

## Public Service Management in Corporate Social Responsibility PT. Pertamina International Refinery Unit II Sungai Pakning

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### ABSTRAK

Permasalahan lingkungan sering terjadi disetiap daerah, hal ini tentu menjadi perhatian semua pihak, apalagi permasalahan lingkungan tersebut adalah dampak dari adanya aktivitas perusahaan. Sebagai tanggung jawab perusahaan terhadap dampak aktivitas yang dilakukan, perusahaan memberikan pelayanan publik dalam bentuk program corporate social responsibility. Manajemen pelayanan publik yang baik pada program corporate social responsibility tentu mempunyai dampak sosial yang positif untuk masyarakat dan lingkungan. Hal ini telah di praktekkan oleh PT. Kilang Pertamina Internasional Refinery Unit II Sungai Pakning dengan mendapatkan lima kali penghargaan kinerja terbaik dari Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia secara berturut-turut dari tahun 2017. Tujuan penelitian ini adalah untuk menganalisis manajemen pelayanan publik pada corporate social responsibility. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan fenomenologi. Hasil penelitian menemukan bahwa terdapat empat tahapan dalam manajemen pelayanan publik pada corporate social responsibility, yaitu perencanaan, pelaksanaan, pelaporan dan akuntabilitas. Tahapan ini menjadi landasan untuk melaksanakan program corporate social responsibility yang berfokus pada bidang pendidikan dan budaya, kesehatan masyarakat, lingkungan hidup dan infrastruktur. Ditemukan adanya tambahan fungsi secara umum pada manajemen pelayanan publik CSR perusahaan yaitu akuntabilitas.

### ABSTRACT

Environmental matter frequently emerges in every area; this is a concern for all parties, especially as environmental problems are the impact of company activities. As a company responsible for the impact of activities carried out, the company provides public services in the form of a corporate social responsibility program. Good public service management in corporate social responsibility programs certainly has a positive social impact on society and the environment. This has been conducted by PT. Pertamina International Refinery Unit II Sungai Pakning received five best performance awards from the Ministry of Environment and Forestry of the Republic of Indonesia in a row from 2017. The purpose of this research is to analyze public service management in corporate social responsibility. This research uses a qualitative research method with a phenomenological approach. The research results found that there are four stages in public service management in corporate social responsibility, namely planning, implementation, reporting, and accountability. This stage is the basis for implementing corporate social responsibility programs that focus on the fields of education, public health, environment, and infrastructure. It was found that there was an additional general function in the company's CSR public service management, namely accountability.

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## INTRODUCTION

PT. Pertamina International Refinery Unit II Sungai Pakning is an integrated energy company in the upstream and downstream sectors, with business or operational coverage covering all areas in Bengkalis Regency, Corporate Social Responsibility (CSR) specifically refers to the social responsibility of companies or the business world regarding the impact of business activities on

the environment, consumers, employees, communities, stakeholders and all members in the public domain. Business organizations proactively promote the public interest by encouraging community growth and development and voluntarily minimizing practices that disrupt the public sector. In principle, CSR is an effort to include public interest factors in company decision-making (Djumara, 2012), needs to have public service management for the impacts caused by the company's business or operations through corporate programs social responsibility (CSR) which is required by law number 40 of 2007 concerning limited liability companies, where companies that carry out activities/businesses in the field and/or related to natural resources based on the limited liability company law are required to carry out corporate social responsibility and environment. Problems that often arise in companies except at PT. Pertamina International Refinery RU II Sungai Pakning is that not all companies implement CSR programs as a form of implementing good corporate governance and there is intervention from the government in implementing CSR programs (Mosii et al., 2021), thus disrupting public services through CSR programs. This CSR program is expected to play a role in sustainable economic development to improve the quality of life and the environment which is beneficial, both for the company itself, the local community, and society in general.

This CSR program needs to be managed structurally and systemically so that it is parallel and reciprocal, balanced, and by the environment, values, norms, and culture of the local community. Then the CSR program being developed is not just a philanthropy activity, but an activity that is effective or can have a positive impact on community development. Besides that, as a form of social investment, it is hoped that it can provide a positive impact and added value for the company, stakeholders, and the environment.

In receiving a positive impact from the CSR program, it is necessary to have good public service management so that the CSR program can be right on target and beneficial for national development. Public services implemented in the form of programs and activities must of course have innovation so that public services can be even better (Eldo & Mutiarin, 2019).

### **Literature Review**

The existence of Corporate Social Responsibility (CSR) is increasingly well accepted by the community, government, industrial world, and policymakers to be implemented in the company's business because it is considered to have a great influence on the sustainability of the company and is beneficial for the development of the company as well as providing a good perception and commitment stakeholders (Li et al., 2019). A very interesting problem to be researched in companies today is the relationship between CSR and public service management in the company's operational areas, both globally, nationally, and locally, which has received special attention from supporters and critics regarding environmental impacts, economic impacts, social impacts and other impacts on company activities that can be carried out continuously from year to year to companies, governments, and policymakers (Nelson, 2008).

To prevent continuous criticism of CSR implementation, synergy between the companies is required; for the community and government to ensure the implementation of good CSR practices. For this reason, there is a need for supervisory and controlling institutions from government and community elements, including establishing CSR forums at the local level, national, and global as a form of corporate public service management (Becker et al., 2015). CSR is a form of implementing good corporate governance (GCG) in company management. This GCG is a good practice in company management because it can provide clear instructions for companies to make decisions or policies appropriately, responsibly, and more safely, so that they can

improve The company's image becomes better and the level of trust from society, government and the business world becomes higher (Suwandi et al., 2019). CSR is a form of application of the concept of sustainable development which has at least three aspects, namely environmental, economic, and social which must be managed with the concept of collaboration between government, private sector, and society to realize social welfare through CSR programs (Mashur et al., 2020).

From several definitions of CSR, it can be concluded that essentially CSR is a form of transparent business practice that is based on ethical values, legal compliance, and respect for people, communities, and the environment. In other words, Corporate Social Responsibility shows that the form of public accountability is not only limited to economic accountability to consumers, employees, and shareholders but also corporate social responsibility towards the community and environment as a form of public service. Implementing a CSR program is one form of implementing the concept of corporate governance as a form of corporate social responsibility to the government and society from the activities carried out. This corporate responsibility can be carried out by the consortium, a third party, or the company itself.

The development of concepts and theories about CSR currently lies in the practice of social values and public service management carried out by companies (Igwe et al., 2018). Good public service management will influence CSR practices, especially if it is related to post-pandemic conditions. Various social changes have occurred in society, companies, and government which have made us reorganize or restructure, and rethink vision, mission, goals, targets, strategies, policies, programs, and activities related to CSR (Carroll, 2021). CSR can have a positive impact on company progress, especially on the products and services produced by the company, and improve company branding (Zafran, 2018). To encourage change in this new direction, it is necessary to develop the potential to synergize with various parties starting from reorganizing the company's business strategy both nationally and globally with the aim of community welfare through CSR practices that are linked to the company's performance in the long term (ElAlfy et al., 2020).

Not all companies implement CSR, some companies implement CSR just to carry out corporate obligations, the reason is that law enforcement is still weak and the sanctions given to them are limited to threats (Mantovani & Wiwoho, 2019). There was a lot of evidence of CSR implementation but it was still within the company's internal scope, such as increasing staff capacity which was considered still weak (Goergen et al., 2019). The government plays a very important role in promoting CSR and connecting CSR with sustainable development goals, but the lack of formal institutions that regulate it means that CSR is less useful for achieving sustainable development goals (Abdelhalim & Eldin, 2019). Apart from targeting the achievement of sustainable development goals, CSR is also asked to achieve the targets of ISO 26000 which is recommended for every company (Sugianto & Soediantono, 2022).

## **RESEARCH METHODS**

The research method uses qualitative methods, with research informants ranging from top managers to low managers such as Pertamina general managers, Pertamina managers, Pertamina CSR junior officers, Pertamina CSR officials, and community beneficiaries. The research location is in the Pertamina Sungai Pakning operational area in Sungai Pakning Village, Pakning Asal Village, Pangkalan Jambi Village, and Batang Duku Village in Bukit Batu District, Bengkalis Regency, Riau Province. Data collection used in-depth interview techniques with

Pertamina and the people of Bukit Batu District, especially the target group, such as a fishing group with 2 personnel, a farmer group with 2 personnel, a disaster care community group with 2 personnel, a group of *posyandu* with 2 personnel, an elementary school teacher with 2 personnel, a peat arboretum manager with 1 personnel and a peat water filtration manager with 2 personnel.

## RESULTS AND DISCUSSIONS

The research results found that the public service management of PT. Pertamina International RU II Sungai Pakning Refinery in planning CSR programs such as the peat water filtration program, healthy *posyandu* program, peat love school program, disaster care community development program, agricultural development program, peat arboretum program, and mangrove area revitalization and conservation program is based on coverage. and program orientation of the Central/Corporate CSR function by carrying out CSR activities on a national scale or covering the territory of Indonesia, planning innovative CSR activities for each CSR field as a superior program icon oriented in the context of leverage the company's image and reputation in managing CSR activities and can be replicated by Operating Units/Subsidiaries. In conditions where the company's operating area is not conducive, to supporting the smooth operation of the Operating Unit/Subsidiary or in the presence of management policies, CSR programs/activities can be planned to be implemented in the Operating Unit/Subsidiary area.

Meanwhile, the function of CSR Management for Operational Units/Subsidiaries is to plan CSR activities in addition to complying with the terms and conditions specified in Law Number 40 of 2007 concerning Limited Liability Companies, Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility. At the provincial level, it is regulated by Riau Province Regional Regulation Number 6 of 2012 concerning Corporate Social Responsibility, at the district level it is also regulated by Bengkalis Regency Regional Regulation Number 9 of 2019 concerning Corporate Social Responsibility and Bengkalis Regent Regulation Number 37 of 2021 concerning Implementing Regulations Region Number 9 of 2019, Companies must also comply with the Green and Gold PROPER assessment requirements. In planning CSR activities, you must consider the social and environmental conditions of the surrounding community by paying attention to aspects of effectiveness and efficiency and then carrying out CSR activities in the Ring-1, Ring-II, and Ring-III operational areas.

For public service management, PT. The Pertamina International RU II Sungai Pakning Refinery has created four stages for implementing public service management, namely planning, implementation, reporting, and accountability as indicators of the success of implementing programs and activities (Ali et al., 2019).

### Planning

The mechanisms and stages in CSR planning are as follows, first, data collection can be done, among others, through social mapping, surveys, research, government recommendations, scientific journals, management recommendations, risk mitigation, assessment and so on, second, determining the scope of the program, such as program areas, aims and objectives, location, time, target beneficiaries and resource persons, thirdly prepare cost estimates for each CSR activity which are approved by authorized officials by the authority, fourthly determine program success indicators, fifthly organize program planning coordination meetings, sixthly prepare plans CSR program budget activities, seventh, approval of the CSR program budget activity plan by the main director and eighth, ratification of the CSR program budget activity plan as part of Pertamina's budget activity plan in the general meeting of shareholders.

As for PT. CSR program. The Pertamina International RU II Sungai Pakning Refinery which is based on public services is as follows:

The peat water filtration program, program is a form of company public service that aims to meet the clean water needs of people in the company environment because it is difficult for people to get clean water who live in peat areas. Peat water has a pH of around 4 to 5.7 and all peat water is brown. Meanwhile, water that is suitable for consumption has a pH of 6.5 – 8.5 and is white or clear in color. This peat water filtration program is abbreviated as ***Filagam***. The planning for this program is:

1. Take water from the Dayang River to make samples of raw materials which will later be made into clean water suitable for consumption.
2. Test the suitability of water for raw drinking water
3. Construct water storage tanks and piping
4. Renovate the water refill area
5. Provide RO water refill machine procurement
6. Install of Electrical requirement

*Posyandu Sehati* program proposes to increase nutritional intake for maternity, integrate the provision of data on pregnant women and children affected by ISPA, and strengthen government institutions in the health sector at the hamlet/RT level. The planning stages for the *Posyandu* Program are:

1. Socialization and Baby Massage Training for Posyandu Cadres
2. Establishment of a Baby Massage Business for Posyandu Cadres
3. Providing additional food for pregnant women and toddlers

Peat Love School Program, this program aims to increase the knowledge of elementary school students, especially students in grades 4, 5, and 6 in recognizing and understanding the peat environment where they live. The expected results from learning the Love Peat School Curriculum are that students in grades 4, 5, and 6 can describe, understand, and explain the nature, character, and ways to protect the peat environment. The expected impact of this program is to create a generation that loves the peat environment and can reduce peatland fire disasters in the future. The planning stage for the *Love Gambut School Program* is structured through several series of program activities, including:

1. Create the Peat Love School Curriculum
2. Create Love Gambut School E-Learning Materials
3. Educate Extracurricular Environmental (Batik Competition, Mangrove Green House)
4. Provide greening facilities for the Love Gambut School
5. Conduct outing class activities supporting the *Love Gambut School*
6. Provide uniforms with Pakning River Mangrove Batik Motifs

Disaster care community development program, the program aims to protect peatlands in the company's operational areas from the dangers of forest fires, be alert in handling fire disasters, become an example for the community in protecting land, and provide a sense of security to the community regarding land fires. The planning carried out is:

1. Institutional training for the Management of the Cross-Community Communication Forum caring for disasters which is a gathering place for all members from various sub-districts under the guidance of the company. This is useful for facilitating member forum communication.
2. Entrepreneurship training for community members who care about disasters, this activity is intended for members to support the members' economy.
3. Publication and management of Individual Property Rights which aims to patent ideas that develop in the forum itself.

Horticultural agriculture development program, this program aims to improve community welfare independently and sustainably, reducing the potential for peatland fires. With this program, it is hoped that the community will be able to become independent both scientifically, socially, and economically and will also be able to become an example for the area around them. The planning carried out in this program is:

1. Coordinate and consolidate with farmers and landowners to carry out agricultural programs.
2. Conduct training in seeding, planting, and harvesting agricultural products such as pineapples, vegetables, and other horticultural plants.
3. Conduct training to manage agricultural products that are not good and have low selling value into food products of higher economic value.
4. Conduct training on processing agricultural waste in the form of pineapple leaves and pineapple leaf skin into crafts and planting media for pitcher plants to reduce waste from pineapple farming.
5. Assist in marketing products produced by farmers and processing groups

The Peat Arboretum program, this program aims to utilize peatlands in the form of parks/learning gardens or what Pertamina often calls Peat Arboretums. Then provide a learning platform for the community, especially children, to know what peatlands are, which are the land where they live, the native plants of peatlands, and also other lessons. Because the majority of land in the company area is peatland, children become more concerned about the survival of endemic plants and also understand the threat of fire in the peatlands where they live. The next goal is to develop learning through a digitalization model that can make it easier for users to access the flora that lives in the arboretum. Apart from that, we also maximize the supporting facilities and infrastructure in the arboretum to provide comfort and special features typical of peat arboretums to visitors. The planning carried out in this program is:

1. Create culinary huts and tourist huts, which aim to provide comfortable tourist and culinary resting facilities for visitors.
2. Develop a pitcher plant hatchery, which aims to provide a nursery for pitcher plants
3. Make worship suggestions to make it easier for visitors to carry out worship when visiting the arboretum
4. Conduct *kahati* control board which aims to provide information about the flora (plants) in the arboretum.
5. Publish and manage Intellectual Property Rights which proposes to provide property rights for managers and also provide knowledge to other people more widely.

The mangrove area revitalization and conservation program aims to overcome the problem of abrasion in coastal areas, utilize natural resources in the form of mangrove plants and marine products, increase the group's ability to manage ecotourism, provide community economic improvement, and increase community awareness of the mangrove ecosystem. The planning carried out is:

1. Coordinate with fishermen's groups
2. Conduct studies on mangrove planting
3. Conduct training in mangrove planting conservation techniques
4. Conduct training for mangrove and fish processing
5. Assist in marketing the products produced by the group

### **Implementation**

General provisions for the implementation of CSR activities include the implementation of planned CSR activities based on the permission of authorized officials in accordance with the Company Authorization Delegation Guidelines, the implementation of CSR activities that are not planned/not included in the CSR program budget activity plan must be submitted/supported by submitting an official proposal, the basis for processing activities CSR that is not planned/not included in the CSR program budget activity plan refers to the President Director's Decree regarding the Delegation of Authority for Providing Assistance in force, the implementation of CSR activities is communicated through official and recorded correspondence, the implementation of agreed CSR activities is long-term, sustainable, requires/ does not require maintenance of assistance, and other agreed aspects, for individuals or institutions bound by a valid agreement, implementation of CSR activities at an agreed/determined time and place, handover of CSR activities is documented with a valid Minutes, and procedures for payment of activities CSR follows company regulations.

The first method of implementing CSR activities is through the procurement of goods/services, meaning that CSR activities that can be implemented through the Goods/Services Procurement process are goods/services that are general assistance. The second method is self-management through Cooperation Partners, meaning CSR activities that can be implemented through Self-Management with Cooperation Partners, such as specific assistance, require Cooperation Partners who have special organizations/specific competencies/extensive networks and based on management recommendations.

The third is self-management directly to the Beneficiaries of CSR Activities with the provisions requiring quick implementation (such as related to certain events), assistance in the form of cash, carried out directly by the local community, carried out using local community resources, and diversity of types of assistance in one CSR activity.

Implementing CSR activities can be carried out alone or activities can be carried out in collaboration/carried out with Cooperation Partners, with the following conditions and criteria, firstly, the Collaboration partner has objectives that are in line with Pertamina's CSR policy, secondly, Collaboration partners are not affiliated with political parties either directly or indirectly, the three Collaboration partners in the form of institutions have adequate resources such as competence, human resources, organizational structure, experience, networks, legal entities, taxpayer identification numbers, and valid and still valid bank accounts, the four Collaboration partners in the form of individuals have the resources such as competence/expertise/experience/network/popularity.

The conditions and criteria for beneficiaries of CSR activities are as follows, firstly not affiliated with a political party, secondly individuals selectively and thirdly having a valid bank account with the provisions, firstly if the beneficiary is an institution, then the valid account is an account in the name of that institution, secondly if The beneficiary is an individual, so it is permissible to use an account in the name of the individual concerned or a guardian's account supported by a statement that is acknowledged by local government officials.

Conditions and Criteria for Assistance in the Education Sector, firstly the provision of Student Educational Assistance is carried out to students at Elementary/Equivalent Schools, Middle Schools/Equivalents, and High Schools/Equivalents, secondly, applications for Student Educational Assistance through Schools/Non-School Institutions, thirdly assistance is through Non-School Institutions Schools need to get school recommendations and distribute them through schools, the four recipients of Student Education Assistance are Indonesian citizens, priority is given to students from financially disadvantaged families but have good grades/achievements, the five forms of Student Education Assistance are: School Equipment, School Uniforms, Uniforms Sports, school bags, shoes and stationery as needed.

All aid items are given the Pertamina logo proportionally by taking into account elements of appropriateness and aesthetics as well as company regulations. Then the costs are in the form of cash to continue education to a higher level from Elementary School/Equivalent to Middle School/Equivalent and Middle School/Equivalent to High School/Equivalent according to the needs submitted to the school.

Requirements for recipients of student education assistance in the form of equipment have the following requirements, firstly, prospective recipients of student education assistance have a minimum average score of 7 (seven). The minimum two potential recipients of Student Education Assistance are: class 1 (one) semester 2 (two), class 7 (seven) semester 2 (two), and class 10 (ten) semester 2 (two). Third, get a letter of recommendation from the Principal, fourth, attach a photocopy of the student card and biodata of the prospective beneficiary, fifth, the period of Student Education Assistance can be given for a minimum of 1 (one) year.

Requirements for Recipients of Student Education Assistance in the form of fees for continuing education to a higher level are as follows, firstly, prospective recipients of Student Education Assistance have a minimum average score of 7 (seven), secondly, prospective recipients of Student Education Assistance must have a minimum of: Elementary School/Equivalent graduates and Junior/Equivalent High School graduates, third get a letter of recommendation from the Principal of the school of origin, have been declared accepted at the destination school and must complete a Certificate of Incompetence from the Sub-district/RW, fifth attach a photocopy of the student card and biodata of the prospective beneficiary and sixth the amount of financial assistance continuing education to a higher level is 75% (seventy five percent) of the fees set by the destination school. As for the implementation of each PT CSR program. The Pertamina International RU II Sungai Pakning Refinery is as follows:

The peat water filtration program will start in 2021 as an effort to fulfill the right to life of people on peatlands regarding access to clean water. Various problems that occur on peatlands have become a common concern, ranging from forest and land fires, and degradation, to decreasing land productivity for agricultural activities. It doesn't stop there, the water characteristics in peatlands are also different from other lands. Peat water has a cloudy color and a high acidity level, so continuous use of peat water without processing can hurt people's health. This program is implemented in Bringin Hamlet, Lubuk Muda Village, Siak Kecil District, which is located on the Dayang River which is the company's Ring 1 area and is also close to Pertamina's Water Intake. In 2023, Pertamina will increase its water processing capacity to 6000 liters per day, develop environmentally friendly vegetable farming, and various institutional strengthening activities for a group called the Tirta Muda Group. The quality of peat water does not meet quality standards as seen from low pH, cloudy color, high organic substance content, taste, and smell. However, thanks to the peat water filtration program, the results were clean water according to the Minister of Health's regulations with a pH of 7.6, clear color, tasteless or odorless. Peat Water Filtration Innovation is Pertamina's core competency in managing raw



water sources into clean water that can answer the requirements of the community of approximately 116 heads of families in Lubuk Muda Village. This program can provide more than 8000 tons of clean water per year. The novelty of this program is also proven by the existence of a patent. Currently, this innovation is also managed directly by the Tirta Muda group through Sharing Knowledge of Water Treatment Plant Functions with the community. This program is also developing by carrying out plumbing so that clean water can be directly accessed by the entire community, right down to their homes. The program is increasingly developing with the existence of the first water depot or RO in Lubuk Muda Village, with marketing coverage in two sub-districts and earning up to IDR 102 million per year and succeeding in saving clean water consumption costs of IDR 87 million per year. So that this public service activity not only answers the community's needs regarding water availability but also provides economic and social benefits for the community in Lubuk Muda Village.

The *Sehati Posyandu* program began with the high number of ISPA and malnutrition cases affecting toddlers in the company's operational areas, becoming a special focus for Pertamina to participate in helping alleviate the hardship felt by the community. So for this reason, Pertamina initiated public services in the form of the Healthy Posyandu program as a preventive program to improve the health quality of toddlers and pregnant women by providing additional food based on local food. This activity involved 127 Posyandu cadres who were also trained by the UPT Puskesmas Bukit Batu and provided benefits to at least 100 pregnant women and 2,155 toddlers spread throughout the Bukit Batu sub-district. Additional food made from local food also considers the use of pineapple processed by the Tunas Makmur Farmers Group as one of the basic ingredients in making additional food for toddlers because of the high nutritional content in pineapple so it is considered good for improving toddler nutrition. From this activity of providing additional food, Posyandu cadres receive additional income of up to IDR 500,000/month/person. One of the Posyandu assisted by CSR is Posyandu Sehati which is one of the program initiations from Pertamina RU II Sungai Pakning with a total of 35 children under five. Most of the posyandu cadres come from the Tunas Makmur Farmers Group. Assistance in the form of providing additional food ingredients for pregnant women and toddlers, physical assistance in the form of tables and chairs, training in pineapple processing for toddlers, and a baby spa. This was provided to attract visits from mothers and toddlers to the Posyandu. The next plan to develop Posyandu is to create a business unit managed by Posyandu cadres, such as Baby Café, which sells food and drinks to increase babies' nutritional intake at affordable prices. The success of this program can be seen from the increase in posyandu visitors from 1047 toddlers in 2018 to 3400 toddlers in 2023, the increase in posyandu cadres' skills in massaging babies, and the creation of Creating Shared Value from pineapple ingredients.

The peat love school program began by collaborating with elementary schools, namely SD N 3 Bukit Batu, SD N 4 Bukit Batu, and SD N 13 Bukit Batu. CSR Pertamina Sungai Pakning at the beginning of 2019 again collaborated with SD N 10 Bukit Batu and SD S YKPP in activities extracurricular visits to the Marsawa Peat Arboretum and the Pangkalan Jambi Mangrove Conservation Area. Apart from learning activities at the Peat Arboretum and Mangrove Conservation Area, Pertamina CSR also assisted with reading books and improvements to the libraries at the two elementary schools. Looking back at the extracurricular activities carried out throughout 2018, the response resulting from these activities was felt to be very good by Pertamina's elementary school teachers. This is because grade 6 students who have entered junior high school already had prior knowledge when they were in elementary school about the peat environment. This also encouraged teachers to propose the creation of teaching materials with the theme of the peat environment to be taught to students. This idea was then

accommodated by Pertamina's CSR which was followed up in the creation of the Love Gambut School Curriculum.

This program includes activities such as Pertamina Mengajar, Preparing the Environmental Curriculum for the Love Gambut School which is pro-fire care, Making E-Learning Materials for the Love Gambut School, Providing greening facilities for the Love Gambut School, outing class activities supporting the Love Gambut School, Providing Batik Motif school uniforms Bakau Sungai Pakning repaired school facilities and infrastructure such as the Green House and Reading Park. This program was attended by 25 elementary schools, of which 1 elementary school, namely SDN 03 Bukit Batu, was the main target as well as a model school for 24 other elementary schools in the Bukit Batu sub-district area. The number of students taking part in this program is 1,047 students and 176 teachers.

The success of this program can be seen from the increasing awareness of students about the importance of protecting the peat environment, increasing participation of educational institutions in preventing fires on peatlands, increasing students' understanding of how to help prevent peatland fires, increasing students' knowledge in managing peatlands for agriculture, utilizing local land wisdom. namely the mangrove environment as a regional characteristic through school uniforms and the selection of SD N 3 Bukit Batu as the Provincial Adiwiyata School and as a candidate for the National Adiwiyata School.

Disaster care community development program, this program has been implemented from 2019 until now, starting with the formation of fire care community groups in each village, this group will continue to develop in 2023, initially only focusing on activities to extinguish land and forest fires, now developing into community groups concerned about disasters, the group's focus is not only on forest and land fires, now it is increasing on other disasters such as dealing with abrasion, floods, and other disasters. The form of activity carried out by this group is institutional training for the Management of Cross-Community Communication Forums concerned with disasters which is a gathering place for all members from various villages under the guidance of Pertamina. This is useful for facilitating forum communication. Then there are entrepreneurship training activities for members, which activity is intended for members to support the members' economy, and publication and management of Individual Property Rights (IPR) which aims to patent ideas that develop in the forum itself. The perceived impact of this program is the reduction in peat land burning, the members being alert in extinguishing the burning land, and minimizing the time required for the extinguishing process so that it has an impact on reducing sufferers of Acute Respiratory Tract Infections caused by land smoke, turning the area around the company into an area there have been no fires since 2019, the prosperous lives of members through various entrepreneurial activities managed by the members themselves, the emergence of certified skills from members, becoming speakers for other groups, and the replication of group empowerment programs for groups in other areas.

This agricultural development program has been implemented from 2019 until now, starting from utilizing burnt land so that it does not burn again, so agricultural groups were formed. Initially, the company assisted with 10,000 wood plants (durian, matoa, soursop, and jengkol). This activity was carried out to provide wood plants for the tumpeng sari agricultural system, then continued with training on managing pineapple leaf waste, this activity was to provide knowledge to the women who were members of the management. pineapple production to utilize pineapple leaf waste into usable bags, so that no more waste is produced from pineapple trees, then assistance with packaging and branding of pineapple products, which is intended for better packaging of pineapple production. Then the development of diversification of pineapple products through pineapple leaf fiber craft products, which is useful for providing alternative

products made from pineapple leaves for crafts and managing cooperative legal entities so that group-owned cooperatives become legally stronger, called the Tunas Makmur Cooperative. The success of this program can be seen from the maximum productivity of peatlands, reduced forest, and land fires in the company area, increased skills of the assisted groups related to agricultural processing, improved group and community economy, increased community participation in agriculture, increased group knowledge about group organizing, increased knowledge community regarding the use of peat land, and increasing the marketing of processing products.

The peat arboretum program has a long process in the course of its program. In the process of implementing the program by Pertamina, the group felt many positive and negative things. The beginning of the process of running the peat arboretum program was the donation of land by the land owner to be used as a learning garden, after which the land was cleared and repaired to make it easier to enter the garden. This program was well received by land owners and residents in the Kampung Jawa area because with this arboretum, land that was originally forest and had the potential to burn became useful land that could generate additional income for its managers. Every program must have a negative side that matches the positive side of the program. Likewise with the arboretum program, although it has a positive side in the program development process, the negative side received by the peat arboretum program is that there is still a lack of understanding among residents about land management so only a few people want to get involved in this program. Then this program continued with the creation of culinary huts and tourist huts, which aim to provide comfortable tourist and culinary resting facilities for visitors, the development of a pitcher plant hatchery, which aims to provide a pitcher plant nursery house, the creation of prayer facilities to make it easier for visitors to visit. carrying out religious services when visiting the arboretum and making a biodiversity control board that aims to provide information about the flora in the arboretum. The success of this program can be seen from the maximization of peatlands that are prone to fire, making peat educational locations for the community, especially students, becoming a well-known tourist location at the district level regarding peat ecosystems, becoming a conservation site for endemic peatland plants and a technology-based tourism location.

The mangrove area revitalization and conservation program began with mangrove planting which had previously been carried out in Pangkalan Jambi Village by the community itself but had not experienced success until collaborating with Pertamina. According to studies conducted by Pertamina, mangrove planting requires first building a hybrid-engineered wave breaker and also requires mangrove seeds that are suitable for the area. The community also contributed to this construction by adapting the breakwater design to suit locally available materials.

Not only is planting mangroves to overcome abrasion, but this program also encourages village communities to be creative with processed mangrove plants and marine products in the form of Lomek Fish. Previously, mangrove leaves and fruit had not been processed into food products by the community so they had no selling value. Lomek fish also had less marketability if sold directly. Currently, people already have products such as Lomek Fish Crackers, Lomek Fish Sticks, Lomek Amplang, Lomek Dendeng, Lomek Salted Fish, Lomek Meatballs, Lomek Nuggets, Jeruju Crackers, Jeruju Sticks, Kedabu Dodol, Nipah Leaf Woven products, and Nipah Stick Woven products. This program not only has an impact on the environment, especially the mangrove ecosystem but also has an impact on the community to care more about the environment and improve the community's economic level. After the successful planting and seeding of mangroves, other facilities began to be built to support Pangkalan Jambi to become a tourist spot, such as bridges, huts, prayer rooms, canteens, and tracks. The construction of this facility was not fully borne by Pertamina because apart from working together to build other facilities,

the community was also self-sufficient in building a prayer room, planting 5000 mangroves, providing assistance for brackish water tilapia cultivation facilities, building a mangrove track and training on the diversification of mangrove forest products. The success of this program can be seen from the increase in mangrove plants on the coast of Pangkalan Jambi, reduced abrasion due to increased mud on the shoreline, increased group skills in processing food products, increased community participation in conservation and economic improvement through additional income in the community.

### **Reporting**

Reporting from a public service perspective is an application of good corporate governance as a form of transparency and corporate accountability not only to the government but also to the community. Reporting can also be used as supporting material and analytical material for decision-making for future activity plans, helping to understand the activity process and improving the development of activities in the future. CSR reporting is used by companies as a source of information to monitor and evaluate the implementation of CSR activities with the following conditions: first, monitoring CSR activities includes: Time, by the specified agreement, Budget, the determined costs, Quantity, and quality that have been determined, monitoring plans for the realization of publication of CSR activities periodically. Second, reporting, reporting for each program is carried out periodically (monthly/quarterly/semester/annual). Reporting includes the implementation of activities and photos (documentation) as well as the number of recipients. benefits from the CSR activities in question, realization of costs accompanied by valid supporting evidence, publication reporting of CSR activities carried out periodically, and indicators of success.

In carrying out the evaluation, an analysis is made of the reporting on the implementation of CSR activities as well as providing recommendations, and evaluating the results of the publication of CSR activities carried out by the Corporate Communications Function. The aim of publishing CSR activities is to socialize Pertamina's work in social and environmental responsibility to the company's internal and external stakeholders through various communication channels such as print/electronic mass media, social media, internal media, exhibitions, etc. to improve its image and reputation. company. The implementation of the publication of CSR activities is coordinated with the Corporate Communications Function.

Publication of CSR activities is carried out internally and externally through various communication channels such as print/electronic mass media, social media, internal media, exhibitions, etc. Operating Units/Subsidiaries publish CSR activities as needed or selectively.

### **Accountability**

Accountability is accountability for all activities carried out to interested parties. In this case, the interested parties in the CSR program are the government and the communities affected or living around the company. The activities carried out by PT. Kilang Pertamina Internasional RU II Sungai Pakning is engaged in the energy sector by producing fuel oil to meet the fuel needs of the Riau region and the northern and southern parts of Sumatra. The impact of the company's activities, such as air, land, water, noise pollution, and other environmental damage, causes companies to be held accountable by the government and society as a form of an environmental ethics issue. This corporate accountability is implemented in the form of charity, infrastructure development, capacity building, and community empowerment. The consequences of this accountability can be in the form of rewards or sanctions. PT. The Pertamina International RU II Sungai Pakning Refinery has received the Gold PROPER award 5 times from the Ministry of Environment and Forestry of the Republic of Indonesia from 2018 consecutively until 2023. This

indicates that PT. The Pertamina International RU II Sungai Pakning Refinery is very accountable for the management of public services.

## CONCLUSIONS

This research can conclude that public service management in CSR PT. The Pertamina RU II Sungai Pakning refinery has adopted management functions in general, namely planning, implementation, and reporting. There is an additional function of public service management, namely accountability, which is an added value for public service management at PT. Pertamina International RU II Sungai Pakning Refinery. This accountability can provide a positive image for the company because it is implemented very well regarding the impact of activities that have been generated as a form of public service for the company. This confirms that the company's public service management has been managed well and correctly. This could be an example for other companies to implement corporate CSR.

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