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The Influence of Communication and Relations on The CSR Program of PT.Pertamina Gas OWJA in Juntinyuat Village

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ABSTRACT

Corporate Social Responsibility (CSR) represents a company's commitment to addressing the interests of its stakeholders and the broader community. In the current business environment, long-term success is increasingly evaluated not just through financial outcomes, but also by how well a company supports sustainable development—economically, socially, and environmentally. CSR has evolved into a strategic approach aimed at generating mutual value for both businesses and the communities they operate in, moving beyond traditional philanthropic efforts. This research explores the extent to which Communication and Relationship factors influence the implementation of CSR initiatives at PT Pertamina Gas OWJA, specifically in Juntinyuat Village. The study applied a quantitative research design with a saturated sampling method. From an initial population of 80 individuals, a total of 70 respondents were analyzed after validating and testing the research instruments. Data were gathered using structured questionnaires and processed using IBM SPSS Statistics version 25. The analytical methods included descriptive analysis, classical assumption testing, correlation and regression analysis, F-test, and determination coefficient assessment. The findings reveal that Communication and Relationship variables have a statistically significant and positive effect on the CSR program, evidenced by an F-value of 528.651—well above the critical F-table value of 3.13. The coefficient of determination (R^2) was found to be 0.940, indicating that these two factors explain 94% of the variation observed in the CSR program's effectiveness.

Keywords: Communication, Relations, CSR Programs

I. INTRODUCTION

In Indonesia, the implementation of Corporate Social Responsibility (CSR) is legally mandated, most notably through Law No. 40 of 2007 on Limited Liability Companies and Law No. 25 of 2007 on Investment. These regulations require companies operating in natural resource-related sectors to engage in CSR as part of their contribution to sustainable development. Consequently, CSR extends beyond legal compliance and serves as a strategic instrument for achieving long-term environmental, social, and economic sustainability, while fostering meaningful partnerships with local communities. PT Pertamina Gas Operation West Java Area (Pertamina Gas OWJA), a state-owned enterprise in the energy sector, plays a crucial role in CSR implementation. Its 2024 flagship initiative, **Perkasa Bumiku**, represents an innovative, community-based program conducted in Juntinyuat Village, Indramayu Regency—an area vital for food production in West Java. The program consists of five integrated sub-programs: *Jaga Raga* (climate awareness), *Jaga Raya* (coastal conservation), *Jaga Karsa* (economic empowerment), *Jaga Budaya* (cultural preservation), and *Jaga Pangan* (agricultural productivity improvement). This initiative integrates local wisdom with the Sustainable Development Goals (SDGs) to strengthen community resilience and mitigate the long-term impacts of climate change. Although the program's success rate increased from 78% in 2022 to 89% in 2024, field observations reveal that community satisfaction and participation remain suboptimal. Several challenges persist—such as limited community involvement during initial planning, inaccuracies in beneficiary targeting, and concerns over the sustainability of outcomes once corporate support ends. These issues point to weaknesses in communication and relationship management between the company and the community, which may reduce the sense of ownership and undermine the long-term impact of CSR initiatives.

According to **Stakeholder Theory** (Freeman, 1984), corporate responsibility extends beyond shareholders to include all parties affected by a company's activities. This framework conceptualizes CSR as a collaborative process in which companies and stakeholders co-create value (Carroll & Shabana, 2010). Effective communication is therefore essential to ensure transparency, trust, and stakeholder engagement (Golob et al., 2017; Ihlen & Romenti, 2018), while strong relationships with communities serve as the foundation for sustainable partnerships and social capital development (Widhagdha et al., 2020; Zhang & Swanson, 2014). Drawing on these theoretical foundations, this study adopts the CSR implementation framework proposed by Prayogo (2020), which includes four key dimensions: planning, implementation, benefit realization, and evaluation. The conceptual model assumes that **Communication (X₁)** and **Relations (X₂)** significantly influence the **Effectiveness of CSR Programs (Y)**. Effective communication enhances clarity and legitimacy, whereas strong relations foster participation and sustainability.

Accordingly, this research aims to:

1. Examine how communication practices influence the effectiveness of CSR programs at PT Pertamina Gas OWJA.
2. Analyze the role of community relations in enhancing CSR program success.
3. Assess the combined effect of communication and relations on CSR effectiveness.

Based on these objectives, the following hypotheses are proposed:

- **H1:** Communication has a significant effect on CSR program effectiveness.
- **H2:** Relations have a significant effect on CSR program effectiveness.
- **H3:** Communication and relations jointly influence CSR program effectiveness.

This research contributes theoretically by enriching CSR and stakeholder management literature and practically by providing insights for corporate leaders, CSR policymakers, and communities on how to improve the quality, participation, and sustainability of CSR initiatives.

II. METHOD

Research Methodology

This study employed a quantitative research design in order to examine the influence of communication and relations on the effectiveness of CSR programs. A survey method was adopted as it is considered appropriate for collecting standardized data from a defined population. The research was conducted in Juntinyuat Village, Indramayu Regency, which represents the operational area of PT Pertamina Gas OWJA. The population consisted of 80 community members who had been directly exposed to the company's CSR initiatives. A saturated sampling technique was applied, meaning that all members of the population were eligible to participate. However, 10 respondents were excluded during the preliminary stage due to instrument validity and reliability testing, leaving a final sample size of 70 respondents.

The operationalization of variables was based on previous literature. Communication (X₁) was measured through indicators such as understanding, clarity of information, feedback, and transparency (Saleh et al., 2020). Relations (X₂) were assessed using dimensions including reciprocal interaction, participation, shared value creation, trust, and openness (Mulyana, 2020). The CSR Program (Y) was evaluated with indicators covering relevance to community needs, alignment with planning, community satisfaction, and sustainable impact (Agustina & Huda, 2022). Each variable was measured using a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). For data analysis, both descriptive and inferential statistical techniques were employed. The descriptive analysis was used to present respondent profiles and general trends in perceptions. Inferential analysis included the classical assumption tests (normality, linearity, and heteroscedasticity), correlation analysis, and regression analysis.

(simple and multiple) to test the proposed hypotheses. The F-test was applied to evaluate the simultaneous effects of communication and relations on CSR programs, while the coefficient of determination (R^2) was used to measure the proportion of variance explained. All statistical procedures were conducted using IBM SPSS Statistics version 25.

III. RESULTS AND DISCUSSION

Result

Descriptive Analysis

Table 1 Mean and Standard Deviations
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Communication	70	24	50	38.49	6.894
Relasion	70	29	60	46.07	8.350
CSR Programs	70	20	40	30.87	5.592
Valid N (listwise)	70				

Descriptive statistics show that Communication ($M = 38.49$; $SD = 6.894$), Relationship ($M = 46.07$; $SD = 8.350$), and CSR Program ($M = 30.87$; $SD = 5.592$) were all rated positively. Response ranges indicate moderate to low variability. Data were obtained from 70 valid respondents.

Responden Analysis

Table 2 : Total Score of the Communication Variable Assessment

No	Indicator	Total Score
1.	Understanding	434.3
2.	Enjoyment	422.9
3.	Influence on Attitudes	428.4
4.	Improved Relationships	427.1
5.	Action	438.6
		Total 2,151.3

Based on the data presented in the table above, the total assessment score for the Communication variable—evaluated by employees of PT Pertamina Gas OWJA and the beneficiaries (residents of Juntinyuat Village)—amounted to 2,151.3. The assessment percentage is 61%. These findings indicate that both PT Pertamina Gas OWJA employees and the beneficiaries perceive the company's communication efforts as Good, with a 61% approval rating under this variable.

Table 3 : Total Score Relations Variable Assessment

No	Indicator	Total Score
1.	Reciprocal Relationship	441.4
2.	Direct Involvement	438.5
3.	Active Participation	424.4
4.	Co-creation of Value	435.6
5.	Trust	428.5
6.	Information Transparency	438.6
		Total 2,607

Based on the table above, the total assessment score for the Relations variable—evaluated by employees of PT Pertamina Gas WJA and the beneficiaries (residents of Juntinyuat Village)—is 2,607. The assessment percentage is calculated as $2,607 / 4,204 = 0.62 \times 100\% = 62\%$. This result indicates that the evaluation of the Relationship variable by both PT Pertamina Gas OWJA employees and the beneficiaries (Juntinyuat Village community) falls into the “Good” category, with an overall approval percentage of 62%.

Tabel 4: Total CSR Program Variable Score

No	Indicator	Total Score
1.	Relevance to Community Needs	415.6
2.	Alignment with Planning	428.6
3.	Community Satisfaction with the Program	435.6
4.	Sustainable Impact	432.9
Total		1,712.7

Based on the table above, the total assessment score for the CSR Program variable—evaluated by employees of PT Pertamina Gas OWJA and the beneficiaries (residents of Juntinyuat Village)—is 1,712.7. The percentage score is calculated as $1,712.7 / 2,804 = 0.61 \times 100\% = 61\%$. This result indicates that the assessment of the CSR Program variable by both PT Pertamina Gas OWJA employees and the beneficiaries (Juntinyuat Village community) falls into the “Good” category, with an overall approval rating of 61%.

Multiple Correlation Analysis

Table 5: Results of Multiple Correlation Analysis of Communication and Relations on the CSR Program

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.970 ^a	.940	.939	1.385	.940	528.651	2	67	.000

a. Predictors: (Constant), Relasi, Komunikasi

b. Dependent Variable: CSR Programs

Based on Table 4.46, the significance value is 0.000, which is less than **0.05**, indicating a statistically significant correlation. The correlation coefficient (r) is 0.970, which signifies a very strong relations between Communication and Relations and the CSR Program.

Regression Analysis

Table 6: Results of Multiple Linear Regression Analysis of Communication and Relationships on the CSR Program

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.539	.948		.569	.571
	Komunikasi	.514	.106	.634	4.838	.000
	Relasi	.229	.088	.342	2.612	.000

a. Dependent Variable: Program CSR

The positive regression coefficients for Communication and Relationships indicate that, assuming all other variables remain constant, a one-unit increase in Communication (X_1) will increase the CSR Program score by 0.514, and a one-unit increase in Relationships (X_2) will increase it by 0.229, with a constant value of 0.539. This finding demonstrates that the communication and relationship efforts carried out by PT Pertamina Gas OWJA contribute significantly to improving the effectiveness and success of the CSR Program in Juntinyuat Village.

Hypotheses Testing

Table 7: Results of F-Test (Simultaneous Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2029.252	2	1014.626	528.651	.000b
	Residual	128.591	67	1.919		
	Total	2157.843	69			

a. Dependent Variable: Program CSR

b. Predictors: (Constant), Relasi, Komunikasi

Based on the data analysis results presented in Table 4.50, the significance value for the influence of Communication and Relationships on the CSR Program is 0.000, which is less than the threshold of 0.05. Additionally, the calculated F-value (F_{count}) is 528.651, which is greater than the critical F-value (F_{table}) of 3.13. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. These findings indicate that Communication and Relationships have a positive and significant simultaneous effect on the CSR Program, supporting the acceptance of Hypothesis H3.

Discussion

The findings of this study indicate that both communication and relationships have a significant and positive effect on the effectiveness of the CSR program implemented by PT Pertamina Gas OWJA in Juntinyuat Village. The regression results show that improvements in communication and relational quality lead to greater CSR effectiveness. Descriptive statistics also reveal favorable assessments for both variables, with communication and relationships rated as “Good,” at 61% and 62% respectively. These findings emphasize that the success of CSR initiatives is determined not only by financial investment or program design, but more importantly, by the quality of stakeholder interaction and engagement. This evidence strongly supports **Stakeholder Theory** (Freeman, 1984), which argues that corporations are accountable not only to shareholders but also to a broader set of stakeholders who are affected by corporate activities. In the context of PT Pertamina Gas OWJA, the success of the *Perkasa Bumiku* program depends largely on how effectively the company communicates its objectives and establishes trust-based relationships with local communities. Transparent and dialogic communication, as emphasized by Golob et al. (2017) and Ihlen and Romenti (2018), fosters mutual understanding, minimizes potential conflict, and enhances participation—ensuring that CSR initiatives are aligned with genuine community needs. The study further demonstrates that relationship quality plays an equally critical role in determining CSR performance. Strong relational ties, characterized by trust, reciprocity, and co-creation of value, enhance community ownership and ensure program sustainability.

This finding is consistent with the arguments of Widhagdha et al. (2020) and Zhang and Swanson (2014), who note that effective stakeholder relationships promote social capital and strengthen the long-term impact of CSR initiatives. In Juntinyuat Village—an agricultural and coastal area highly vulnerable to climate change—trust and collaboration between the company and the community are essential for sustaining environmental and social resilience. Moreover, the multiple correlation coefficient ($R = 0.970$, $\text{Sig.} = 0.000$) suggests that communication and relationships interact synergistically rather than functioning independently. Effective communication enhances awareness, legitimacy, and understanding, while strong relationships reinforce commitment and cooperation. Together, these factors create a reinforcing cycle that amplifies CSR outcomes. This supports the view of Carroll and Shabana (2010) that CSR should evolve from traditional philanthropy into **strategic CSR**, emphasizing collaboration and shared value creation between companies and stakeholders. These findings also respond to broader CSR challenges in Indonesia, where many programs face difficulties related to sustainability, beneficiary targeting, and community engagement once corporate support is withdrawn. By empirically demonstrating the crucial roles of communication and relationships, this study underscores the importance of designing CSR initiatives that are participatory, transparent, and grounded in long-term partnership. From a practical perspective, the *Perkasa Bumiku* program illustrates that when corporations prioritize transparent communication and foster relational trust, CSR efforts become more legitimate, inclusive, and sustainable. Organizations should therefore institutionalize two-way communication mechanisms and encourage community participation throughout the CSR lifecycle—from planning to monitoring and evaluation. By involving stakeholders as active collaborators rather than passive recipients, CSR programs can generate enduring social, economic, and environmental value.

IV. CONCLUSIONS

Implications and Contributions

This study offers several theoretical and practical implications. Theoretically, it enriches the body of knowledge concerning the influence of communication and relationships on the effectiveness of Corporate Social Responsibility (CSR) programs, particularly within the context of state-owned enterprises in Indonesia. It provides a comprehensive framework that highlights the

essential role of interpersonal and organizational dynamics in ensuring CSR success, which may be applicable to similar contexts in other developing regions. Practically, the research presents actionable insights for CSR practitioners and corporate decision-makers. For PT Pertamina Gas OWJA, the findings underline the importance of enhancing communication strategies and relationship-building efforts with stakeholders, especially local communities. Specific attention should be given to increasing active participation and aligning CSR initiatives with actual community needs through participatory and culturally grounded approaches. Moreover, the research contributes to policy discourse by advocating for CSR models that prioritize community engagement and sustainability over short-term branding.

Research Limitations

While the study provides valuable findings, it is not without limitations. First, the research was conducted within a single geographic location—Juntinyuat Village—which may limit the generalizability of the results to other regions or industries. Second, the study relied on cross-sectional data, which captures only a snapshot in time and may not reflect long-term trends or evolving community perceptions. Third, data collection was based on self-reported surveys, which may be subject to respondent bias, including social desirability or misunderstanding of survey items. Additionally, this study focused solely on two independent variables—communication and relationships—while other potential influencing factors such as organizational culture, leadership style, economic conditions, and political dynamics were not examined.

Suggestions for Future Studies

Future research could address the limitations of this study by expanding the scope across multiple villages or regions to improve external validity. Longitudinal research designs are also recommended to capture the dynamic nature of CSR implementation and its long-term impacts on communities. Moreover, future studies could incorporate additional variables such as community empowerment, stakeholder trust, cultural values, or digital communication strategies to obtain a more holistic understanding of CSR effectiveness. Qualitative methods, such as in-depth interviews or participatory observation, could complement quantitative data to gain richer insights into the lived experiences of both company representatives and community members. Lastly, comparative studies between state-owned and private companies in CSR implementation could offer a broader perspective on best practices and challenges in stakeholder engagement across different corporate contexts.

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