



# Implementation of The Corporate Social Responsibility Program of PT. Adaro Indonesia as a Community Empowerment Effort

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## ABSTRACT

The Corporate Social Responsibility (CSR) program in its implementation is difficult to separate from community empowerment. Referring back to the purpose of carrying out this corporate social responsibility program, namely to create an empowered community, especially the people who live within the company's own environment. CSR as an effort to handle the impact of company development is a reflection of the company's concern for the impact of social, economic and environmental conditions in the vicinity. This research is to see how the implementation of Corporate Social Responsibility (CSR) programs conducted by PT. Adaro Indonesia, which has administrative operational areas located in Tabalong Regency and Balangan Regency, South Kalimantan Province, can contribute to community empowerment in several villages in the area around the company which are divided regionally. Purposive sampling technique was used in determining the informants according to the existing criteria, namely those who were directly involved in the process of implementing the CSR program of PT. Adaro Indonesia. The realization of the Corporate Social Responsibility program of PT. Adaro Indonesia, namely "Adaro Turns On Change, which targets several sectors, namely education, the environment, and the economy.

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## 1. Introduction

The Corporate Social Responsibility (CSR) program or corporate social responsibility is a form of basic method that is not only beneficial for the company itself but also the environment around the company (Sri Urip, 2014:3)<sup>1</sup>. Quite a lot of companies or organizations are still not aware of their social responsibilities to the community around the mining operation location. This makes the company seen as unfavorable in the eyes of the community, and even often causes conflict between the community and the company. With a good relationship with the community, it is certainly easier for companies to gain trust and a positive image from the public. So of course the company must establish good relations with the community so that the company's goals can run according to what is planned.

One form of corporate social responsibility to the community around the company's operations is an activity from the Corporate Social Responsibility (CSR) program. Where the company should carry out, even though not all companies implement and carry out Corporate Social Responsibility

<sup>1</sup> Urip, Sri. (2014). Strategi CSR Tanggung Jawab Sosial Perusahaan untuk Peningkatan Daya Saing Perusahaan di Pasar Negara Berkembang. Literati. Tangerang Selatan

(CSR) programs well. Companies often perceive that Corporate Social Responsibility (CSR) activities are a waste because the company's budget is mostly absorbed by Corporate Social Responsibility (CSR) activities that are not profitable. (Totok, 2014:157)<sup>2</sup>.

Corporate Social Responsibility (CSR) is a form of commitment by the company or the business world to contributing to sustainable economic development and focusing attention on economic, social, and natural environmental aspects (Ardianto, 2011)<sup>3</sup>. Several policies were made, such as Law Number 40 of 2007 concerning Limited Liability Companies which states that social and environmental responsibility is the company's commitment to participate in sustainable economic development to improve the quality of life and the environment that is beneficial, both for the company itself, the local community, and society in general. Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies aims to realize sustainable economic development in order to improve the quality of life and the environment that is beneficial for the local community and society in general as well as the company itself in order to establish a harmonious, balanced, and sustainable corporate relationship. in accordance with the environment, values, norms, and culture of the local community. This shows that the CSR program is not only intended as a form of feedback on the use of the natural surroundings for the company but also aims to motivate companies to always pay attention to the environment.

CSR as an effort to handle the impact of company development is a reflection of the company's concern for the impact of social, economic, and environmental conditions in the vicinity. Initially, the most common form of CSR program was the provision of assistance to local company organizations and community groups. However, as time goes by, more and more companies are realizing that they are more focused on empowering community capacity than just taking a socio-caritative approach to look good. At this time, many companies see CSR programs not only as brand differentiation but also as a way to obtain a license to operate as well as a company risk management strategy in the long term (Suharto, 2008)<sup>4</sup>. Pranoto and Yusuf (2016)<sup>5</sup> confirm that the CSR program has many forms because it was created independently by the company without compromising the code of ethics. Initially, many program implementations were used as a form of positive corporate image and not fully voluntary by companies for economic development, but now it seems that the paradigm has shifted towards a sense of responsibility to the local community.

CSR is a form of corporate responsibility to external parties, namely stakeholders, especially the community or community, both around the company's operational areas and outside the company (Fauzi, 2015)<sup>6</sup>. CSR that is effective and in accordance with location conditions is one that focuses on increasing collectibility as well as coaching and monitoring the fostered partners to be able to be independent. A corporate social care program for the community around the company in Corporate Social Responsibility (CSR) is one option that is considered capable of bridging public needs with the company's image which is needed to communicate well with the public, especially residents who live close to the company's operational location.

That way it will be known that the communication strategy is not only through mass media, but can also be in the form of making programs directly based on community needs. In addition, this research is to see how the implementation of Corporate Social Responsibility (CSR) programs is carried out by PT. Adaro Indonesia, which has administrative operational areas located in Tabalong

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<sup>2</sup> Mardikanto, Totok. (2014). CSR (Corporate Social Responsibility) tanggungjawab sosial korporasi. Bandung. Alfabeta.

<sup>3</sup> Ardianto, E., & Machfudz, D. M. (2011). Efek Kedermawanan Pebisnis dan CSR. Jakarta: PT Elex Media Komputindo.

<sup>4</sup> Suharto E. (2008). Menggagas Standar Audit Program CSR. Mengapa Standar Audit Program CSR: Implementasi UU Perseroan Terbatas. 6<sup>th</sup> Round Table Discussion

<sup>5</sup> Pranoto AR, Yusuf D. (2014). Program CSR berbasis pemberdayaan masyarakat menuju kemandirian ekonomi pasca tambang di Desa Sarijaya. Jurnal Ilmu Sosial dan Ilmu Politik. 18(1):39-50.  
doi:10.22146/jsp.13094

<sup>6</sup> Fauzi, Fiqih. (2015). Implementasi CSR Pada Program Kemitraan dan Binaan Lingkungan Perum Percetakan Uang Republik Indonesia. <http://repository.uinjkt.ac.id/dspace/bitstream/123456789/31869/1/FIQIH%20FAUZI-FDK.pdf>. diakses 2 Mei 2022

Regency and Balangan Regency, South Kalimantan Province, can contribute to community empowerment in several villages in the area around the company which is divided regionally.

PT. Adaro Indonesia as a company engaged in the management of natural resources, namely coal, started its Corporate Social Responsibility (CSR) program in 1994, from the start of the company's operations in the Tabalong Regency area. At the beginning of the implementation, the programs implemented were still in the form of donations (charity) without the provision of strategic and long-term planning. Along with the regulations/regulations regarding the obligation of every company to carry out CSR activities, now companies are starting to develop CSR activities in a long-term direction or what is called post-mining. The main objectives of the CSR program of PT. Adaro Indonesia's goal is to create an independent and sustainable post-mining society.

A company can be guided by the Triple Bottom Line (TBL) concept, also known as the 3P (Profit, People, and Planet) in carrying out its Corporate Social Responsibility (CSR) program. This concept has three meanings as follows: a). Profit, which is the responsibility of the company, where the directors and commissioners of the company get the responsibility of the shareholders to create, collect, and grow profits, b). People are a corporate social responsibility to consumers, and employees, especially to the surrounding community where the company operates, that the company's existence always strives for positive impacts and maximally minimizes negative impacts that may occur, c). The planet is a corporate social responsibility to participate in preserving the environment by not doing damage, not polluting the environment, and also considering the efficient use of natural resources to protect the lives of future generations. So the purpose of this study, namely to determine and analyze the implementation of the Corporate Social Responsibility (CSR) Program conducted by PT. Adaro Indonesia in several villages around the company's operations located in Tabalong Regency, South Kalimantan Province.

The researcher conducting this research refers to a journal entitled, "Implementation of Corporate Social Responsibility Programs in Order to Realize Sustainable Development in the Environmental Sector (Study on CSR Joint Operating Body Pertamina-Petrochina East Java in Rahayu Village, Soko District, Tuban Regency" by (Aulia, Rifka: 2014)<sup>7</sup>. The results of this study state that the successful implementation of the JOB P-PEJ CSR program is influenced by several supporting and inhibiting factors. The supporting factors come from internal and external companies. While the inhibiting factors are also influenced by internal and external companies. Therefore, it is very necessary to have better management internally and externally as well as better relations between all actors involved in the implementation of CSR programs at JOB P-PEJ so that the CSR implemented can be successful and on target.

For the next, the researcher uses the reference journal Corporate Social Responsibility (CSR) and its Strategy for Increasing Community Satisfaction and Socio-Economic Impact of the Community (Arsyad, Sudarijati: 2017)<sup>8</sup>, in which the results of this research are the implementation of strategies using importance-performance analysis, which The strategy applied is to make continuous improvements so that performance attributes (expectations from the CSR program) can increase and maintain so that performance does not decrease and be managed seriously so as not to cause disappointment in the community.

This research has similarities with previous studies, namely, similarities in researching the implementation of Corporate Social Responsibility programs in companies. While the difference between previous research and this research is the Corporate Social Responsibility program implemented in the company in an effort to empower the community around the company's operations, the methods used, and the final results of each research.

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<sup>7</sup>Aulia, Rifka., Suryono, Agus. (2014). Implementasi Program Corporate Social Responsibility dalam Rangka *Mewujudkan Sustainable Development* di Bidang Lingkungan (Studi tentang *CSR Joint Operating Body Pertamina-PetroChina East Java*). Jurnal Administrasi Publik (JAP), Vol. 2, No. 4, Hal. 608-612

<sup>8</sup> Arsyad, Sudarijati. (2017). Program Corporate Social Responsibility (CSR) dan Strateginya Untuk Peningkatan Kepuasan Masyarakat Serta Dampak Sosial Ekonomi Masyarakat. Jurnal AgribiSains ISSN 2550-1151 Volume 3 Nomor 1.

The stages of implementing Corporate Social Responsibility according to (Anata (Ardianto, 2011)n, 2009)<sup>9</sup>, are: (1). The first step is to observe the problems that occur in the environment around the company and provide answers to problems or solutions to overcome these problems. (2). The second step is that the company prepares funds and distributes these funds to carry out the first step. (3). The third step is to monitor activities through direct visits. (4). The fourth step is that the company evaluates regularly and makes the evaluation results a guide in implementing other programs.

The implementation of CSR implemented by corporations begins voluntarily by large companies and then develops and undergoes a longer learning process so that the design and implementation are developed. The implementation of CSR carried out by domestic companies is not multidimensional in addition to supporting the company's long-term goals. The implementation of CSR for business activities in the field of natural resources or related to natural resources according to Solihin (2008)<sup>10</sup> can be seen as a preventive measure to prevent the occurrence of greater negative impacts that can be caused by companies engaged in these industries.

Kotler and Lee (2005)<sup>11</sup> state that there are 6 categories of CSR programs, namely: (1) Cause Promotions, this program is carried out by providing company-owned funds or resources to raise public awareness of social activities, support fundraising, community participation and recruitment of volunteers for an activity; (2) Cause-Related Marketing, the company provides a percentage of income as a donation for certain social activities or problems; (3) Corporate Social Marketing, companies develop and implement campaigns to change people's behavior with the aim of improving public health and safety, preserving the environment, and improving community welfare; (4) Corporate Philanthropy, companies providing donations or charitable funds to certain communities as a form of grants for infrastructure development or human resource development; (5) Community Volunteering, the company's employees set aside their time voluntarily to help local community social organizations; and (6) Social Responsible Business Practice, the company conducts business activities outside the company's activities to support social activities with the aim of improving welfare and preserving the local environment.

CSR arises due to the company's awareness that long-term sustainability is more important than profitability. This encourages companies to take responsibility for the surrounding environment for the impacts it causes by interacting to create the trust that shapes sustainability through various CSR programs that are held (Sudrajat and Nurdiansyah 2017)<sup>12</sup>. As stated in ISO 26000 regarding Guidance on Social Responsibility, companies are responsible to consumers, employees, investors, as well as the community and the environment to minimize losses. Forms of responsibility to the community and the environment include carrying out CSR programs, especially those related to improving the quality of the environment, taking into account cross-sectoral impacts in the production process by sustainably utilizing natural raw materials, and applying the principles of SIDEC (Sustainability, Independence, Diversity, Equity), Cohesion) in environmental management and utilization.

Since the beginning of PT Adaro Indonesia's establishment, this leading coal mining company and the second-largest coal producer in Indonesia has paid attention to social and community development, especially in the communities around the company's operational areas. Awareness of PT. Adaro Indonesia that the business growth achieved involves the participation of the community behind the implementation of CSR in the social aspects of society through programs that are empowering and provide long-term benefits. For these benefits to be felt directly, community

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<sup>9</sup> Anatan, L. (2009). Corporate Social Responsibility (CSR): Tinjauan Teoritis dan Praktik di Indonesia. *Jurnal Manajemen Maranatha Christian University*, 8(2), 66-77. Retrieved from [majour.maranatha.edu/index.php/jurnalmanajemen/article/view/220](http://majour.maranatha.edu/index.php/jurnalmanajemen/article/view/220)

<sup>10</sup> Solihin I. (2008). *Corporate Social Responsibility From Charity to Sustainability*. Jakarta: Salemba Empat.

<sup>11</sup> Kotler P, Lee N. (2005). *Corporate Social Responsibility: Doing The Most Good For Your Company And Your Cause*. Hoboken: John Wiley and Sons, Inc

<sup>12</sup> Sudrajat D, Nurdiansyah DH. (2017). Peranan program csr Perbankan dalam Meningkatkan Kesejahteraan Masyarakat di Kabupaten Karawang. *Jurnal Manajerial*. 2(2):1-13. doi:10.17509/manajerial.v16i1.10436

involvement is needed. The CSR program developed for the community is expected to create independence in the community both economically, socially, and environmentally. The principle of implementing the CSR program is carried out based on corporate values, government regulations, Sustainable Development Goals, and the three pillars of sustainable development, namely the triple bottom line.

## 2. Methods

Descriptive qualitative research is used in this study because researchers want to find accurate facts that provide reliable results (Tanzeh & Arikunto, 2004)<sup>13</sup>. The constructivist approach was chosen in this study because everyone has a different understanding even though they are in the same incident. Based on each person's different background, it will be used to respond to an event (Butsi, 2019)<sup>14</sup>. Data was collected using in-depth interviews, observation, and documentation. The questions asked to aim to get the depth of information (Ruslan, 2013)<sup>15</sup>.

Interviews were conducted with someone who knew information about the problems to be studied or are commonly referred to as informants (Ruslan, 2013)<sup>16</sup>. The purposive sampling technique was used in determining the informants according to the existing criteria, namely those who were directly involved in the process of implementing the CSR program PT. Adaro Indonesia. Informants who fit these criteria are:

- (1). External Relations Senior Department Head, Mr. Idham Kurniawan as informant 1
- (2). Corporate Social Responsibility Superintendent, Mr. Supianur as an informant
- (3). Corporate Social Responsibility Supervisor, Mr. Salih as informant 3
- (4). Corporate Social Responsibility Database Administrator, Mr. Yudi as informant 4
- (5) Stakeholder/Gallor of Kalahiyang Village as informant 5
- (6) Balida Village Stakeholders as informants 6

Informants were selected purposively based on certain predetermined criteria, especially those related to data on the Corporate Social Responsibility activities of PT. Adaro Indonesia in developing programs for rural communities around the company's operations. The total number of informants in this study was six people. They were chosen as informants because they were considered to best understand the problem being studied. Triangulation of data or the validity of research data in qualitative methods through several ways such as credibility, transferability, dependability, and also confirmability (Ruslan, 2013)<sup>17</sup>. In this study, the results of data triangulation can be seen from the results of interviews and observations with various informants so that they get various perspectives and obtain data that are close to the truth.

In qualitative research, data is obtained from various sources, using various data collection techniques, and is carried out continuously until the data is saturated (Sugiyono, 2013:87)<sup>18</sup>. By using data analysis techniques in the form of interactive analysis techniques, where when conducting interviews with respondents, researchers have analyzed the answers to be asked. If the answers asked after being analyzed are not satisfactory, the researcher will continue the questions again, to a certain stage, and credible data are obtained.

## 3. Results and Discussion

In its implementation, the CSR program of PT. Adaro Indonesia has various forms of 5 pillars in program implementation, namely education, health, economy, socio-culture, and security, and one specific pillar, namely sustainable development performance which is implemented in the target

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<sup>13</sup> Tanzeh, A., (2004). Pengantar Metode Penelitian. Yogyakarta: Teras

<sup>14</sup> Butsi, Febri Ichwan. (2019). Memahami Pendekatan Posotovis, Konstruktivis, dan Kritis dalam Metode Penelitian Komunikasi. Jurnal Ilmiah Ilmu Komunikasi Communique. Vol. 2 No. 1. e-ISSN LIPI: 2622-7290

<sup>15</sup> Ruslan, R. (2013). Metode Penelitian Public Relations dan Komunikasi (1st ed.). Jakarta: PT. Rajagrafindo Persada

<sup>16</sup> Ibid.,

<sup>17</sup> Ibid.,

<sup>18</sup> Sugiyono. (2013). Metodologi Penelitian Kuantitatif, Kualitatif, Research & Development. Bandung: Alfabeta

villages around the company's operations located in Tabalong Regency, South Kalimantan Province. The determination of the assisted villages is made based on the geographical location of the village based on the company, the principle of benefits from using the village's potential, and the villages that are passed by the company's operational heavy equipment. The program received by each village will be adjusted to the potential and constraints of the village.

Community Development itself is defined as Development activities directed at increasing public access to achieve better social, economic, and cultural conditions when compared to previous development activities. In essence, community development is a process of socio-cultural adaptation carried out by industry, and central and local governments towards local community activities (Rudito, 2003: 2).<sup>19</sup>

Realized investment in social development in the context of the Corporate Social Responsibilities (CSR) program of US\$7.3 million, from US\$4.1 million in 2019 with the tagline "Adaro Turns On Change". Adaro's Realization of Turn on Science, including the Scholarship Program within the framework of the Indonesia Bright Future Leaders (IBFL) program, with a total of 331 beneficiaries, consisting of 3 masters level students, 288 undergraduate students, and 44 vocational scholarships (including 236 student scholarships from the Adaro Bangun Negeri Foundation, Adaro Santri Sejahtera (PASS), entrepreneurship development in 6 Islamic boarding schools. As for the Adaro Nyalakan Sejahtera Realization program, including the Realization of the Village Development (BISA) program in 53 villages of Ring 1 Tabalong. East Barito, South Barito, Hulu Sungai Utara and Barito Kuala. Poring farming for 300 families in Balangan and 1,717 farmers in Tabalong.

For the Adaro Turn on Raga Realization program, including Adaro Clean Water and Sanitation, development programs, and clean water supply in the villages of Tamiyang and Warukin. Adaro's program for the realization of Turn on Culture includes the development of 1 Racah Mapulang cultural market in Balida Village, Paringin Regency, and assistance in completing the construction of a mosque in Batu Piring Village. Finally, there is the realization of Adaro Nyalakan Lestari which includes the development of the Bakut Island Nature Park, the development of the Kalulut Palace program as an eco-farming program in Kambitin Village, training and development of the Local Garbage Processing Site Program for villages in the Regional Ring 1 of Tabalong Regency.

For the economic aspect, PT. Adaro Indonesia distributed a total Economic Value of US\$2,328.2 million. Contribute directly to the development of the country's economy through the payment of taxes and royalties worth US\$452.9 million, in addition to providing coal to PLN and participation in the construction of power plants in the country. Collaborating with 154 partners to jointly support economic growth in the region.

There are three efforts according to Sumaryadi (2005: 11)<sup>20</sup> that can be done to empower the community, namely: (1) strengthening the power and potential of the community by taking positive steps for development, (2) Encouraging, and providing motivation to increase awareness of potential, (3) providing various inputs as access and opening up opportunities for the community. However, with all the efforts that have been mentioned, there is one important effort that must be made in community empowerment, namely increasing the level of education, health, access to capital, technology, information, and others.

PT Adaro Indonesia realizes its social responsibility through several programs, namely 1. Economics, 2. Education, 3. Health, 4. Socio-cultural, and 4. Environment. The process of formulating and determining PT Adaro Indonesia's CSR program is carried out by the Corporate Social Responsibility Work Team (TJSP) which was formed and determined through the Decree of the Regent of Tabalong Regency. In all the programs implemented by the company, the community is one element that cannot be forgotten. The community is an important element that needs to be considered in the

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<sup>19</sup> Rudito, (2003: 2) sebagaimana dikutip dalam dokumen "Pedoman Pengembangan Masyarakat di Sektor Energi dan Sumber Daya Mineral".

<sup>20</sup> Sumaryadi, I Nyoman, (2005). *Perencanaan Pembangunan Daerah Otonom dan Pemberdayaan Masyarakat*. Jakarta: CVCitra Utama

midst of company operations. In other words, companies must be able to bring people prosperity and independence in their lives without losing the existing social and cultural order.

There are two theories that rationalize why companies have incentives to implement CSR. The first theory is the Stakeholder Theory, which in this theory provides the view that the company's existence is not only to maximize the wealth of the shareholders, but can also to serve the interests of the company's stakeholders, such as employees, suppliers of goods, the government, and the people who live around the company.

The second theory is an economic theory. Where in the economic literature discusses CSR by linking the company as one of the producers of goods/services. This is in line with the opinion expressed by Tsukamoto in Rusdianto (2013: 21)<sup>21</sup> that the more CSR practices are carried out by companies, various economic studies will show that the company's actions in generating profits when doing CSR are not contradictory actions.

Corporate Social Responsibility (CSR) is a responsibility that is fully held by an organization for the impact of activities carried out on the community and the environment around the company through transparent and ethical behavior that is consistent with sustainable development and prioritizes the welfare of the community. In addition, CSR is carried out to always pay attention to the interests of stakeholders, in accordance with applicable law. One of the advantages of the company in carrying out CSR activities is that it can improve a positive image, if the company can carry out activities that are beneficial to many parties, the company will certainly get good feedback as well. In addition, the implementation of CSR in a company will certainly help the community to improve their welfare.

#### 4. Conclusion

Based on the results of research on the implementation of the Corporate Social Responsibility Program of PT. Adaro Indonesia as a Community Empowerment Effort, it is concluded that: (1) The success rate of CSR Program Implementation has a fairly high level as evidenced by the company's awareness that the programs provided must be able to empower and encourage community independence, the CSR team always innovates and continues to carry out programs that adjusted to the needs of the community so that the sustainability of the implementation and realization of the program arises. As for minimizing program failures, the CSR team of course conducts research first before implementing and continuing program planning. The CSR team of PT. Adaro Indonesia has also carried out 4 stages in implementing the Adaro Turn on Change program so that the company's goals can be achieved properly. Face-to-face and communication interactions carried out by the team with beneficiaries or villages in the program planning are very helpful in the ongoing process of implementing the Corporate Social Responsibility program.

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<sup>21</sup> Rusdianto, Ujang. (2013). *CSR Communication a Framework for PR Practitioners*. Yogyakarta: Graha Ilmu

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