty through productive and creative efforts.

SUGGESTIONS

Based on the data collected in this study, the authors would like to give some advice to PT Pertamina (Persero) RU II Kilang Dumai in the implementation of CSR Program for Women Empowerment based on Creative Economy Business, among others:

1. Strengthening the role of group leader as a key figure (Opinion Leader) in society as facilitator of CSR program.

2. Companies need to encourage member involvement in problem solving in groups because this study finds that most members are passive about the messages communicated to them.

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