

## **The evaluation study of triple bottom line-based CSR program implementation in the local community food processing industries: Case study of corporate social responsibility program of PT. EMP Malacca Straits, in Meranti Island**

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### **Abstract**

Nowdays, doing business ethically, correctly, honestly, fairly, and responsibly is not enough to maintain and take care of the company existence to be accepted by the community. Companies are required to be more sensitive and aware of their responsibilities in accommodating stakeholder interests. The presence of the corporate social responsibility (CSR) concept is the answer as well as one of the means for companies to come into direct contact in making the greatest contribution to stakeholders. This thing became the basis of various CSR activities carried out by PT Energi Mega Persada Tbk. In the 2013 all business units focused on CSR programs to achieve 6 targets - increasing income, quality of education, quality of health, quality of human resources, infrastructure and community facilities, and advancing local organizations. Based on these explanations, the researcher is interested in researching and focusing this research on the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry. Through this research, researchers want to understand and explain how the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry. It used a qualitative approach with a single case study design. The results of this research were expected to provide various recommendations related to communication innovation, regarding how the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry. In addition, this research is expected to inspire and become a role model for companies that will implement CSR programs based on the triple bottom line concept for the creation of sustainable development. Academically, this research is expected to be a reference for further research, and can enrich the scientific field of communication, especially Public Relations, regarding the discussion of the analysis of CSR programs.

**Keywords:** Evaluation, CSR, Industry, Local food

### **1. Introduction**

Nowdays, doing business ethically, correctly, honestly, fairly, and responsibly is not enough to maintain and take care of the company existence to be accepted by the community. Companies are required to be more sensitive and aware of their responsibilities in accommodating stakeholder interests (Irawan, 2014:217)<sup>[4]</sup>. The presence of the corporate social responsibility (CSR) concept is an answer as well as one of the means for companies to come into direct contact in giving the greatest contribution to stakeholders.

For this reason, the Company's involvement in continuously adding value to the environment in which the Company operates, is a necessity and a commitment that needs to be maintained. Thus, the Company can become a trusted partner for many parties, especially the community and government in developing the environment and people. In line with this, the Company must encourage the realization of improved quality of life, through the development of programs that support sustainable development including aspects of the economy, health, education and environmental management, involving the care of workers, the local community, the government and society at large.

The existence of the company is certainly not one reason to implement CSR. Basically CSR is a part of commitment to the community. This is what Energi Mega Persada Ltd, Tbk which views that the company is committed to building and

developing programs that support sustainable development including aspects of the economy, health, education and environmental management to improve the quality of life of the community

This this became the basis of various CSR activities carried out by Energi Mega Persada Ltd, Tbk. The framework and objectives of the CSR programs in the Company implemented in each business unit have been formulated through a series of social planning with participatory methods involving the Company and stakeholders in the local area. In 2013 all business units focused on CSR programs to achieve 6 targets - increasing income, quality of education, quality of health, quality of human resources, infrastructure and community facilities, and advancing local organizations (Annual Reports EMP, 2013: 127)<sup>[13]</sup>.

In practice, starting a CSR program is certainly not easy but maintaining and ensuring the sustainability of a CSR program is considered the most difficult. When talking about program sustainability, it is inseparable from massive public involvement in supporting the program. Of course, the managerial ability to implement CSR programs is also a vital thing to master. The final stage of a series of CSR programs is the evaluation process. Where this process is the most important stage in determining the sustainability of program.

The concept of sustainable development practiced by EMP, according to Goel (2010), argues that sustainable

development is part of efforts to fulfill the needs of the generation without compromising the ability of future generations to meet their own needs. The way to do that is to try to integrate three lines: economic, social, and environmental (Alhaddi, 2015) <sup>[1]</sup>. It is clear that the application of triple bottom line concept to CSR programs implemented by EMP is oriented towards sustainable development that seeks to balance the benefits, the preservation of nature, and community empowerment. In addition, the application of triple bottom line concept is part of the responsibility for future generations.

To date, the obstacles that are still found in the field in implementing CSR are cost issues, competent human resources, distribution of activities and determination of targets, forms of activities, licensing and regulatory issues, lack of partnerships, socialization of activities, understanding of implementation and evaluation in the field, and there are still many individuals who make illegal levies in the field (<https://swa.co.id>). From this explanation it is implied that the understanding of evaluation in the field is one of the crucial obstacles to be analyzed by both practitioners and academics observing CSR.

Regardless of the implementation CSR program is not easy, but in fact the company's stretch in implementing CSR is increasing. One of the portraits was shown through the increasingly competitive CSR award event. The hard work and seriousness of EMP in implementing CSR was then rewarded with 4 GREEN PROPER awards which showed that the community development program implemented by the Company received positive recognition from the government.

The CSR program implemented by the EMP is engaged in the economic development sector of the community, education sector, health sector, infrastructure. One of the leading CSR programs implemented by PT Energi Mega Persada Tbk. (EMP), namely the "Development of Sago Processed Food Products" program in Bagan Melibur Village, Lukit, Teluk Belitung Village, Merbau District, Meranti Island, Riau Province. It was proven that the program won a Gold award from Best Key Performance and Corporate Social Responsibility (CSR) from SKK Migas. This program is part of an effort to improve the welfare of the community around the company.

The success of the CSR program through the Development of Sago Processed Food Products is certainly not only seen from the various awards that have been achieved. The success of the program should also be analyzed and examined from various perspectives, one of which is important to see, namely how the company conducts a process of evaluating CSR programs based on the triple bottom line concept in the local food processing industry.

Based on these explanations, the researcher is interested in researching and focusing this research on the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry. Through this research, researchers want to understand and explain how the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry.

The results of this study are expected to provide various recommendations related to communication innovation, regarding how the process of evaluating the implementation of CSR programs based on the triple bottom line concept in the local food processing industry. In addition, this research

is expected to inspire and become a role model for companies that will implement CSR programs based on the triple bottom line concept for the creation of sustainable development. Academically, this research is expected to be a reference for further research, and can enrich the scientific field of communication, especially Public Relations, regarding the discussion of the analysis of CSR programs.

## 2. Literature review

### 2.1 Concept of Public Relation

Rex Harlow in his book entitled: A Model for Public Relations Education for Professional Practices published by the International Public Relations Association (IPRA) 1978, states that:

Public Relations is a typical management function and supports coaching, maintenance of shared paths between organizations and their communities, concerning communication, understanding, acceptance and cooperation activities; involving management in dealing with problems, helping management to be able to face public opinion; support management in following and utilizing changes effectively; acting as an early warning system in anticipating trends in the use of research and communication techniques, and healthy and ethical communication as the main means (Ruslan, 2003: 16).

To achieve these objectives, including developing "good will" and obtaining public opinion that benefits or creates cooperation based on harmonious relationships with various communities, through Public Relations activities that are mobilized into and out. Activities aimed at are called Internal Public Relations and outbound activities are called External Public Relations.

### 2.2 Corporate Social Responsibility

Today's corporate social responsibility is better known as corporate social responsibility (CSR). Various definitions of CSR are delivered by experts and various organizations, including:

Kotler and Lee (2005) define CSR as a commitment to improve society to be better through discretionary business practices and contributions from company resources. Kotler and Lee emphasize the discretionary component, which can be interpreted as the company's volunteerism in implementing business practices that are beneficial to people's welfare (Rahman, 2018: 34).

From some of these definitions, CSR can be translated as the commitment of the organization or company in contributing as a form of social responsibility to the community, with the aim of meeting the expectations of stakeholders, especially the community in realizing sustainable development and improving community welfare. The company's motives for conducting corporate social responsibility (CSR) vary. According to Michael E. Porter (2009), there are four motives that form the basis of management doing CSR, namely as follows:

1. Moral obligations. The moral obligation is to achieve commercial success while respecting ethical values.
2. Sustainability.

Sustainability means meeting current needs without ignoring future needs. The easiest example is the environment. With environmental improvements, economic benefits will not be obtained immediately.

3. Operating permit.

Operating permits mean building an "image" to guarantee government and stakeholder approval.

#### 4. Reputation.

Reputation means that the CSR agenda is based on the motive of raising brand and reputation to consumers, investors, and employees (Rachman, 2011: 86) <sup>[9]</sup>.

Sustainable development includes three policies, namely economic development, social development, and environmental protection. John Elkington in the triple bottom line chart as a meeting of the pillars of development, namely "people, planets, and profits" which is the goal of development are:

1. The responsibility of the company to maintain environmental capabilities in supporting the sustainability of life for the next generation (planet)
2. Form of corporate responsibility to shareholders (profit)
3. The presence of the company must provide benefits to stakeholders and the wider community (people) (Zukhruf & Irawan, 2018: 111) <sup>[4]</sup>.

The triple bottom line is the concept of sustainable development that has explicitly linked the dimensions of goals and responsibilities, both to shareholders, stakeholders and the planet. The concept of profit, is a form of responsibility that must be achieved by the company, even the mainstream economy is used as a philosophical foundation for the company's operations. However, it is not only a priority of profit, the company must also fulfill its responsibilities for other aspects such as people and planet, in order to achieve sustainable development.

The benefits of CSR programs are not only felt by the community (stakeholders), but also by the company itself. At least Kurucz (2008) explained that by being involved in CSR activities: (1) reducing costs and risks; (2) competitive advantage; (3) development of reputation and legitimacy; and (4) the results for the common good through value creation and cooperation are synergistic.

Absolutely, if it is seriously implemented, the company will get various benefits from the CSR activities. These benefits are not a main motive or goal, but rather it is part of the positive effects that arise from CSR activities. It is as stated by Dixon (2004) that company performance represents their commitment to stakeholders, the natural environment and their respective economic benefits. Upon the development of efficiency and innovation, including the presence of this CSR concept that can generate benefits that create competitive advantage and in turn lead to its own profitability, without sacrificing the environment, the company's attention to social problems can reward their brand for community and loyalty.

### 2.3 Concept of People Participation and Empowerment

The involvement of the society for a development should be the concept of the development today. To involve the society as the subject of development is a necessity, and this can be realized through the principle of people empowerment. The people empowerment can be done through a learning process so that it has the ability to have access and control for development. Through this empowerment, the people is expected to have the ability to achieve opportunities for available resources. In addition, the people is also able to play a role as a decision maker and determinant in choosing and utilizing these opportunities.

According to McArdle, an empowerment is a decision-making process by people who consequently implement the decision. People who have achieved collective goals are empowered through their independence, even as a 'necessity' to be empowered through their own efforts and accumulation of knowledge, skills and other resources in order to achieve their goals without relying on external help (Ardianto & Didin, 2011: 92) <sup>[2]</sup>.

Empowerment and participation are things that have become the center of attention in recent development processes in various countries. Craig and Mayo, for further, explained that many countries show great attention to the strategy of people participation as a means of accelerating the development process. Therefore, it is necessary to emphasize the importance of an alternative approach in the form of a development approach that begins with the empowerment process (Ardianto & Didin, 2011: 4) <sup>[2]</sup>. The success of community-based development is very close to people participation. Craig and Mayo state that participation is an important component in generating independence and the empowerment process. The process is implemented cumulatively so that the more skills, a person has, the better ability participation, they have (Ardianto & Didin, 2011: 92) <sup>[2]</sup>.

### 3. Methodology

This research used a qualitative method with a single case study design. A single case study has three rationalizations namely: first, when the case states an important case in testing a well-prepared theory, both cases present an extreme or unique case and third is a case of disclosure (Yuliawati & Irawan, 2018: 29) <sup>[4]</sup>. The uniqueness of the evaluation study on the implementation of the CSR program based on the triple bottom line concept in the local food processing industry lies in the effort to explore information related to how companies conduct evaluations and assess the success of CSR programs. This is because the implementation of CSR programs with a triple bottom line approach includes aspects of economic development (profit), social development (people), and environmental protection (planet), of course it is not easy. Evaluation is the last stage in a program, certainly has a vital role in determining the sustainability of the program.

According to Bodgan and Taylor, this type of research will produce descriptive data in the form of written or oral words from people and observable behavior. Thus, the research report will be in the form of quotations of data to illustrate the presentation of the report. The data comes from interview texts, field notes, photos, videotapes, personal documents, notes or memos, and other official documents. At the time of report writing, researchers analyzed data that was very rich and as far as possible in its original form (Jamil & Irawan, 2018: 154) <sup>[4]</sup>.

The qualitative research data are generally in the form of descriptions, narratives, data, images or statements obtained from research subjects, both directly and indirectly on the implementation of CSR in PT Energi Mega Persada Malacca Straits. The subjects of this study were the executors of CSR programs and the people involved in the program. Lufland and Lofland, the main data sources in qualitative research are words, and actions, the rest are additional data such as documents and others. In this regard, the data types are divided into words and actions, written data sources, and photographs and statistics in this section

(Moleong, 2013: 157) <sup>[7]</sup>. Then the selected speakers included CSR Coordinator of PT Energi Mega Persada Malacca Straits, namely Mr. Ade, CSR Technical Implementer of PT Energi Mega Persada Malacca Straits, Public Relations of PT Energi Mega Persada Malacca Straits, namely Mr. Amru, and the people involved in CSR programs in the Meranti Islands, namely Mr. Isman and Mr Syasir.

The primary data was directly collected by researchers (or their officers) from their first source. Primary data was obtained through observation and interview. The researcher will conduct interviews with relevant speakers and are related to CSR evaluation activities carried out by PT Energi Mega Persada, Tbk. In addition, researchers will also collect data through field observations. Then secondary data is data obtained from offices, books, (literature) or other parties that give data that is closely related to the object and purpose of the study. The data taken is data that contains the value of information related to CSR evaluation activities carried out by Energi Mega Persada Ltd, Tbk, both from websites, books, documents, photos and so on.

The qualitative research recognizes several commonly used data collection methods. Some of these methods include interviews, observation, documentation studies, and focus group discussions. The data collection method used in this study is 1) interview. The interview is a conversation with a specific intention by two parties, namely the interviewer (interviewer) as the applicant/questioner and the interviewee (interviewee) as the answer giver of the question. The interviewees were managers and the people involved in the CSR program at PT Energi Mega Persada Tbk. 2) Documentary study. Documentation study is one of the data collection techniques used in social research methodologies to trace historical data. The researcher conducted a documentation study by collecting documents such as letters, reports, photos, pictures, clips, diaries, and the website of PT Energi Mega Persada Tbk and other documents.

In principle, qualitative data analysis is carried out together with the data collection process. Data analysis techniques according to Miles and Huberman include three concurrent activities: 1) data reduction, where field data obtained through observations and interviews in the form of field notes and recordings are certainly quite large in number and difficult for researchers to understand, then data reduction is carried out. 2) Presentation of Data (Display data). To make it easier to read the data obtained, then the data that has been reduced is then presented (displayed) in the form of a thorough description of each aspect under study by being equipped with tables / charts, relationships between categories and the like. 3) Take conclusions and verification. Verification is interpreting or interpreting the data that has been compiled. Based on these interpretations, the researcher can arrange into a conclusion, where this conclusion is the result of research that can answer the research questions that have been formulated previously (Irawan, 2018: 118) <sup>[4]</sup>.

To ensure the research data is valid, the process of checking the validity of the data is done. For this reason, Miles and Huberman explained that the technique of checking data validity includes three activities together: data reduction, data presentation, and conclusion (verification). Then to determine the validity of the data, the researcher conducted a triangulation technique. According to Moleong that in this

technique, the researcher compares and checks the degree of trust of information obtained by: (1) comparing the observational data with interview data (2) comparing the consistency of the answers of the sources, namely by comparing what the speakers said in front general for example, with what is said personally (3) comparing a person's perspective, with other people in his work team (Kusumastuti, 2018: 53).

#### 4. Discussion

The results of the study showed that the triple bottom line-based CSR program in the sago-based food processing industry is under the control of the Corporate Social Responsibility & Land Matters Manager, namely the CSR Coordinator, assisted by several CSR Officers who have competence and experience in handling CSR programs. Besides, there are some business units that have special units to handle CSR programs. This special unit is called the PPO Team (Operations Support Program) or by the community referred to as the CSR Team. Of course the team formed is not only limited to monitoring the CSR program to be implemented, but it has the duty to manage the program to be sustainable.

#### 4.1 Implementation of CSR Program

Technically, the implementation of the CSR program consists of 5 (five stages), including: 1). Vision Formulation - CSR Mission, (2). Mapping the Condition of CSR Factors, (3). Mapping Priority Stakeholders, (4). Making a Socio-Economic and Environmental Development Program, (5). Implementation of the Agenda. However, full community involvement is in stage 4 (four), namely the Making of the Socio-Economic and Environmental Development Program, and stage 5 (five), namely the Implementation of the Agenda. If illustrated, then implementing this CSR program can be seen through the following chart:

##### 4.1.1. CSR Mission and Vision Formulation.

The purpose of this stage is Energi Mega Persada Malacca Straits Ltd. has established a CSR program based on the company's vision and mission, where the Mission is a more operational translation of the vision. The company's vision is to become the leading independent Oil and Gas Exploration and Production Company in Asia. Applying excellence in health, safety and environment, upholding good corporate governance and contributing to community development. Then the company's mission is derived from the mission of CSR activities that aim to increase income, improve the quality of education, improve conditions, facilities and health services, improve the quality of human resources through capacity building, improve public infrastructure and facilities, and advance local organizations.

The mission of the CSR program is the basis for formulating social responsibility that will be carried out by the company. Then the purpose of this CSR program is to realize alignments with stakeholders. Specifically the purpose of this CSR is to improve community welfare through a mentoring program on how to utilize local potential in this case sago, to have a higher selling value.

##### 4.1.2 Mapping the condition of CSR factors

After formulating the mission and vision of CSR, the company needs to look at the supporting and inhibiting

factors for achieving the vision and mission. To see the supporting and inhibiting factors, several mappings were carried out. Mapping the company's operations and value chain with stakeholders, the company's operational impacts on the environment, social and economy.

Mapping the company's operational value chain means describing the operation process of each unit that has to do with community activities, both business and non-business relationships. The first mapping of the CSR program mechanism is planned, organized and implemented and monitored; what units are related to the CSR process flow. The next mapping is a description of the company's operations chain that deals with the community in the business format. Any business activity from the company that deals with local community groups, such vendors. It is also necessary to map the conditions of relations with current stakeholders and expected conditions in the future.

Mapping is carried out on all work units related to stakeholders. Including relationships between work units in interacting with stakeholders. In stakeholder mapping, one important aspect that needs to be mapped is which concerns, interests and parties influence their attitudes and perceptions. Which stakeholders are of concern to all parties, from the results of the mapping the company determines stakeholders priority.

#### 4.1.3 Mapping Stakeholders Priority

Mapping the conditions of stakeholders priority is collecting data on social, economic, cultural and environmental conditions that support their lives. Analyzing the potential and obstacles of development by considering factors that influence socio-economic conditions, as well as alternative development themes. The company also has stakeholder data that will be invited to initiate program development.

Based on the results of the mapping, priority stakeholders who can support the success of this CSR program are business actors, NGOs, government elements (villages, sub-districts, regencies / cities and provinces) even local universities. After stakeholder mapping, it communicate to the key of stakeholders (having the capacity and can be invited to initiate), in order to build information sharing and mutual trust. Communicating to key stakeholders is carried out through meetings of 3-4 people per stakeholder, but communication of such models informally is much better, because there is an emotional connection that is formed more intensely, it becomes 'energy' which makes it easier to build understanding and perceptions about the socio-economic development of local communities.

Through this process, the company is ready to dialogue with all stakeholders and sit together in designing the program in participatory planning. At this stage Energi Mega Persada Malacca Straits Ltd conducts Linkage stakeholders and regional mapping. Linkage with stakeholders means building networks and proximity to stakeholders. This is important, to build closeness and understanding the various problems faced by society contextually. Linkage is also useful for detecting various negative impacts felt by stakeholders and their handling in accordance with the circumstances and needs of the community.

The effort to have close relation toward societies need to be done in order to reduce the lack of effectiveness of the programs given to the community, and costs can be reduced (efficiency). The CSR program in the coming year will also synergize even more with the Company's operational

activities so that the CSR program developed by the Company becomes strategic community development, through the Local Business Development program, which is fostering local vendors, cooperatives and MSMEs, in collaboration with SHE, SCM and Operation divisions. SHE = Safety, Health and Environment; SCM = Supply Chain Management.

#### 4.1.4. The Arrangement of a Socio-Economic and Environmental Development Program.

To arrange this socio-economic and environmental development program, PT Energi Mega Persada Malacca Straits conducts nine stages, the first is to establish the Community Empowering strategy in which the company seeks to empower the community around the company to be able to utilize and process sago so that it has added value, and ultimately can be a source of income for the community itself.

Second, designing a CSR program. At this stage, the company intends to reduce the ineffectiveness of the practice of social responsibility is to identify the problems faced and the real needs of stakeholders. Therefore, this CSR program is designed based on local resources, based on community empowerment, designed in a sustainable manner, refers to the needs assessment, and supports the success of the company's business.

Third, providing human resources. One important thing that must be considered is preparing human resources that handle CSR activities to support the effectiveness, evaluation and control of the implementation of CSR programs. In this CSR program, the company has prepared a team specifically managing CSR programs. The details will be explained in the fourth stage, namely regarding the structure of CSR organization.

Fourth, designing the organizational structure. To maintain the implementation of social responsibility in a serious and planned manner, it is necessary to establish a department that is specifically responsible for implementing social responsibility. Management of CSR activities at PT Energi Mega Persada Malacca Straits is carried out by a team under the control of Corporate Social Responsibility & Land Matters Manager, namely the CSR Coordinator assisted by several CSR Officers who have the competence and experience in handling CSR programs. Besides that, there are some business units that have special units to handle CSR programs. This special unit is called the PPO Team (Operations Support Program) or by the community referred to as the CSR Team.

Fifth, Determining the source of funds. To ensure that the CSR program goes according to planning, the source and amount of funds must be ensured. For the amount of CSR funds themselves, the company has adjusted to the set budget and has referred to various applicable regulations and regulations. In Indonesia, companies are required to allocate a number of budgets to implement CSR programs.

Sixth, implementation planning. At this stage, the process consists of: 1) social planning, namely conducting social mapping using participatory rapid assessment methods / participatory rapid community appraisal (PARCA) carried out in all villages which are the ring area of the company. 2) Building a shared commitment within the company. The joint commitment is taken through the Focus Group Discussion (FGD) activities internally of the Company to build commitment from all employees to carry out

community development programs and ensure that this development program can synergize with the Company's operational activities by involving employees in implementing them. Building commitment with related stakeholders. After this internal FGD will be followed by an external FGD with a specific theme, namely the Collaborative Local Economic Development FGD using the Industrial Cluster method. This FGD involved local stakeholders around the operating area, starting from business actors, NGOs, Government elements (villages, sub-districts, districts / cities and provinces) even with local universities. 3) Preparation of regional economic development agenda. From this Collaborative Local Economic Development FGD, an integrated regional economic development agenda will be produced in the short, medium and long term. In the FDG it was also agreed to form a Working Group (POKJA) as a multi-stakeholder collaborative institution that would oversee a structured collaborative agenda. The social mapping document and the collaborative regional development agenda prepared jointly by the Working Group are a reference for companies in implementing community development programs, which are in accordance with the aspirations of the community and not in accordance with the wishes of the company. With data capital from the results of the analysis as well as alternative themes of socio-economic development, the company is ready to carry out participatory planning involving stakeholders who can be invited to initiate the program. In participatory planning, alternative development themes that have been made before must be saved first, let the participatory planning process find them. In participatory planning: a) Mapping and re-analysis of the socio-economic conditions of stakeholders' perspectives, b) Determination in participatory themes of development, c) Analysis of supporting and inhibiting factors for social, economic and environmental factors in the context of development themes, d) Development of issues- strengthening issues, e) Selection of priority issues, f) Development of alternative strategies, g) Selection and determination of strategies, and h) Preparation of work plans, schedules, resources and achievement indicators.

Seventh, program implementation with the establishment of POKJA. The establishment of Working Group is carried out after the collaborative action agenda has been well defined so that all stakeholders can assess who should be involved in implementing it, what kind of team should be implemented so the working group is made more accurate. Implementation of responsibility, means planning the implementation of responsibilities in the field. There are various approaches that can be used as a basis in implementing social responsibility practices, including: (1) centralization; (2) decentralization; and (3) combinations. Then the chosen approach is a combination approach. The combination approach is that the company is not entirely self-employed, nor is it fully left to the other party (outsourcing). This approach is intended to build and explore community empowerment.

Eighth, evaluation planning. Evaluation planning is an important thing to make, considering evaluation is one way to see and measure the success of CSR programs. In addition, the evaluation is intended to improve the quality of CSR programs in the future. Based on the results of the study, the implementation of CSR evaluations can be carried out daily, weekly, monthly, quarterly, semester and even

yearly. This CSR program is regularly evaluated every quarter.

5. The Implementation of POKJA/Working Group Agenda. Overall, the implementation of the socio-economic development program, that is escorted by working groups consists of stakeholders, is: a) Strengthening the capacity of POKJA, b) Implementation of the action agenda formulated not in a participatory manner, c) Encouraging the effectiveness of coordination in collaborating, and d) Determining the legality of POKJA. Technically, the implementation of this CSR program is to encourage people who are the members of work groups (POKJA) create various food variants made from sago, then packaged, and promoted.

The CSR program at PT Energi Mega Persada - Malacca Straits (EMP-MS) was developed to build the social, economic and environmental conditions of the people around the company's operations so as to be able to build harmonious relationships between the company and the people. The relationship is built on the growth of mutual trust, responsibility and commitment between the company and the community.

The media to build these relationships is a working group (POKJA), which consists of stakeholders who function as a communication's media, collaboration and coordination between companies, the government and community members. Through this POKJA, planning, implementation and evaluation of activities are carried out jointly. This method of communication, collaboration and coordination is referred to as the CBRD (Community Based Resources Development), that is an empowerment model based on local resources.

As one of the main factors of local resources, local community members are very important and a determining factor in the success of CSR programs. This happened not only because the community members played a role in the implementation of the CSR program, but also at the same time became the target of the implementation of the CSR program of PT EMP - PT.

#### 4.2 Evaluation of CSR Program

Evaluating and reporting are part of efforts to improve CSR programs in the future. Evaluating and reporting are also intended to determine the extent to which program objectives are achieved and whether there are deviations that require corrective action. Theoretically, Hadi stated that the evaluation was aimed at interests: 1) obtaining input findings for planning programs or activities carried out, 2) obtaining various considerations in order to support decision making, proper or inappropriate social responsibility programs to be continued, 3) obtaining findings for input on improving programs or activities that are being carried out, 4) obtaining findings on program barriers being carried out, 5) obtaining findings for improvement, and obtaining recommendations and reporting on funders (Hadi, 2011: 147).

Evaluation activities are carried out through the Coordination Meeting (Coordination Meeting) or Community Action Plan (CAP) involving the Company, the community, local government and elements of the university to evaluate the extent to which the community development programs have been agreed upon and sharpen direction of excellent programs in the form of Strategic Plans and Work Plans that are prepared in a participatory

manner.

The coordination meeting (Rakor) is also a media to build these relationships by a working group (POKJA), which consists of stakeholders who function as a media to communicate, collaboration and coordination between companies, the government and citizens. Through this POKJA, planning, implementation and evaluation of activities are carried out jointly. This method of communication, collaboration and coordination is referred to as the CBRD (Community Based Resources Development), that is an empowerment model based on local resources.

Then, to ensure the sustainability of the CSR program, the company also develops and implements supervision, monitoring and evaluating activities on a regular basis and involves citizen participation. The role of the POKJA which consists of the company and the community makes all parties (senders and recipients) equally responsible for the effectiveness of the results and the impact of communication. This model, including the transactional model of communication, introduced by Barnlund in 1970, underlines the sending and receiving of messages that take place continuously. Transactional is defined as cooperative communication; the sender and receiver are equally responsible for the impact and effectiveness of the communication that occurs. In the transactional model, the senders and recipients of communication build similarities in meaning. Each element needs to be aware of the effect of one message on another.

Considering the implementation activities are not carried out by self managing, or outsourcing, but using a mixed concept. The application of this combination concept means that the company is not fully self-employed, nor is it fully left to the other element (outsourcing). The implementation policy is planned by the company in order to be able to collaborate with various relevant stakeholders and have competencies in their respective fields. The consequence of this combination of information is that stakeholder involvement is very high, from planning, implementation to evaluation. Then in this CSR program, it is regularly evaluated every quarter.

Viewing from the aspect of theory, Wibisono Yusuf (2007) states that the evaluation of implementation of social responsibility programs is based on achievement standards or norms. For this reason, in order to conduct an evaluation, it is necessary to formulate a measure of the success of the program, including:

- a. Internal indicators, namely (1). Primary / qualitative measures include: a. Minimize. Minimizing disputes / conflicts / potential conflicts between the company and the community to create a harmonious and conducive relationship, b. Asset. Company assets consisting of company owners / leaders, employees, factories and supporting facilities are maintained safely, c. Operations. All company activities run safely and smoothly.
- b. External Indicators, namely (1). Economic indicators include: a. The level of public facilities and infrastructure quality development, b. The level of people increased economic independence, c. The level of improvement of life quality for the community in a sustainable manner (2). Social indicators include: a. Frequency of occurrence of social turmoil / conflict, b. The level of quality of social relations between the

company and the community, c. Level of community satisfaction (carried out by satisfaction survey) (Hadi, 2011: 148-149).

Viewing according to theory, the success indicators of CSR programs are based on the triple bottom line concept in the local community food processing industry organized by Energi Mega Persada Ltd has fulfilled internal and external indicators. The following is a detailed explanation of these indicators:

- a. Internal indicators include: 1) Primary internal indicators, this CSR program can minimize conflicts between companies and residents around the company's production site. In addition, it allows the resident to feel ownership and love of the company, by being realized through community volunteerism in safeguarding company assets. And finally, this CSR program contributes to society, so that a harmonious relationship will be created and it supports a conducive work climate and supports the company's operational activities. 2) Secondary internal indicators, namely decreasing compliance levels in the applicable rules. Through this CSR program, the company can explain the rules and legality of the company's operations to the community.
- b. External indicators include external economic indicators and external social indicators. 1) Economic external indicators, namely the company has provided added value to the society, where the company provides training and mentoring to the community regarding how to process sago into locally-sourced food products to how they are packaged and promoted. In 2014 the Regional Government of Kepulauan Meranti Regency held the Sago Nusantara Food Festival located in Jakarta, Parking East Senayan on 3-4 May 2014. In this national scale activity, Malacca Straits SA also contributed and together with the Regional Government of Kepulauan Meranti Regency, it could be said as a pioneer / pioneer of the idea of processed sago food as an alternative food source in the context of national food security. 2) Social external indicators namely CSR programs can minimize the frequency of social upheavals / conflicts in the community. Energi Mega Persada Ltd through its CSR program based on the triple bottom line concept in the food processing industry of the local community can maintain harmony with the community, so as to reduce the potential for social conflict. In addition, through this CSR program, the level of quality of social relations between companies and communities is increasingly positive. It doesn't stop there, the level of community satisfaction in the company can increase, because the community is helped by the CSR program.

The results of the study showed that the evaluation of triple bottom line-based CSR program in the local food processing industry refers to two indicators of success, namely internal and external indicators. In general, the success indicators both internally and externally have been achieved, although there are some things that must be improved and increased. This is a reference for PT Energi Mega Persada to improve and increase the quality of the program, so that the main goal of the program is to empower the community for the sustainable development.

## 5. Conclusion

Based on the results of research and discussion, the conclusions can be drawn as follows: 1) The implementation of CSR programs at PT Energi Mega Persada is a form of commitment to manage natural resources in a constructive and directed manner (planet), improve community economic productivity (profit), and is committed to build and develop programs that support the sustainable development including training, coaching, mentoring on economic aspects so that the local community and the community at large can improve the quality of life (people). 2) Evaluation activities are carried out starting from the formulation of CSR Mission and Vision, Mapping the Condition of CSR Factors, Mapping Priority Stakeholders, Making Socio-Economic and Environmental Development Programs, to implement the Working Group Agenda (POKJA). All of these stages are constantly evaluated and improved, so that CSR programs that are implemented are truly in accordance with the company's vision and mission, according to needs, and the program is right on target. 3) Evaluation of CSR programs at PT Energi Mega Persada has been based on internal and external standards or norms. The internal indicators themselves include the smaller conflicts between the company and the surrounding community, the maintenance of company assets, and the existence of community support so that the company's operations run well. Then the external indicator is the increase in the economy of the community, lower unemployment, and the creation of productive environment / sago land, increasing the quality of social relations between the company and the community, and increasing community satisfaction at the company.

The results of the study show generally that the implementation of this CSR program is quite good, but there are still some things that can be suggested for future improvements. The following are some of the suggestions from the research: 1) It is recommended that the company conduct deepening and study how the process of socialization and marketing of processed sago products produced by the community. The extent to which citizens together with the company have utilized the development of internet information technology or online media for socialization and marketing activities. 2) To maintain and develop a communication model on the implementation of CSR, it would be better if CSR activities carried out so far were documented in a structured and systematic manner through in-depth study (due diligence study) of the program implementing parties, both internal and external of PT Energi Mega Persada.

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