

# Sustainability strategy: Strengthening SDGs desa through CSR communication program

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## Article History

Received on 1 November 2023

1<sup>st</sup> Revision on 6 November 2023

2<sup>nd</sup> Revision on 20 November 2023

3<sup>rd</sup> Revision on 23 November 2023

4<sup>th</sup> Revision on 5 December 2023

Accepted on 12 December

## Abstract

**Purpose:** This study aims to examine the sustainability strategy of Indocement Tunggal Prakarsa Cirebon West Java in implementing the sustainability commitment of Heidelbergcement Group 2030 (SC2030) which contains long-term commitments and targets of the group including the company until 2030.

**Research Methodology:** This study used a qualitative case study approach. As a research instrument, I played an active role in collecting data through direct interaction with informants to conduct interviews and observations and analyze available documents. The object of research or social situations in this study focuses on the activities of people in a particular place.

**Results:** The findings obtained from this study are that community empowerment programs implemented sustainably through Bilikom CSR are key elements in building national economic resilience. Through Bilikom's CSR, companies can achieve development goals at the village level. However, in practice, sustainability strategies become good neighbors through Bilikom's CSR programs, with occasional misperceptions in designing and implementing programs that have been prepared together.

**Limitations:** The limitations of this study include social, environmental, and economic aspects.

**Contributions:** This research is expected to contribute to the development of a new science. This research is also very useful for the government in developing and managing an ideal communication system to implement community empowerment programs

**Novelty:** The novelty of this study is that strengthening SDGs in villages can create a positive impact in reducing economic inequality, improving the quality of life of the community, and supporting sustainable natural resource management.

**Keywords:** *Strategy, Sustainability, Community Empowerment, CSR, SDGs*

**How to cite:** Afnan, D., Wijaya, M., Kartono, D. T., & Wibowo, A. (2024). Sustainability strategy: Strengthening SDGs desa through CSR communication program. *Journal of Sustainable Tourism and Entrepreneurship*, 5(3), 179-190.

## 1. Introduction

This study aims to examine the sustainability strategy of Indocement Tunggal Prakarsa Cirebon West Java in implementing the sustainability commitment of Heidelbergcement Group 2030 (SC2030) which contains long-term commitments and targets of the group including the company until 2030. One of the sustainability strategies and support for sustainable development goals is the commitment to being a good neighbor to the community. This commitment supports the social and economic development of the surrounding community and ensures transparent communication with all stakeholders.

In the general context, being a good neighbor can be considered an important part of a company's sustainability strategy. As companies strive to achieve long-term goals involving environmental, social, and economic aspects, good relationships with neighbors and surrounding communities are essential. The Company can communicate openly and transparently with its neighbors about its operations, environmental impacts, development plans, and mitigation efforts. Establishing effective communication channels with neighbors can help minimize conflicts and strengthen trust.

Indocement must also strive to reduce the negative impacts of its operations on the surrounding environment. This could involve waste management, responsible use of natural resources, and other environmental protection policies. In addition, companies can contribute to the development of surrounding communities through corporate social responsibility programs. Examples include the provision of educational support, job training, health services, and community infrastructure. No less importantly, it complies with all regulations, laws, and standards that apply to its operations.

From the results of interviews and preliminary observations conducted some time ago, information was obtained that to improve communication and coordination between companies and *stakeholders*, as well as to strengthen the mechanism for prioritizing CSR programs, all activities are carried out based on the needs and aspirations of the community. Community involvement in the implementation and development of the program is prioritized so that they can feel the benefits directly. The Company's CSR program is based on sustainable development with three fundamental interests (*triple bottom line*): maintaining the environment, providing benefits to local communities, and maintaining the company's growth.

In order for the implementation of social responsibility programs to run well and understand the needs of the community, Indocement's CSR Division opens a communication space with the community through the Communication Community Development Forum (Bilikom). The forum, held every four months, aims to listen to and record the community's aspirations and then translate them into programs that will be conducted. The Company strives to adjust the program using the established implementation framework. These community empowerment programs serve as platforms for companies to involve local communities as essential partners in sustainable development. Therefore, Forum Bilikom is a "*community development*" of CSR practice.

Bilikom's CSR is carried out voluntarily as a form of the company's awareness and commitment to being socially responsible and contributing to sustainable development. In practice, the sustainability strategy of being a good neighbor through Bilikom's CSR is challenging. Occasionally, there are misperceptions about designing and implementing programs that have been prepared together. Misperception occurs when, for example, there is a difference in principle between the objectives of the company's expected activities and the desire of stakeholders.

The company views the community as a single entity that can provide mutual benefit. On the other hand, community as a community measures a company's involvement in CSR activities by looking at its values and standards. CSR should be a voluntary initiative of the company carried out on its will, not because of coercion or legal obligation. Although CSR is voluntary, companies must remain responsible for the surrounding community and environment. Likewise, the community should not measure a company's involvement by looking at its values and standards.

One important indicator of community empowerment is the level of community participation. Participation refers to involvement (Anwas 2014). Community participation is not just community involvement in development alone or as a mobilization tool to achieve certain individual or group goals. Participation is the process of achieving development goals. Anwas (2014) defines participation as the active involvement of individuals or communities in (1) decision-making engagement, (2) supervisory involvement, (3) benefit and reward engagement, (4) empowerment processes, (5) partnerships, and (6) stakeholder influence.

Verhangen (Theresia, Andini, Nugraha, & Mardikanto, 2014) stated that participation is a special form of interaction and communication related to division: authority, responsibility, and benefits. The growth of interaction and communication is based on the awareness of

1. Unsatisfactory condition, and must be corrected,
2. The condition can be improved through human activities or its own society,
3. His ability to participate in doable activities,
4. There is confidence that he can make a useful contribution to the concerned activity.

Judging from the levels or stages of participation, Wilcox (Mardikanto & Soebiato, 2013) proposed five levels of participation: (1) providing information, (2) consultation, (3) joint decision-making, (4) acting together, and (5) providing support. This process will eventually create more people-centered development (Hikmat, 2010). Development strategies put community participation at the center of today's central development issues. Craig and Mayo (Hikmat, 2010) state that public participation in third-world countries is an effective strategy for overcoming the problems of urbanization and industrialization.

Slamet (Mardikanto & Soebiato, 2013) stated that the growth and development of community participation in development is largely determined by the following three main elements:

1. There were opportunities for the community to participate.
2. The community is willing to participate.
3. Ability of a community to participate.

As a facilitator, Indocement's CSR Division is responsible for all the company's CSR activities, from planning implementation to evaluation. Indocement's CSR division must ensure that its CSR programs can significantly benefit society, the environment, and the company. Communication is a means of combining internal needs and goals with external needs and goals. Communication provides a network of relationships that allows for joint action, the formation of a common identity, and the development of leadership.

## **2. Literature Review**

Strengthening SDGs in villages can create a positive impact in reducing economic inequality, improving the quality of life of the community, and supporting sustainable natural resource management. CSR is related to social contact, stakeholder concerns, and ethical principles (Khan et al., 2021). The Sustainable Development Goals (SDGs) serve as guidelines for the achievement of sustainable business development (Chauhan, Kaur, Arrawatia, Ractham, & Dhir, 2022).

According to legitimacy theory, the purpose of the information disclosed in business contributions to the 2030 agenda is to ensure the involvement of the firm in circumstances derived from an internal value system corresponding to the value system of the larger social system of which the entity is part (García-Sánchez, Amor-Esteban, & Galindo-Álvarez, 2020). The implementation of CSR programs has become a trend for many Indonesian companies. Within the scope of SOEs, new terminology was born, namely the Partnership Program and Community Development Program (Sudirman, Upe, & La Ode Herman, 2021).

Stakeholder expectations within the scope of social responsibility activities relate to air, energy, waste, and water issues, workplace health and safety, ethical behavior, and social investment (Fallah Shayan, Mohabbati-Kalejahi, Alavi, & Zahed, 2022). It would be the best advantage for companies to use CSR as a tool in solving problems facing society, especially considering the need for companies to support sustainable development and report on their progress towards the Sustainable Development Goals (SDGs) (Rudito, Famiola, & Anggahegari, 2022).

In the community empowerment sector, efforts that can be made are in the form of participatory utilization and resource management from rural communities based on human resources, capital, equipment, facilities, plans, and technology (Sugito, Windiasih, Prastiyanti, & Sulaiman, 2022). In

some studies, SDGs measurement was only carried out sectorally and partially, measuring only one SDGs goal (Sjaf et al., 2021). Village governments have an important role in realizing Village SDGs through village financial management and providing education to relevant stakeholders about village SDGs (Suasih, Setyari, Saskara, Yuliarmi, & Marhaeni, 2022).

The SDGs consist of four pillars, namely social, economic, environmental, and institutional, containing 17 goals and 169 targets. The 17 global goals are (1) No poverty; (2) Zero hunger; (3) Good health and well-being; (4) Quality education; (5) Gender equality; (6) Clean water and sanitation; (7) Affordable and clean energy; (8) Decent work and economic growth; (9) Industry, innovation, and infrastructure; (10) Reducing inequality; (11) Sustainable cities and communities; (12) Responsible consumption and production; (13) Climate action; (14) Life under water; (15) Life on land; (16) Peace, justice and strong institutions; and (17) Partnership for a purpose (Taufiq, Rahmanto, & Kartono, 2022).

Community empowerment is a series of activities that increase the assets and ability of the poor to be willing and able to access various resources, capital, technology, and markets with an approach to mentoring, capacity building, services, and defense toward community independence (Wibowo et. al. 2022). Empowerment can also be interpreted as the process of giving power to the weak and reducing power to those who are too powerful so that there is a balance (Anwas, 2014).. The idea of empowerment, according to Ife and Tesoriero (2016), is central to social justice and human rights strategy. Empowerment aims to increase the empowerment of those who have been harmed.

Empowerment is defined as efforts that can be made so that objects become empowered or have power. A community is defined as many people living in the same area (Maryani & Nainggolan, 2019). According to Rappaport (Hikmat, 2010), empowerment-based activities are language of help expressed through symbols. These symbols then communicate a formidable power to change the inner space, other people considered essential, and surrounding community.

The Delivery team (Mardikanto & Soebiato, 2013) defines community empowerment as a process that points to self-reliance in the community to improve their standard of living by using and accessing local resources as best as possible. Empowerment is a series of activities that strengthen the power or empowerment of weak groups in society, including individuals who experience poverty problems (Suharto, 2014). Community empowerment is more than just strengthening a community's economy. This includes increasing citizen participation in the political sphere and strengthening people's capacity to do something under their aspirations, abilities, and resources.

The quality improvement process through community empowerment aims to improve the socioeconomic situation and quality of life of the community. This gives individuals and community groups more significant control over their lives through various initiatives. These steps involve developing skills, knowledge, and accessibility to resources to enable communities to solve their problems, make informed decisions, and achieve their goals. At its core, community empowerment involves equipping communities with tools necessary to achieve a higher quality of life and create a more just and sustainable society.

For CSR to empower the community, it is necessary to know the elements of empowerment, such as knowledge and information, involvement or participation, mastery and skills, and social responsibility of individuals and groups (Bartle and Suharto (2014)). Empowerment in CSR practice refers to a company's efforts to provide support, resources, and skills to disadvantaged communities or groups to improve their quality of life and achieve independence. Empowerment of CSR practices aims to create a long-term and sustainable positive impact on the communities involved.

There were two tendencies in the empowerment process. First, the primary empowerment process emphasizes giving or transferring power, power, or ability to the community so that the individual concerned becomes more empowered (*survival of the fittest*). Second, the secondary empowerment process emphasizes stimulating, encouraging, or motivating individuals to determine their life choices

through dialogue (Hikmat, 2010). Empowerment is central to a strategy of social justice and human rights, although empowerment has been overused and is in danger of losing its substance (Ife & Tesoriero, 2016).

### 3. Research Methodology

This study uses a qualitative case study approach. As a research instrument, I played an active role in collecting data through direct interaction with informants to conduct interviews and observations and analyze available documents. The object of research or social situations in this study focuses on the activities of people in a particular place. Thus, the purpose of qualitative research is not to focus on differences that will later be developed into generalizations (Moleong, 2018).

After the data collection process is complete, the next step is to reduce the data, which is the process of simplifying, abstracting, and transforming "rough" data that arise from written records in the field (Miles & Huberman, 1992). Data analysis is a systematic process of searching and organizing transcriptions of interviews, field notes, and other materials collected by researchers to increase the understanding of these materials and then presenting the findings to others (Bogdan and Biklen in Emzir (2012).

Table 1. Case Study Protocol (Operational)

NU	PROTOCOL	INFORMATION
1	Case study project overview	In the initial stage, the researcher will compile an overview of the case study project. It will include the research background, research objectives, research context (i.e. community empowerment-based waste bank CSR programs), and the main focus of the research (i.e. communication strategies).
2	Field procedures	The case study protocol will list the field procedures that must be followed by the researcher. This may include steps such as participant selection, data collection (e.g., interviews, observation, or document analysis), and data management.
3	Case study questions	The case study protocol will also include a list of case study questions that will be used as a guide in interviews or other data collection. This question will be addressed to participants or data sources to explore relevant information about communication strategies in waste bank CSR programs.
4	Case study report instructions	The protocol should also include instructions as to how case study results will be reported. It includes the format of the report, the structure of the report, and the essential elements that should be present in the case study report, such as introduction, methodology, findings, analysis, and recommendations.

Case study approaches usually focus on contemporary phenomena in real-life contexts (Yin, 2019). The case study approach tends to be qualitative because it has limitations in generalizing the results and potential subjectivity of researchers. Yin (2019) formulated five components of research design that are very important in case study research: research questions, propositions, units of analysis, data-proposition logic, and criteria for the interpretation of findings.

Explanations of research instruments, data sources, and data types are the same. When conducting case studies, researchers can be the main instrument for collecting and analyzing data. Research instruments are tools or methods used to collect data; data sources refer to where research data is obtained from, and data types refer to the characteristics or properties of such data (qualitative in the form of text or narrative).

## **4. Results and discussions**

### **4.1 Empowerment Program Sustainability Strategy**

Indocement's Sustainability Strategy is in line with HeidelbergCement Group's Sustainability Commitment 2030 (SC2030) in 2020 which contains long-term commitments and targets of the group including the Company until 2030. In addition, Indocement has mapped material topics and prioritized support for the achievement of the Sustainable Development Goals that have been tailored to the needs of stakeholders. Indocement involves a series of strategies and innovations to achieve sustainability targets by 2030.

The management of Bilikom's CSR activities is carried out responsibly and reported directly to its superiors. This activity is conducted every four months and aims to discuss problems, complaints, expectations, and hears from stakeholders. Direct community involvement in the supervision and evaluation of the Communication Environment Development program is useful in handling various issues, complaints, expectations, and aspirations for stakeholders.

Some of Indocement's ways of empowering communities in development include: (1) providing education and training to the community; (2) encouraging community participation in decision-making through village or village deliberation; (3) providing access to necessary information about development; and (4) encouraging partnerships between communities, government, and the private sector to develop local resources and improve community welfare. The Company views corporate social responsibility activities as integral to achieving business sustainability and as an effort to mitigate risks to the community.

This principle is under the company's values, concerning government regulations, sustainable development goals, and the "triple bottom line" which emphasizes that companies not only pursue profits but also pay attention to social conditions and maintain a balance between nature and the environment (Rusdiyanto & Elan, 2019). In the context of corporate communication, the community is not just a collection of people living in the company (Ganiem & Kurnia, 2019).

Tonnies (Nasrullah, 2015) states that the existence of a community refers to community members' awareness of each other and the affirmation of existing conditions and interdependent togetherness. The relationship between communities and organizations is more accurately seen as a relationship developed to open space for the realization of the social responsibility of business organizations (Iriantara, 2004). Thus, public relations activities have become important in conducting social interactions with the hope that stakeholders can identify each other, find solutions, and implement joint action plans.

The main principle of public relations that needs to be upheld by development actors is to develop good neighborly relations with the community. Jenkins, in Devita and Sumartono (2010), said that the community around the location of factory or office activities is likened to neighbors. If people are treated well, they become friends, and vice versa. Mutual understanding and mutual feeling of the needs of members of business organizations and community members are important conditions for realizing productive cooperation between members of organizations or communities (Gerungan, 2016).



To achieve the SC 2030 target, Indocement maintains open and transparent communication regarding activities and performance. Indocement also helps improve living conditions in the surrounding communities. Indocement has reached 5,000 volunteer hours in the community annually. The achievement strategy can be achieved by creating community activities for training and knowledge with themes that follow the expertise and experience of each employee and meet the needs of the surrounding community.

Then, continuing communication activities with community leaders through Bilikom CSR, building as many as 878 MSMEs through community economic improvement programs, spreading environmental awareness through involvement in waste recycling programs, and developing 61 local heroes to transmit expertise and spirit of change to surrounding community groups. Indocement has also built an employee volunteering system of 4,328 hours, with a total participation of 667 employees.



Figure 1. SC Sustainability Strategy 2030 Being a Good Neighbor to the Community  
Source: Sustainability Report 2022

Actions that conform to social norms in social psychology are called conformity (Baron et al., in Meinarno and Sarwono (2009)). The demand to know the results of CSR implementation of corporate social responsibility has encouraged the emergence of the concept of corporate social performance (Hasan & Andriany, 2015). The process of corporate social performance (CSP) according to Wood in Hopkins (Hasan & Andriany, 2015), is a social responsibility that requires the company's capacity to respond to social pressures. This indicates a company's ability to adapt to environmental conditions.

Meanwhile, Carroll (Solihin, 2009) asserted that the concept of CSP combines the dimension of CSR implementation obligations with a more pragmatic dimension, namely responsiveness. Relationships between stakeholders are likened to organizational blood flow (Rudito & Famiola, 2013). The community's role is very important in carrying out social control by providing attention and concern for community services (Rusdiyanto & Elan, 2019). Success in building effective communication can be measured through understanding by the receiver, pleasure, influence on attitudes, better relationships, and actions (Tubbs & Moss, 2017).

In the context of internal relations, the competition expected by the organization is healthy because it will be able motivates employees to move forward (Supomo & Nurhayati, 2018). A good relationship can create a safe and comfortable working atmosphere, so that the productivity of existing human resources follows established standards (Surbakti, 2012). CSR is an effort to meet ethical demands,

namely, a need to act under moral values and principles that will separate good and bad actions (Hasan & Andriany, 2015).

This improvement in corporate performance is the essence of corporate governance through the supervision or monitoring of the performance of other stakeholder management based on the framework of applicable laws and regulations (Rusdiyanto & Elan, 2019). Community empowerment is a process of improving the ability and independence of the community in overcoming the problems faced and playing an active role in development.

Development that actively involves the community will be more effective and sustainable, because the people involved will have a sense of ownership and responsibility for the results of development. The ultimate goal of the community empowerment program is to increase the independence and ability of the community to face various challenges and difficulties in daily life.

#### **4.2 Management Approach Strategy**

The management of the company's social and environmental responsibility activities is under the CSR Division, which reports directly to the board of directors. Direct community involvement in program supervision and evaluation through communication environment development forums. This forum is held every four months to deal with various issues, complaints, and expectations and receives input from stakeholders. The input obtained at the forum was one of the basic considerations in planning and implementing community empowerment programs.

Jones (Solihin, 2009) classifies stakeholders into two categories: internal and external. Therefore, every organization, according to Dolphin in Ganiem and Kurnia (2019), must communicate with its public, where their perceptions and opinions are very important. Therefore, the Company strives to build and maintain a beneficial relationship with both parties. The key stakeholders are determined based on their proximity and importance. Stakeholders play an important role in maintaining business continuity.

Indocement identifies stakeholders as parties related to business activities that significantly affect the sustainability of the company, and vice versa. Interactions with stakeholders are managed collectively by various units, including the CSRSD Division, CHRD, Corsela, investor relations, and other divisions. CSR practices can vary, ranging from charity work to community development and from abstract nuances to concrete forms.

In 2021, Indocement invested IDR 12.6 billion in community projects. In addition to community empowerment programs, the company also provides opportunities in the form of community involvement through environmental contractors worth Rp47 billion. Of these activities, it is not related to the products produced by the company, such as billboards, but does not contain products from billboard makers (Rudito et al., 2022). The preparation of CSR project plans involves community and village governments through community development communication implemented in all affected partner villages.

There are five pillars of CSR activities in Indocement: Education; Health, economics, security, and sosbudagor, which cover social, cultural, religious, and physical fields, as well as extensive and comprehensive infrastructure. The fact that the company was able to exceed its programme targets during the pandemic is a testament to its dedication to CSR initiatives. Indocement has also made several efforts to strengthen relationships with partner villages and provide more benefits to stakeholders in partner villages during the pandemic.

Bilikom's CSR program is expected to make a company look good in the eyes of the public. Companies can experience growth along with increasing profits and strengthening brands in the minds of the public (Kapitan & Mandaru, 2019). Communication environment development activities are empowerment programs that condition the community through the utilization of funds from the company's profits, which in its implementation are carried out in the relevant business area (Dwijosusilo & Fatah, 2018).



The company establishes communication with village government leaders and officials to explain each other's problems by knowing the causes of the problems and how to solve them (Ustomo, 2021). Community empowerment as a process of generating agency for communities can use technology, data, and information rhetoric to advocate for social and policy change (Hsu, Verma, Mauri, Nourbakhsh, & Bozzon, 2022). Community social empowerment is a feeling of connection with society (Boley & McGehee, 2014) that focuses on access to social organizations to improve their collective lives" (Zhu & Alamsyah, 2022).

Community participation should be viewed as citizen involvement in identifying and prioritizing community needs (Luisi & Hämel, 2021). The resource mobilization paradigm approaches 'collective action in terms of the logic of strategic interaction and cost-benefit calculation' (Cohen in Raj, Feola, Hajer, and Runhaar (2022)). In the context of grassroots innovation, this paradigm highlights the type of empowerment associated with action and negotiation that grassroots innovators strategically use to acquire, maintain, and improve access to material and ideological resources (Raj et al., 2022).

Successful empowerment emphasizes not only results, but also processes through high levels of participation based on community needs and potential. To achieve this success, empowerment agents can adopt a bottom-up approach by exploring the potential, problems, and needs of the community (Anwas, 2014). Parsons (1951) (and Suharto (2014)) stated that the empowerment process is generally carried out collectively. However, not all social work interventions can be conducted in collectivity.

#### ***4.3 Results of CSR Excellence Program Empowerment***

The importance and integrity of the process form the basis for the sustainability of community empowerment (Ife & Tesoriero, 2016). Community participation is the process of being active and genuinely involved in defining the issues that concern them (Luisi & Hämel, 2021). Sjahrir in Soetarto and Sihaholo (2016)) emphasized that development planning must be participatory, which refers to the principle of development from, by, and for the people. The people-centered development paradigm begins with an understanding of human ecology, which is at the center of development.

PT. Indocement Tunggal Prakarsa Cirebon, Indonesia, has several CSR programs that have been implemented as a commitment to assist the government in alleviating poverty and as an effort to maintain good relations with the community, especially for assisted village communities living in factory areas. One of the flagship programs of CSR activities is the "Tiro Tangkas" Program which is a program to maintain and improve environmentally friendly batik artisan villages as cultural heritage since 1833.

This program aims to encourage health and improve the welfare of batik craftsmen through a clean and environmentally friendly batik production process. The achievement obtained by 2021 is that 100% of craftsmen will produce natural dyes, thus significantly reducing the burden of water pollution. The Ministry of Law and Human Rights copyright six typical ciwaringin batik motifs: pricing sedapur, pecutan, rajegwesi, yusupan, gribigan, and gedangan. Craftsmen have also obtained batik skills certification and become batik training resource persons in various regions and circles.

The next flagship program is the waste-to-energy processing program. This program produced products that were sold to Indocement itself. The raw materials for processed waste come from partner village communities in the form of household waste and internal waste in the form of office waste and waste paper. The treated waste is used as an alternative energy source (refuse-derived fuel) in cement kilns and biofertilizer (compost) for fertilizing plants in the factory area. at least 1,341 kilograms of waste was reused as an alternative energy source in the factory area.

The next excellent program was the management of Batu Lawang Tourism Village. This program is a flagship program developed by Indocement together with communities, villages, and regions, as well as Perhutani, since 2015. This tourist spot was inaugurated in 2017 in Cupang Village, Cirebon, and

West Java, Indonesia. Batu Lawang tourism village is known as a natural tourism based on performing arts equipped with rock climbing facilities, campgrounds, and interesting selfie booths. This tour can absorb 25 local workers, with an average monthly turnover of Rp10.6 million.

The description of several excellent programs above shows that public relations activities cannot be separated from the company's image, reputation, and public opinion. One of the efforts to maintain the image and reputation of business organizations is to carry out CSR activities or organizational social responsibility toward the community (Gassing & Suryanto, 2016). Public opinion can be formed based on a company's image and reputation. However, the company's image and reputation are shaped by public opinion (Ishaq, 2017).

## **5. Conclusion**

### **5.1. Conclusion**

Based on the reviews provided, it can be concluded that the sustainability strategy of community empowerment programs is implemented by PT. Indocement Tunggal Prakarsa Cirebon West Java, in line with HeidelbergCement Group's sustainability commitment (SC) 2030 and supports sustainable development goals (SDGs) tailored to stakeholder needs. This review also highlights the importance of direct community involvement in monitoring and evaluating Bilikom's CSR programs. Community empowerment is a process of improving the ability and independence of the community in overcoming the problems faced and playing an active role in development.

### **5.2. Limitations**

The author is aware of the limitations of this study, which only rely on limited resources, thus affecting the adequacy and representation of the data used in the study. In addition, the methods used may not provide a complete picture of their validity and reliability. The findings presented may not be applicable to different contexts or other geographic locations. These reviews have a certain perspective based on the sources of the information used. Bias in the selection or interpretation of certain information can affect objectivity and the overall picture presented in the review.

### **5.3. Advice**

Suggestions that can be provided to other researchers include the collection of data from diverse resources that can help improve the adequacy and representation of the information used in the study. In addition, this study also allows other researchers to expand their understanding of indocement so that it can be compared with similar companies in similar geographical locations or industrial sectors. This approach can help identify the uniqueness, challenges, or opportunities that are specific to the company.

## **Acknowledgement**

I offer my highest appreciation to the promoter team of the Development Extension Doctoral Program at Sebelas Maret University, Surakarta, who assisted this research from the start. Appreciation is also given to the Indocement Cirebon CSR team, who helped the author obtain the data needed to support this research.

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