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Multicultural CSR Communication for Achieving a Sustainable Environment

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Abstract

Corporate Social Responsibility (CSR) plays a vital role in fostering an empowered and sustainable society, particularly concerning environmental conservation efforts. This study explores the implementation of CSR communication through a multicultural lens by PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning, focusing on its “Permata Hijau Pesisir Gambut” program aimed at preserving the environment and protecting coastal areas. Employing a qualitative descriptive method, data were gathered through in-depth interviews, literature reviews, and document analysis. The Miles and Huberman data analysis model was utilized, which encompasses data collection, presentation, and simultaneous conclusion drawing, supported by source triangulation to ensure data validity. The findings indicate that PT Kilang Pertamina Internasional Refinery Unit II effectively adopts the triple bottom line approach of “planet, people, and profit” to attain sustainable development. By integrating multicultural principles, the CSR program aligns with community needs and cultural contexts along the peatland coast. A symmetrical CSR communication model was implemented, incorporating socialization, training, and direct assistance in collaboration with local groups, such as the Harapan Bersama Group, to establish the Mangrove Education Center Ecotourism. This approach exemplifies the effectiveness of culturally adaptive CSR strategies in promoting environmental sustainability.

Keywords: *CSR Communication, Multicultural, Sustainable Environment, Pertamina*

Abstrak

Tanggung jawab sosial perusahaan (CSR) memainkan peran penting dalam membangun masyarakat yang berdaya dan berkelanjutan, terutama dalam upaya konservasi lingkungan. Penelitian ini mengeksplorasi pelaksanaan komunikasi CSR melalui pendekatan multikultural oleh PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning, dengan fokus pada program “Permata Hijau Pesisir Gambut” yang bertujuan untuk melestarikan lingkungan dan melindungi daerah pesisir. Menggunakan metode deskriptif kualitatif, data dikumpulkan melalui wawancara mendalam, tinjauan pustaka, dan analisis dokumen. Model analisis data Miles dan Huberman digunakan, yang mencakup pengumpulan data, presentasi, dan penarikan kesimpulan secara bersamaan, didukung oleh triangulasi sumber untuk memastikan validitas data. Temuan menunjukkan bahwa PT Kilang Pertamina Internasional Refinery Unit II berhasil mengadopsi pendekatan triple bottom line “planet, people, dan profit” untuk mencapai pembangunan berkelanjutan. Dengan mengintegrasikan prinsip-prinsip multikultural, program CSR ini selaras dengan kebutuhan komunitas dan konteks budaya di sepanjang pesisir lahan gambut. Model komunikasi CSR yang simetris diterapkan, mencakup sosialisasi, pelatihan, dan bantuan langsung bekerja sama dengan kelompok lokal, seperti Harapan Bersama Group, untuk mendirikan Ecotourism Pusat Pendidikan Mangrove. Pendekatan ini menunjukkan efektivitas strategi CSR yang adaptif secara budaya dalam mempromosikan keberlanjutan lingkungan.

Kata Kunci: *Komunikasi CSR, Lingkungan Berkelanjutan, Pertamina*

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INTRODUCTION.

CSR communication is a very important approach in various aspects, including maintaining the environment, which requires massive community involvement (Nurjanah, 2021). The issue of environmental damage is of particular concern both on a global and national scale. Protecting ecosystems to support environmental resilience is one of the concepts of sustainable development (SDG's) (Khairina et al., 2020). Dermawan and Deitana (2014) said that "current developments in the business world require companies to increase their attention to the social environment." This is because companies are located in an area and utilize agricultural products, so it is very important to carry out corporate responsibility (CSR) (Dermawan & Deitana, 2014).

Therefore, the companies as a supporting role, or what is usually called corporate social responsibility (CSR), is needed to create an empowered society (Octaviani et al., 2022). And it is important to carry out CSR communications to support the company in achieving its goals (Maryunda et al., 2023). Corporate social responsibility (CSR) is a claim of stakeholders of a company in order for the company to operate not only in the interest of the company shareholders but also in the interests of the stakeholders such as employees, local communities, government, customers, and the environment (Apsari & Mansur, 2016).

Communication is a process of forming, delivering, receiving, and processing messages (Pohan & Fitria, 2021). Therefore, in order to create harmonious relationships through CSR programs, a multicultural political communication approach is also needed to understand cross-cultural conditions or the existence of various different cultures. Multicultural communication needs to be developed in a pluralistic society (Rehayati, 2012), especially in a CSR program. Multicultural communication is the "main gateway" to understanding intercultural communication in order to create effective CSR communication implementation.

Pertamina (Persero), as evidenced by the achievement of 11 categories of successful CSR implementation in the Nusantara CSR Award event (Sulistyawati, 2022). PT. Pertamina is concerned with the importance of environmental preservation as stated in Law Number 40 of 2007 concerning Limited Liability Companies and Government Regulation Number 47 of 2012 concerning Corporate Social Responsibility (CSR). As in PT Pertamina, it shows the company's high concern for environmental sustainability through the Pertamina Green Program. However, the implementation of CSR needs to consider the multicultural political aspect to adjust the needs of the community in the CSR program that will be implemented. Therefore, the Pertamina Green CSR program in each region has a different concept to adjust the potential of the environment and socio-culture. Such as subsidiary PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning Production, has successfully implemented the Pertamina Hijau CSR program with another name, namely "Permata Hijau Pesisir Gambut." This program is the implementation of a CSR program specifically for coastal areas in peat areas that have been eroded by abrasion due to mangrove logging. The Permata Hijau Pesisir Gambut CSR program has become a benchmark and reference for various peat-planting ecotourism in Indonesia because it has succeeded in utilizing environmental results for more sustainable value because it adjusts the multicultural values that are the habits and socio-culture.

The success of PT Pertamina's CSR program cannot be separated from the

implementation of CSR communication, which is able to invite the public to have a shared awareness of protecting the environment. Because communicating CSR activities to stakeholders, both internal and external, and also knowing about the differences in cultures, is one of the important stages in the overall implementation of the CSR program. Morsing (2016) states that CSR communication is communication designed and distributed by companies regarding CSR activities. In this case, supported by good communication, it will produce an effective CSR program. The benefit of CSR communication is as a liaison between the company and stakeholders and maintaining company transparency and accountability. Therefore, good CSR communication must be trustworthy, informative, educational, and avoid excessive emotion (Rusdianto, 2013). This proves that communication is the key to the success of a CSR program. The implementation of CSR to educate and have long-term goals to reduce uncertainty has the same elements in the dimensions of multicultural communication. According to Hofstede, culture brings different thoughts and has a dimension including power distance, uncertainty avoidance, individual or collective dimensions, long-term feminist or masculine culture, and dimensions of thought patterns in terms of long-term or short-term orientation (Novianti & Cahyani, 2022).

Relevance Multicultural on CSR communication is an important part for the state-owned company PT. Pertamina in managing and supervising the company's CSR activities. This is because CSR communication is part of an investment in the company's future (Bortree, 2014). CSR communication that recognizes the multiplicity of cultures will be more complex to contain information management regarding CSR activities. Branco and Rodrigues (in Rusdianto, 2013) revealed four categories of CSR communication consisting of human resources disclosure, products and customer disclosure, environmental disclosure, and community involvement.

This CSR communication strategy will become a strategic and potential tool if supported by the use of multicultural aspects. Moreover, factors related to multicultural concepts, including orientation towards people, assertiveness, and emphasis on performance, have been found to significantly influence the degree of CSR disclosure. Grasping these cultural nuances is crucial for managers of multinational corporations to successfully tailor their CSR strategies, considering the diverse expectations and behaviors of stakeholders in different cultural settings (Wageeh & Ahmed, 2022). So that's why PT Pertamina, in supporting a sustainable environment, requires an active role in multicultural CSR communication to sensitize and empower the surrounding community more massively to care for the environment together. Therefore, this research will focus on discussing how the implementation of Pertamina Hijau's CSR communication supports sustainable environmental goals with a multicultural approach.

This research certainly refers to several previous studies that have provided inspiration for researchers regarding the implementation of CSR programs. Research by Pratiwi & Izzatusholekha (2022) entitled Implementation of Corporate Social Responsibility at PT Pertamina (Persero). The results of this research show that the implementation process is carried out with programs taken from the results of work meeting decisions and program submissions from outside the company, then several subsequent processes to program execution and implementation reports, and there are 4 pillars, which are the main program, namely, the Pertamina Sehati program, Smart Pertamina, Independent Pertamina, and

Green Pertamina. Most of the programs carried out are for the community and companies. This study only focuses on the pillars of CSR without exploring CSR program innovations and does not explore the extent of community and stakeholder involvement in developing the program.

Next, the second research was by Nurjanah, Suwatno, & Damayanti (2022) in research entitled Corporate Social Responsibility Communication on the Official Website of State-Owned Enterprises. In general, CSR communication on official state-owned company websites is limited to presenting information related to government programs called the Partnership and Community Development Program (PKBL). This research also shows that the official websites of state-owned companies have not yet optimized the advantages of official websites as CSR communication media. It was concluded that state-owned companies have not yet made official websites a strategic medium for conveying CSR communication messages. The limitations of this study are that it only focuses on the official website and ignores other more interesting and interactive digital platforms, and it has not explained the long-term impact of suboptimal CSR communication, which has an impact on the company's reputation in the long term.

Previous research that also provides color in the use of CSR communication media is research from Volger & Eisenegger (2021) entitled CSR Communication, Corporate Reputation, and the Role of the News Media as an Agenda-Setter in the Digital Age. This research addresses this research gap by looking at the influence of CSR communication via Facebook and CSR news media coverage on corporate reputation in Switzerland. The results of this longitudinal study show that the salience and tone of media coverage of CSR are positively related to corporate reputation, even though media coverage of CSR is mostly negative. In this way, the reputation remains strengthened even in the face of negative publicity. In Volger & Eisenegger's (2021) research, it is limited to the temporal dimension, which is not enough to capture changes in public opinion that are changing very quickly as influenced by the digital era. Moreover, the context in Switzerland cannot be fully applied to the context of other countries.

Based on three previous studies, many have discussed the importance of implementing CSR communication, but none have linked CSR communication with efforts to raise awareness and invite the public to be involved in the implementation of Pertamina's green program to support the goals of sustainable environmental development especially by considering multicultural aspects. Therefore, this study will produce something new, namely CSR communication that has an impact on supporting sustainable environmental development, and community involvement initiatives and how BUMN can optimize CSR communication strategies by utilizing a cultural approach to increase program effectiveness and build the company's reputation.

RESEARCH METHOD.

This study uses a qualitative approach to describe the problems and focus of the research related to the Pertamina Hijau CSR program with derivatives of the Permata CSR program in Pesisir Gambut implemented by PT Kilang Pertamina Internasional Refineri Unit II Sungai Pakning. The qualitative descriptive method is a social research step to obtain descriptive data in the form of words and pictures. This is in accordance with what

was expressed by Lexy J. Moleong: that the data collected in qualitative research are in the form of words, pictures, and not numbers (Moleong, 2017). The purpose of this qualitative descriptive research is to create a description, picture, or painting systematically, factually, and accurately regarding the facts, characteristics, and relationships between the phenomena being investigated (Sugiyono, 2015). In this case, the researcher interprets and explains the data obtained by the researcher from primary data conducted through interviews with the Public Relations Team of the Permata CSR program in Pesisir Gambut PT Kilang Pertamina Internasional Refineri Unit II Sungai Pakning, whose main task is to build public trust as well as being a facilitator, communicator, and mediator in CSR communication responsible for implementing the program. Then also supported by secondary data through data from the Kilau Permata Hijau book in Pesisir Gambut (Comprehensive Peat Ecosystem Conservation Program of PT Kilang Pertamina Internasional Unit Sungai Pakning), website, journals, and related documents, so as to obtain detailed and clear answers to the problems. In collecting secondary data, the editing stage is carried out, namely re-checking the data obtained in terms of completeness; the organizing stage is organizing the data obtained with the required framework; and the findings are conducting further analysis of the results of organizing data using the rules and theoretical methods that have been determined to formulate conclusions from the answers to the formulation of the problem. The data analysis technique uses the Miles & Huberman model, where the analysis process is carried out simultaneously during data collection (Miles et al., 2014). Validation of test data uses source triangulation. This study has limitations, namely not being able to conduct complex in-depth interviews with community beneficiaries of the program related to the CSR communication strategy approach in supporting a sustainable environment, so that data is only obtained from one representative community group, namely the Harapan Bangsa Group, which is obtained from secondary data. However, the selection of the Harapan Bangsa Group is quite qualified because the group has become a pioneer and beneficiary of the CSR program recognized in Riau Regency.

DISCUSSION.

Saving Mangroves Through the CSR Program “Permata Hijau Pesisir Gambut”

Pertamina, one of the largest state-owned companies in the country, has shown high concern and contribution to environmental preservation through the Pertamina Green Program. Under this program, Pertamina is actively planting mangroves around its operational areas and subsidiaries. In 2019, Pertamina planted 32,000 mangrove seedlings. Then, in 2021 Pertamina succeeded in recording a contribution from planting more than 140 thousand mangrove trees and succeeded in reducing carbon emissions by up to 120 thousand tons of CO₂ equivalent per year.

Pertamina, through its subsidiary PT Kilang Pertamina Internasional Refineri Unit II Sungai Pakning Production, has a derivative of Pertamina Hijau, namely the CSR program “Permata Hijau Pesisir Gambut”. This program comes against the backdrop of coastal areas in peat areas being eroded by abrasion due to mangrove logging.

Saving Mangroves is a contribution from Pertamina through the CSR program.

Research from the Center for International Forestry Research (CIFOR) proves that carbon absorption by Mangrove Forests is 300%–500% higher than absorption in mainland forest ecosystems, and Mangrove forests can store 3-5 times more carbon than lowland tropical forests. Antoni R Doloksaribu, as a Production Manager of Pertamina RU II Sungkai Pakning said, PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning strives to create innovative CSR programs based on problems encountered in the field so that the results can have a big impact on the environment and surrounding communities. Pertamina has a CSR program related to pasture management. This is also in line with the Environmental, Social and Governance (ESG) principles implemented at PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning (Lubis, 2022).

The aim of planting mangrove trees on the beach will make a big contribution to environmental safety. PT Pertamina is trying to reduce carbon emissions for the sake of an earth that is guaranteed to be livable in the future. In 2022 there will be 20,000 Mangrove seedlings planted, consisting of Rhizophoraceae (Mangrove Tree) and Avicenniaceae (Api-Api Tree) seeds. This mangrove tree was chosen by Pertamina because it was planted in coastal areas, this is because most of Pertamina's operational areas are located in seaside areas or large rivers. The form of CSR program preparation that adapts to the needs and problems of the community is one of the implementations of multicultural political values. If analyzed, there is a research process and CSR communication approach that can clarify multicultural problems in the community so that CSR programs that are appropriate for environmental sustainability can be prepared. However, researchers found that although PT Pertamina actively participates in CSR activities, it is still unclear how they can communicate CSR activities effectively to consumers from different cultural backgrounds. CSR communication strategies that are tailored to the cultural background of consumers can be important, especially when the content of the message and the perception of the audience's message are associated with cultural values (Kim & Bae, 2016).

Implementation of CSR Communication at PT Kilang Pertamina Internasional RU II Sungai Pakning

PT Kilang Pertamina Internasional RU II Sungai Pakning actively carries out CSR communications by continuously providing awareness to the surrounding community without leaving out the multicultural aspect. The Permata Hijau Pesisir Gambut CSR program is implemented in the form of outreach and providing assistance to establish a Mangrove Education Center Conservation Area on the coast of peatlands. The form of cultural approach carried out is by implementing messages and language that use language that is friendly to the culture in Bengkalis, including the objectives used, namely for the social interests of the surrounding community. In addition, the form of CSR program is also carried out by providing assistance to Independent Gambut Villages, as well as creating a travel book for the PT Kilang Pertamina Internasional RU II Sei Pakning program. The results of this CSR program show that the revitalization and conservation of coastal peat mangrove areas have had a tremendous impact on environmental sustainability. Alpan, as Chair of The Harapan Bersama, said that after being given awareness and assistance by PT Pertamina, their enthusiasm never faded. In assisting with PT Pertamina, they think that apart from saving the environment and residential areas due to erosion, they are also thinking about

the interests of their children and grandchildren in the future (Hermawan, 2022).

The Permata Hijau Pesisir Gambut CSR program focuses on preserving the coastal environment, which has been experiencing erosion. This is in line with SDGs 13, namely handling climate change, and SDG 14, protecting marine ecosystems (Lubis, 2022). SDGs (Sustainable Development Goals) are 17 global action plans agreed upon by world leaders, including Indonesia. The 13th and 14th action plans are about the environment. Antoni expressed his pride in the various activities carried out by PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning with the Harapan Bersama Group. Including innovations in processed seafood and mangrove products in this village that have provided sustainable benefits, both in terms of the environment and welfare of the community.

Mangroves are one of our priorities to deal with abrasion. Pertamina is committed to replanting mangroves. And now it can be used for tourism. Antoni Siad, in order to improve the sustainability of the CSR program of The Permata Hijau Pesisir Gambut through improving the economy of the community, PT Pertamina RU II was re-guided to create a typical Bengkalis souvenir, namely processing plants to be made into food in the form of chips, dodol, and many more (Lubis, 2022).

In inviting the community, PT Kilang Pertamina Internasional RU II Sei Pakning carries out CSR communications through outreach to the community as well as added value to processing food that becomes local wisdom and also inviting them to be directly involved in planting and caring for mangroves. The process of socialization and mentoring by PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning slowly raised awareness so that the results showed the beauty of the environment. Nevertheless, the researchers found that what Pertamina needs to do should not only be related to increasing awareness, but it is important to carry out monitoring and adaptive communication management strategies to be part of the program. This is to ensure that initial success is not undermined over time and continue to implement elements of CSR communication (Hereyah & Ardiansyah, 2019).

Development of Multicultural CSR Program in Creating a Sustainable Environment

Planting mangrove trees provides a domino effect in increasing biodiversity in the area, such as mangrove crabs, various types of fish, insects, and animals that consume mangrove seeds or fruit, which can then be processed into their own selling points. Therefore, PT Kilang Pertamina Internasional RU II Sungai Pakning also provides assistance for community empowerment in the Mangrove Forest Ecotourism area.

“We also facilitate the village community in cultivating fish, processing marine products, and mangrove fruit through training. Residents are even assisted with packaging and marketing of the products produced.” (Asri Dewi, Permata Hijau CSR Program Team on Pesisir Gambut, PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning).

Ecotourism Mangrove Education Center Pangkalan Jambi Village has been used as a reference for coastal villages in Indonesia regarding handling abrasion. In a day, thousands of people can come to tour the 3-hectare Mangrove Education Center ecotourism location.

There are also student groups who want to conduct research. Meanwhile, this mangrove planting area has also been well established, so it can be used as an agrotourism area and source of livelihood for the surrounding community. Management of mangrove tree products can also be used as culinary and craft products. The Karangsong Mangrove Forest is an example of the success of the mangrove tree planting program.

The community and PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning hope that the sustainable Mangrove planting program will increase the number of Mangrove trees planted by Pertamina in 2022 and can reduce carbon emissions even more. This is because there is trust value in culture if saving and revitalizing mangroves on a massive scale is a concrete step in efforts to reduce emissions and climate change, which is currently the most important issue in the international world.

The issue of sustainable social development is important and is often linked to the welfare of society, it is not only the responsibility of the government, but social development requires cooperation and contribution from companies. Development is an effort to utilize the environment in order to fulfill human needs for the welfare of society (Sari et al., 2012). A company must always be alert when building a community so that it can coexist well. Not infrequently, an effective community development process needs to pay attention to multicultural political communication that is able to be sensitive to the multicultural context and can improve relations between companies and local communities. Just as the company's sustainability interests also depend on its relationship with society. Blowfield and Frynas state that companies need to manage relationships with the wider community, for commercial reasons or for added value to society (Blowfield & Frynas, 2015). This relationship can be represented by a public relations person to carry out social responsibility programs to gain a positive reputation for the company (Nurjanah, 2021).

One form of responsibility that can be carried out by companies is through the Corporate Social Responsibility (CSR) Program. The World Business Council for Sustainable Development defines CSR as a company's commitment to contributing to sustainable economic development, working with company employees, employee families, local communities, and the community as a whole in order to improve the quality of life. The need for implementing CSR is not only to improve the company's reputation but also to increase community empowerment regarding the programs implemented. Corporate Social Responsibility (CSR) exists as a corporate demand to be responsible for social aspects. The social aspect in this case includes a balance between economic and environmental responsibility. The term corporate social responsibility is a form of developing three important components of sustainable development, namely economic growth, environmental protection, and social equity. The results of research by Yuliartanti & Handayani show that the existence of corporate social responsibility (CSR) has a positive and significant influence on the value of the company (Yuliartanti & Handayani, 2020). In addition, national cultural factors such as people orientation, assertiveness, and performance focus have been shown to have a significant impact on the level of CSR disclosure. Understanding these cultural nuances is essential for managers of multinational companies to effectively adapt their CSR strategies, taking into account the varying expectations and behaviors of stakeholders across cultural contexts (Wageeh & Ahmed, 2022).

This CSR program does not only relate to environmental aspects but is also related to

economic and social aspects. This is in accordance with CSR principles, which prioritize the values of the planet, profit, and people. The planetary principle is in accordance with the Permata Hijau Pesisir Gambut CSR program, which is a CSR program that focuses on protecting coastal ecosystems by planting mangrove trees, as maintaining ecosystems is protecting the environment so that coastal areas are not eroded by sea abrasion. Furthermore, PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning formed the Mangrove Education Center Ecotourism to become a tourist destination that supports the economy of local residents due to innovation in processed marine products. Management around the Mangrove Forest in this village provides sustainable benefits, both in terms of the environment and welfare of the community, to improve the economy of residents from tourism visiting the Mangrove Ecotourism Education Center.

The people principle is realized in the form of implementing training to improve local human resources. Human development provides theoretical power to organize socio-economic structures and bring about cooperation in the reform era for the development of the country. This is in line with one of the steps to achieve the SDGs goals, namely creating competent human resources through theory in the form of education and practice in the form of skills so that a process can be achieved in producing the best output (Fauziyah & Trisnawati, 2022). PT KPI Refinery Unit (RU) II Sungai Pakning actively provides assistance to the community together with the Harapan Bersama Group, which is a CSR partner of PT KPI RU II Sungai Pakning through the Permata Hijau Program Cluster. Referring to this, the implementation of CSR PT. Pertamina Hijau has implemented CSR principles in a complex manner and created a CSR program that supports sustainable development as it not only supports environmental sustainability but also supports increasing income and more qualified human resources in the community.

Based on the implementation of 3P, it can be seen that communication is important to realize effective CSR implementation and mobilize society, as CSR communication is part of CSR implementation. This is because community groups rarely only represent themselves but more often represent the interests of other people, where these interests will influence what will be said or done within the group (Rachmaniar & Susanti, 2021). There is collaboration between PT. KPI RU II Sungai Pakning and the Harapan Bersama Group, which provided a positive influence to persuade the community to protect the environment, as this is part of the implementation of a multicultural CSR communication approach. Because the involvement of community groups indicates that there are values that are still carried forward to adapt to the context of the social needs of the community. Podnar (in Nugroho, 2020) revealed that there is an increase in stakeholder expectations of companies so that they carry out CSR communications. According to Morsing and Beckmann, "CSR communication: efforts to convey to and receive messages from stakeholders related to the company's commitments, policies, programs, and performance in the economic-environmental-social pillars" (Beckmann et al., 2006).

Based on this definition, there are at least two understandings. First, multicultural CSR communication is an interactive process between the company and its stakeholders. As this is shown, there is CSR communication between PT KPI RU II Sungai Pakning communicating and coordinating with stakeholders, namely the Harapan Bersama-fostered group and the local government, as well as inviting the community to participate in

revitalizing the Mangrove Education Center Ecotourism. Second, CSR communication has a message content dimension. CSR communication will encourage CSR programs to be more effective and sustainable. CSR communication is the process of communicating the social and environmental impacts of an organization's economic activities on specific groups and on society as a whole (Beckmann et al., 2006). This form of CSR communication with the content of the message is demonstrated through actively communicating CSR activities on Instagram social media. This form of communication carried out on Instagram can have a positive social impact and provide added value to the economy of the local community, as well as being a forum for promoting the mangrove education center ecotourism, thereby increasing tourists visiting. Through the Instagram feature, we are able to publish content that can involve the public in assessing the reputation reflected in CSR programs (Apriliani & Nurjanah, 2023).

CSR communication as attitude and behavior change is exemplified in research that has examined the effectiveness of various forms of CSR and marketing communications in enhancing the corporate or brand image, influencing consumer evaluations in order to motivate purchases, and ultimately in driving profitability and market value (Bhattacharya CB, 2004). As this is also supported by the statement from Ismail & Bawono's research results, the influence of CSR to improve company finances has positive results. This indicates that the implementation of CSR can support the economy and company profits (Ismail & Bawono, 2022). CSR communication aims to improve the company's reputation so that, in the end, it will increase financial profits. Several studies show that CSR communication is a business practice that generates profits (Maignan & Ferrell, 2004).

By adopting the public relations model proposed by Grunig and Hunt in Morsing and Schultz (2016), explain three types of CSR communication strategies. First, the stakeholder information delivery strategy adopts the public information model. Second, a stakeholder response strategy that adopts an asymmetric two-way communication model. Third, a stakeholder engagement strategy that adopts symmetrical two-way communication. Based on research data, the CSR communication strategy carried out by PT KPI RU II Sungai Pakning implements a symmetrical stakeholder involvement model. This model is considered the most effective and efficient considering that the symmetrical communication process depicts an organizational and public orientation that adapts to each other. This two-way symmetrical relationship or model is an ideal way to enhance an organization's reputation among the target audience (Girsang & Kartikawangi, 2021). This model has the characteristic of using communication to negotiate with the public with mutual respect and understanding. It is hoped that the public or society and other organizations and agencies will be able to provide a real impact.

This can be seen in the form of CSR communication carried out, including negotiations on the implementation of the Permata Hijau Pesisir Gambut CSR program in collaboration with the Harapan Bersama Group. Apart from that, in the implementation process, the community also followed the advice from PT. KPI RU II Sungai Pakning to apply the Trimba Technique to reduce abrasion from seawater erosion. Furthermore, this symmetrical model of CSR communication is also demonstrated by the many stakeholders who are involved and actively implementing the Permata Hijau Pesisir Gambut CSR program design to support sustainable development with a greening locus. Apart from that, through social

media, Instagram has become a very effective forum for implementing a symmetrical CSR communication model, where PT Kilang Pertamina Internasional Refinery Unit II Sungai Pakning, ecotourism managers, and the community have a platform to communicate, negotiate, and understand each other to create a sustainable environment, as this is in line with the 13th SDGs, namely handling climate change and the 14th SDGs protecting marine ecosystems

The emphasis on community involvement in the program is commendable. However, the results of this research were due to secondary data collection, so the data found tended to be positive. So that further research can delve deeper into the challenges faced by the community, such as resistance to change or cultural factors that might hinder mangrove preservation. Engaging local communities is crucial, but the program must also ensure that their voices are genuinely integrated into the planning and decision-making processes.

CONCLUSION.

CSR communication is an important part for the company. The success of PT Pertamina's CSR program cannot be separated from the understanding of multicultural society and the implementation of CSR communication, which is able to invite the public to have a shared awareness of protecting the environment. The success of this program shows that there is development of CSR programs in creating a sustainable environment because there is effort to adjust for environmental potentials and also sociocultural factors. This study realizes that multicultural politics provides a framework for CSR communication to be more sensitive to diversity, while CSR provides a tool for companies to interact and have a positive impact on multicultural societies. Pertamina can utilize a CSR communication strategy that respects cultural diversity to improve the company's reputation and support sustainable development in Indonesia. In this case, the CSR program begins with solving the environmental problem of abrasion on peat coasts through planting mangrove trees. Furthermore, this area has added value by educating and improving the skills of the community to manage agro-tourism areas to become a source of livelihood for the surrounding community and be able to improve the residents' economy. So that the implementation of the Permata Hijau Pesisir Gambut CSR program has succeeded in implementing the CSR principles of planet, people, and profit. The successful implementation of this program is supported by the implementation of a symmetrical model of CSR communication, which actively negotiates, collaborates, and understands each other between the company and its stakeholders. The implementation of the symmetrical CSR communication model is able to provide successful CSR communication, especially when facilitated through Instagram social media. It is able to increase participation while persuading the public to protect the environment in order to create a sustainable environment. Based on overall research data on CSR communications from the Permata Hijau Pesisir Gambut Program in Realizing a Sustainable Environment, it shows that CSR communications can support sustainable environmental development. This research found that there is still a lack of communication tools to facilitate the implementation of CSR communication.

Overall, this research found that Permata Hijau Pesisir Gambut is a positive initiative for environmental conservation and community engagement and can adapt to international aspects. But this research has a limitation on data collection methods, so in next research

other researchers can be more in-depth explain and more critical examination of impact measurement, sustainability, and the effectiveness of communication strategies, especially using social media, and adjustment of multicultural aspects based on programs that have been implemented.

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