Communication Performance of PT Migas Utama Jabar CSR Partners in the Sustainable Community Empowerment Program

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ABSTRACT: The Corporate Social Responsibility (CSR) program is a program that must be implemented by every company. The main focus of CSR is increasing education rates, improving health quality, preserving the environment, and community empowerment (community development). This research aims to analyze communication performance and CSR program desires at PT Migas Utama Jabar (MUJ). The results of the research showed that communication performance in the PT MUJ's CSR group was in social performance, ritual performance and political performance. Group of think carried out by one of the group leaders through a learning initiative using a smartphone. For program sustainability, there needs to be a roadmap for empowerment activities. Routine and intensive assistance provided to members of the assisted group (chicken, eel fish, and maggot feed)

KEYWORDS: communication performance, community development, CSR, empowerment, sustainability.

I. INTRODUCTION

Corporate social responsibility (CSR) has become one of the main focuses for many industries, including the oil and gas sector (Akporiaye 2023). The CSR program is a program that must be implemented by every company, this is stated in the Constitution of the Republic of Indonesia Law Number 40 of 2007 Article 1 Number 3 concerning social and environmental responsibility. CSR activities are no longer a legal obligation to carry out, but have become a strategy for creating positive impacts on society and the environment (Fadillah et al. 2023). Corporate Social Responsibility exists as a form of program to fulfill stakeholder needs to establish effective communication relationships between the company and its stakeholders. According to Hasan's (2018) research, it was found that each company's CSR is a fundamental issue related to environmental problems in sustainable development. Currently, CSR has become an important part of developing corporate sustainability (Kong et al. 2023).

Corporate Social Responsibility is also an alternative solution to efforts to increase community empowerment (Yousefian et al. 2023). In West Java, PT MUJ has been active in carrying out various community empowerment programs aimed at improving the social and economic welfare of the local community. This is in accordance with the motto "West Java Moves Forward with Partners" providing benefits to society by prioritizing welfare. This is supported by research by Saleh and Sihite (2020) who found that CSR programs have the ultimate goal of creating an empowered society. PT MUJ's CSR implementation activities are divided into several sectors such as education, environment, social, health, increasing purchasing power, facilities and infrastructure for religious activities and infrastructure. The main focus of PT MUJ's CSR is increasing education rates, improving health quality, preserving the environment and community empowerment (community development). In general, every company focuses on community empowerment as a program that needs to be considered from planning to implementation.

The CSR program is a tool for realizing a new form of relationship between government, society and the market or private sector to reduce economic inequality and social justice (Huda 2019). There are several challenges in implementing CSR programs, one of the crucial aspects that determines the success of a CSR program is communication between the company and the community (Yousefian et al. 2023). Implementation of community empowerment CSR programs often faces communication obstacles between benefit providers and their partners (Saenz 2023). These obstacles occur from planning to program implementation, causing misunderstandings regarding program goals and expectations. Miscommunication in planning can result

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in programs not meeting community needs, while poor coordination during implementation hinders program effectiveness. Partner groups experiencing problems include the maggot program, eel fish, and chicken farm feed production.

The implementation of CSR development still requires the participation of stakeholders (government, society, and companies) in its implementation Akbar et al. (2022). MUJ as one of the companies that provides social responsibility (TJSL/CSR) to the community is expected to be able to increase the empowerment of the target group. The obstacle faced by the partner group is the sustainability of the community empowerment program. The community empowerment program through partner groups is not running in accordance with the program activity planning that has been proposed and the organizational culture or beneficiary groups have not been well formed. According to Oktavianti and Nasdian (2021), they found that a good level of program planning must be accompanied by an approach to all target groups by holding regular meetings.

Communication performance that occurs in target groups should communicate intensively with each other with the aim of building mutual agreement between members (Satria et al. 2022). The sustainability of the community empowerment program cannot be separated from communication, which is the main capital for the company's success in empowering the community through its CSR programs (Sumiati et al. 2022). The sustainability of PT Vale's mining company empowerment program as a form of social and environmental responsibility collaborates with teachers by forming Independent Rural Development (PKPM) as a forum for sharing experiences related to CSR programs (Erbhasan & Supratman 2023). The sustainability of empowerment programs should be designed together with the donors and recipients of assistance to facilitate the implementation of activities (Larasati & Sunartiningsih 2020). Berniak-Wozny et al. (2023) stated that a good CSR approach is a strategic approach, which is based on the vision and expectations of stakeholders.

The CSR communication model is the main force for creating strong synergy in achieving sustainable development. According to Octaviani et al. (2022) found that CSR activities cannot be separated from community empowerment. CSR activities are carried out with the aim of creating an empowered society through good communication strategies. Based on this, the aim of this research is to analyze the communication and groupthink performance carried out by PT MUJ's CSR partners as well as the obstacles to sustainable community empowerment programs.

II. RESEARCH METHODS

The research was conducted using qualitative methods. Data collection was carried out using an interview guide with members of PT MUJ's CSR groups (maggot group in Cililin, eel fish group in Karawang, and independent chicken feed group in Ciwastra Bandung) totaling ten informants who were selected purposively. The research design used is a case study because it is ideal for prioritizing exploration and building interpersonal closeness. The case study is part of a qualitative method that explores a case in more depth related to the sustainability of PT MUJ's CSR program. Qualitative data was collected through direct observation, FGD and in-depth interviews. Qualitative data analysis was carried out using NVIVO 12 and assisted manually. Qualitative data is presented in the form of description nodes, tables and quotations.

III. RESULTS AND DISCUSSION

A. Communication and Groupthink Performance of PT MUJ's CSR Partners

Performance is an analogy that describes the symbolic process of understanding human behavior in an organization. Communication performance supports the development of an organizational culture. This is caused by communication practices within the organization which ultimately builds a mutual agreement between members (Satria et al. 2022). Communication performance shapes organizational culture in creating and maintaining organizational reality. Organizational culture has dimensions including; ritual performance (task, personal, social, organizational), desire performance, social performance, political performance and enculturation performance. This can be seen in Figure 1 as follows.
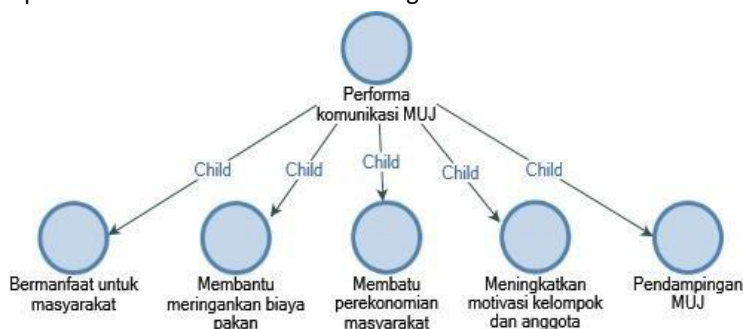

Figure 1. Node performance of PT MUJ's CSR communication program (2024)

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Figure Note:

Performa komunikasi MUJ (IDN): MUJ communication performance (ENG)

Bermanfaat untuk Masyarakat (IDN): Beneficial for society (ENG)

Membantu meringankan biaya pakan (IDN): Helps reduce feed costs (ENG)

Membantu perekonomian Masyarakat (IDN): Helping the community's economy (ENG)

Meningkatkan motivasi kelompok dan anggota (IDN): Increase group and member motivation (ENG)

Pendampingan MUJ (IDN): MUJ assistance (ENG)

Social performance is an extension of politeness and politeness for mutual cooperation between members. Sociability is an appearance that creates a group understanding of identification and includes unique things. The facts on the ground regarding social performance are that it is beneficial for society and helps the economy of the target community. This is supported by the statement of Frm (39) M, maggot group 1 and Sks (48) M, chicken feed group 3.

"Alhamdulillah aa, adanya bantuan dari MUJ ini bisa buat nambah-nambah uang belanja, kamarin juga bisa ajakin saudara saudara biar teu ngganggur di rumah aja, eta sekarang jadi semangat bekerja. Banyak bersyukur dengan adanya kegiatan ini aa." Frm (39) M, maggot group 1

"Alhamdulillah, the help from MUJ can increase spending money, I was also able to encourage my brothers and sisters not to be idle at home, they are now motivated to work. I am very grateful for the existence of this activity aa." Frm (39) M, maggot group 1.

"Hatur nuhun sami PT MUJ sareng sedayana ngrantosaken bantuan kagem abdi aa ngabantos sanget." Sks (48) M, chicken feed group 3.

"Thank you to PT MUJ and everyone for helping me to help me a lot." Sks (48) M, chicken feed group 3.

This empowerment program through the PT MUJ assisted group provides a breath of fresh air for the assisted community. One of the benefits obtained is by getting additional money from managing the maggot and chicken feed business. Members of the maggot group said that with the empowerment program they have now obtained permanent employment by managing the maggot cultivation business. Members of the chicken feed group said that the empowerment activities for the assisted community were very useful for filling their free time so that they became more productive.

The performance of communication that is repeated regularly and repeatedly is a ritual performance. Ritual performance that occurs among PT MUJ's partners in the partner group. Task rituals that help get work done. According to Littlejohn and Foss (2017) a ritual is something that is repeated continuously and has become a habit. Rituals are important because we must constantly renew our understanding of our common experiences. This is supported by the information of informants Snt (55) M, eel fish group 2 and Mmn (47) M, maggot group 2.

"Kegiatan ini cukup baru bagi kami, khususnya budidaya ikan sidat ini susah sekali. Kami tidak memiliki ilmunya. Akhirnya teman teman cukup banyak yang teu lanjutken eta (tidak melanjutkan) program ikan sidat." Snt (55) M, eel fish group 2

"This activity is quite new for us, especially eel fish cultivation is very difficult. We don't have the knowledge. In the end, there are quite a few friends who don't continue the eel fish program." Snt (55) M, eel fish group 2

"Urang teu bosen bosen ingatken urang sadaya sa kelompok untuk cobi cobi malih. Nami'na usaha gagal teh biasa wae tapi urang nyobi wae atuh te maggot." Mmn (47) M, maggot group 2

"I don't get tired of reminding all of us in the group to try and try again. It's normal to fail but we'll try anyway." Mmn (47) M, maggot group 2

Organizational rituals that involve all group members with the rules within the group. The facts on the ground are that there are still group members who are not involved, who are difficult to manage, and who have resigned. One of the rituals that is always carried out by group members is that Mmn does not get bored to provide motivation to all its members to bounce back from the failure of maggot cultivation. Motivation is one of human actions to encourage thoughts and feelings so that we do more positive things. Communication performance is used to socialize policies so that knowledge transfer occurs through a learning process from certain parties to other parties (Sriganda 2020). This motivation given to other group members provides small steps but has

a significant impact on members who feel hopeless about maggot cultivation. The facts in the field are that maggots cultivation activities are quite difficult in terms of breeding black flies as broodstock for maggots. Lack of experience does not prevent maggot cultivation members from giving up concrete steps by looking at social media (Youtube and Instagram) regarding maggot cultivation to increase knowledge.

> *"Iya aa teman teman itu terkadang masih bingung usaha pakan ayam ini. Mereka bingung dari segi formulasi buat pakan itu, padahal saya tidak bosan bosannya buat kasih tau mereka. Saya kasih contoh ke teman teman biar mereka bisa kembangkan sendiri."* Ents (45) M, chicken feed group

> "The group members are sometimes still confused about this chicken feed business. They are confused in terms of the formulation for the feed, even though I am not tired of letting them know. I give an example to my friends so that they can develop themselves." Ents (45) M, chicken feed group

> *"Bantuan ini kemarin mengajukan proposal itu, terus disetujuin. Tapi kami disitu nulis aa minta bantuan pendampingan dulu. Soalna maggot ini hal baru bagi kami kemarin belajar ke satu orang saya ajak teman teman tapi, orangnya yang bisa bikin usaha sendiri aa."* Endg (43) M, maggot group

> "We submitted a proposal for this program, and it was approved. But, there we wrote asking for assistance first. The problem is that maggots are something new for us. I took a friend to learn from one person, but the person is the one who can start his own business." Endg (43) M, maggot group

> *"Kami yakin usaha pakan ayam ini dapat maju, saya mengajak temen-temen untuk belajar ke Pak Heri itu teman saya yang sudah bisa bikin pakan. Biar kelompok kita bisa jual hasil pakan lebih banyak. Kami belajar sendiri tidak dibantu orang kantor."* Frds (39) M, chicken feed group

> "We are confident that this chicken feed business can progress, I invite my friends to learn from Mr. Heri, my friend who can already make feed. So that our group can sell more feed products. We learn on our own without the help of office people." Frds (39) M, chicken feed group

Political performance is exercising power to achieve everything and having enough control to maintain the group's legacy. This is supported by the statements of informants Mr. Endg, Ents, and Frds regarding political performance. The MUJ mentoring node has the power to invite group members to study and members have the aim of developing the business activities of PT MUJ's fostered partners. The facts in the field from informants Endg and Frds strengthen the idea that the group can progress without assistance from PT MUJ. Group cohesiveness to be able to progress together is one of the determining factors for the success of a service program (Hayati et al. 2023). The motivation carried out by members of this group aims to influence members to be more enthusiastic about developing the business they have been given. Group members involved in political performance have the goal of communicating their desires to influence others. Apart from performance, the beneficiaries were analyzed through the PT MUJ CSR Partner Group of Think with the target group.

Groupthink is a model of human thinking when they are involved in a cohesive group where all members strive for unanimity in decision-making. The groupthink phenomenon is triggered by three factors, namely; dominant leadership, high group cohesiveness and group provocative situations. According to Yim and Park (2021), groupthink is a group's collective belief that results in shared thinking where members consciously or unconsciously express negative views or feelings. Groupthink is a group spirit that is higher than cohesiveness which results in active communication between members to build morale and cohesiveness in solving problems. This can be seen in Figure 2 below.

Figure 2. Node group of think PT MUJ CSR program (2024)

Figure Notes:

Gak ada wakil (IDN): No representative (ENG)

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Semua dilakukan bareng-bareng (IDN): Everything is done together (ENG)

Tidak ada ketua kelompok (IDN): There is no group leader (ENG)

The relationship between groupthink theory in CSR programs for sustainable community empowerment so that we can understand the integrated thinking styles of a group of people. This is supported by research by Wirasahidan (2019) who found that interpersonal communication between group members creates close social relationships and does not provide distance between members without feeling awkward in expressing ideas. Groupthink Theory Theory refers to a mode of thinking where a group of people are involved in an in-group that has high cohesiveness. Groupthink Theory which occurs in groups assisted by PT MUJ occurs in negative situations. This was supported by informant Ysf (48) M, eel fish group 3.

"Kalo saya ya selalu pengennya baik sama anggota kelompok, tapi ya kadang namanya usaha sidat itu ada aja yang merasa benar sendiri. Akhirnya ya saya suka ngobrol sama anggota lain yang mau saya kasih tau aja. Saya mah teu maksa, kalo mau belajar hayu." Ysf (48) M, eel fish group 3

"I always want to be nice to group members, but sometimes it's called an eel business and there are people who feel right about themselves. In the end, I like to chat with other members who want to tell me. I don't force it, if they want to learn, come on." Ysf (48) M, eel fish group 3

Based on the statement above, it is found that empowerment activities in eel assisted groups run independently. Group members try to find information related to eel cultivation with each other. The chairman of eel fish group 3, chaired by Ysf, also has relaxed leadership and does not force members to always follow his orders. In this statement, it can be seen that the group leader has strong leadership, but on the other hand, this results in members' communication performance being reluctant to ask questions or have discussions related to the program being implemented. This is in accordance with the statement of Ccp (42) M, eel fish group.

"Saya kalau *ada kendala tidak langsung ke pak ketua, karena agak sungkan sama ketua, paling saya suka ngobrol sama mang Snta aja, kalau langsung saya takut salah ngomong."* Ccp (42) M, eel fish group.

"If I have any problems, I don't go straight to the chairman, because I'm a bit shy with the chairman, most of all I like to chat with Mr. Snta, if I'm direct I'm afraid of saying the wrong thing." Ccp (42) M, eel fish group

Group members felt that the group leader was nurturing to learn together about eel fish cultivation. But on the other hand, there is a kind of bottleneck communication that occurs between the management and the group leader when there are problems in the field. The stronger the chairman's leadership, the less the impact on communication performance which should run well.

B. Barriers to the PT MUJ's CSR Program

The principle of sustainability of an activity cannot be separated from including aspects: economic function, social function, environmental function. The sustainability of an activity cannot be separated from the obstacles and behavior of the activity's targets. The obstacle experienced by the PT MUJ assisted group was communication between group members. Communication between group members still lacks active participation, lack of support between members, indifference and lack of assistance in empowerment activities. This can be seen in Figure 3 as follows.
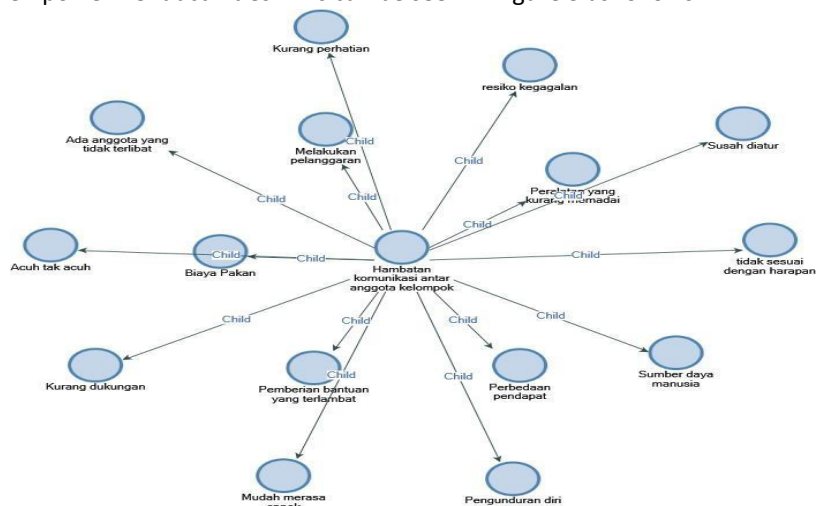

Figure Notes:

Hambatan Komunikasi antar anggota kelompok (IDN): Communication Barriers between group members (ENG)

Pemberian bantuan yang terlambat (IDN): Late provision of assistance (ENG)

Mudah merasa capek (IDN): Easily feel tired (ENG)

Pengunduran diri anggota (IDN): Member resignation (ENG)

Perbedaan pendapat (IDN): Dissent (ENG)

Sumber daya manusia (IDN): Human Resources (ENG)

Tidak sesuai dengan harapan (IDN): Doesn't meet expectations (ENG)

Figure 3. Nodes of PT MUJ CSR communication barriers (2024)

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Peralatan yang kurang memadai (IDN): Inadequate equipment (ENG)

Susah diatur (IDN): Obstinate ENG)

Resiko kegagalan (IDN): Risk of failure (ENG)

Melakukan pelanggaran (IDN): Committing a violation (ENG)

Kurang perhatian (IDN): Lack of attention (ENG)

Ada anggota yang tidak terlibat (IDN): There are members who are not involved (ENG)

Biaya pakan (IDN): Feed costs (ENG)

Acuh tak acuh (IDN): Indifferent (ENG)

Kurang dukungan (IDN): Lack of support (ENG)

The CSR concept is a business commitment to behave ethically and contribute to sustainable economic development by collaborating with various stakeholders. The CSR program run by PT MUJ provides benefits to improve welfare and sustainable development for the target community. According to Nurhazana et al. (2021) that it is time for CSR to supervise the fostered partner groups to determine programs are worth carrying out and provide benefits or not at all in calculating the value of social investment. The sustainability of the empowerment program is not only the company's role as a form of social responsibility but also requires the role of the target group to provide ideas that must be included in program planning. This is supported by Figure 3 which explains that there is a lack of participation from members of the assisted groups, a lack of support, a lack of attention from PT MUJ to participate in monitoring and overseeing the implementation of the CSR program. Provision of assistance that is not timely makes the target group anxious about continuing their business. This is supported by the informant Asp (34) M, eel fish group 1 and Shrmn (56) M, chicken feed group 2.

"*Punten Aa urang teh sadaya tos nyarios bantosan teh kedah waktuna sesarengan kabutuhan. Upami bantosan telat teu, tiasa neraskeun usaha ieu.*" Asp (34) M, eel fish group 1

"We have all said that help must be timely with the need. If the help is too late, we cannot continue this business." Asp (34) M, eel fish group 1

"*Abdi teh kurang keantosan duitna bade tumbas pakan ayam ieu, sebarahan bulan eyeuna harga na pakan (konsentrat) awis pisan euyy. Sabab urang teu tiasa nyieun pakan organik, ngarantos heula di campurken*" Shrmn (56) M, chicken feed group 2

"I can't wait to have money to buy this chicken feed, the price of the feed (concentrate) in a month is very expensive. Because we can't make organic feed, we have to mix it first" Shrmn (56) M, chicken feed group 2

The sustainability of the CSR program implemented cannot be separated from comprehensive communication between the giver and the recipient. Based on the informant's explanation, the assistance provided by PT MUJ was still not timely considering that cultivating eel fish takes three months from sorting to sale. This is supported by research by Larasati and Sunartiningsih, (2020) who found that empowerment program plans that have been prepared through a thorough roadmap help implement program activities from determining problems, implementing activities and benchmarking success to program evaluation. This eel farming group is still learning to develop their own eel fish business.
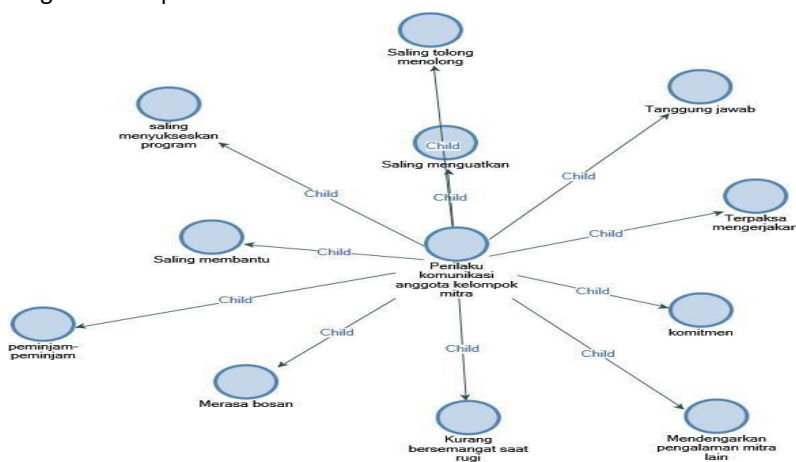

Figure 4 Communication Behavior Nodes for PT MUJ's CSR Assisted Group Members (2024)

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Figure Notes:

Perilaku komunikasi anggota kelompok mitra (IDN): Communication behavior of partner group members (ENG)

Kurang bersemangat saat rugi (IDN): Less enthusiastic when losing (ENG)

Mendengarkan pengalaman mitra lain (IDN): Listen to other partners' experiences (ENG)

Komitmen (IDN): Commitment (ENG)

Terpaksa mengerjakan (IDN): Forced to do it (ENG)

Tanggung jawab (IDN): Responsibility (ENG)

Saling menguatkan (IDN): Strengthen each other (ENG)

Saling tolong menolong (IDN): Help each other (ENG)

Saling menyukseskan program (IDN): Mutual success of the program (ENG)

Saling membantu (IDN): Help each other (ENG)

Peminjam-peminjam (IDN): Borrowers (ENG)

Merasa bosan (IDN): Feel bored (ENG)

Communication is the main capital in empowering society through CSR programs (Sumiati et al. 2022). PT MUJ's group of partners who have various business lines include; Chicken feed, maggot cultivation and eel cultivation currently still lack assistance. Community service programs have long-term goals so implementation requires quite a long time and group cohesion. This is supported by informants Endg (61) M, eel fish group and Frds (39) M, chicken feed group 3.

> *"Saya selama ini kegiatan usaha sidat juga tidak ada pendampingan/arahan dari PT MUJ. Bantuan ini kemarin mengajukan proposal itu, terus disetujuin, tapi kami disitu nulis aa minta bantuan pendampingan dulu. bareng aa."* Endg (61) M, eel fish group

> "I have not received any assistance/direction from PT MUJ while carrying out my business activities. The proposal was submitted yesterday, and approved, but we wrote there to ask for assistance first with you." Endg (61) M, eel fish group

> *"Kemarin belajar ke Pak Heri itu teman saya yang sudah bisa bikin pakan sama denger pengalaman beliau gitu sesama kelompok mah saling ngabantu lah. Komitmen na dipegang ini kegiatan juga untungnya juga buat kita sendiri atuh aa."* Frds (39) M, chicken feed group 3

> "I studied with Mr. Heri, my friend who can make food together. I listened to his experience, group members helped each other. If the commitment is upheld, the benefits are also for us." Frds (39) M, chicken feed group 3

The facts on the ground explain that the implementation of PT MUJ's CSR program only carries out the company's obligations to the surrounding environment without paying attention to the desires and needs of the target group. The behavior of group members who do not give up easily, like to learn and help each other. Group members felt that even though PT MUJ did not provide regular assistance, they felt grateful and enthusiastic to continue the program. However, the problem that occurs is that members are still reluctant to actively participate in continuing the cultivation of eels, maggots, and chicken feed. They have a firm commitment to always try to provide the best for other group members.

IV. CONCLUSIONS AND RECOMMENDATION

A. Conclusions

1. Ritual performance, desire, social, political and enculturation influence the communication culture of CSR partner groups. Therefore, benefit providers need to ensure that performance runs well so that organizational resilience becomes strong. Group of thinks that there is dominant leadership in the partner group has a positive impact on the resilience of the program being run. The stronger the leadership, the longer it will last, even if the ritual communication performance is slightly hampered.

2. In implementing the community empowerment CSR program, there are several obstacles, namely, lack of responsibility for their duties, indifference among group members, lack of support from both the environment and the company, performance results that do not match expectations, and the risk of failure that is still felt by the beneficiaries.

B. Recommendation

The sustainability of PT MUJ's CSR program has not been felt by the target group. This is due to a lack of planning and a clear roadmap, both short and long term. The next stage is the mentoring, evaluation and assessment process carried out by the company to measure and understand the impact of activities on environmental, social and governance aspects.

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1. This assistance must be carried out simultaneously and professionally and expertly in the field of the program that will be implemented by the community empowerment CSR partner.
2. Beneficiaries must prepare in advance for the stages of carrying out the CSR program starting from the schedule and community involvement.
3. A training center must be implemented for prospective benefit program recipients by experts in their fields so that CSR benefit recipients can carry out the program proposed to the company.
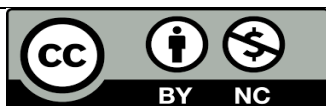
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