

Implementation management of corporate social responsibility in SIRCLO #BelajarBarengMentor program

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ABSTRACT

COVID-19 pandemic in Indonesia has impacts on disabilities. The private sector can help empower them through Corporate Social Responsibility (CSR). SIRCLO is one company that initiated CSR with Difalink through the #BelajarBarengMentor Program. During the implementation, several problems were faced by SIRCLO and Difalink, even though the proper implementation of CSR can benefit the company. This study aims to determine (1) How the Plan, (2) How the Implementation, (3) How the Checking, and (4) How the Evaluation in the Implementation Management of CSR in the #BelajarBarengMentor Program with analysis using the Hohnen CSR implementation model (Plan, Do, Check, and Improve). The method used is a qualitative descriptive study with data collection through interviews, observations, and literature studies. The validity of this research uses source triangulation. The study's results revealed similarities with the Hohnen model. On (1) Planning, assessment, and strategy development were initiated, but the research needed more depth and detail. On (2) Implementation, focus on program development and execution, but there are some technical problems and exposures. On (3) Checking; it had not been conducted effectively, and on (4) Evaluation; there are several evaluations and suggestions, such as the need for solid planning and a dedicated team. The suggestions given are (1) Planning; conducting in-depth research, (2) Implementation; making alternative implementation options based on research, (3) Checking; conducting the monitoring according to the concept of CSR, and (4) Evaluation; conducting solid planning and create a dedicated team for sustainable plans.

Keywords: COVID-19; CSR management; corporate social responsibility; disability; implementation management of CSR

Manajemen implementasi corporate social responsibility pada program #BelajarBarengMentor SIRCLO

ABSTRAK

Pandemi COVID-19 di Indonesia berdampak pada penyandang disabilitas. Pihak swasta dapat membantu memberdayakan penyandang disabilitas lewat Corporate Social Responsibility (CSR). SIRCLO adalah salah satu perusahaan yang melakukan CSR bersama dengan Difalink lewat Program #BelajarBarengMentor. Pada saat pelaksanaannya, terdapat beberapa masalah yang dihadapi SIRCLO dan Difalink, padahal implementasi CSR yang tepat dapat memberikan keuntungan bagi perusahaan. Penelitian ini bertujuan untuk mengetahui (1) Bagaimana Perencanaan, (2) Bagaimana Pelaksanaan, (3) Bagaimana Pengecekan, dan (4) Bagaimana Evaluasi dari Manajemen Implementasi CSR pada Program #BelajarBarengMentor dengan analisis menggunakan model implementasi CSR Hohnen (Plan, Do, Check, dan Improve). Metode yang digunakan adalah studi deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi pustaka. Teknik validitas penelitian ini menggunakan triangulasi sumber. Hasil penelitian mengungkapkan bahwa adanya kesesuaian dengan model Hohnen. Pada (1) Perencanaan; dilakukan asesmen dan pengembangan strategi, namun riset yang dilakukan kurang mendalam dan detail. Pada (2) Pelaksanaan; fokus pada pengembangan program dan implementasinya, namun terdapat beberapa masalah teknis dan exposure. Pada (3) Pengecekan; belum dilakukan dengan efektif, dan pada (4) Evaluasi; terdapat beberapa evaluasi dan saran seperti butuhnya solid planning dan tim dedicated. Saran yang diberikan yaitu pada (1) Perencanaan; membuat in-depth riset, pada (2) Pelaksanaan; membuat opsi-opsi alternatif implementasi berdasarkan riset, pada (3) Pengecekan; dilakukan sesuai konsep CSR, dan (4) Evaluasi; mengadakan solid planning dan membuat dedicated team untuk rencana berkelanjutan.

Kata-kata kunci: COVID-19; corporate social responsibility; disabilitas; manajemen CSR; manajemen implementasi CSR

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INTRODUCTION

Indonesia experienced the COVID-19 pandemic caused by the Sars-Cov-2 in 2020 (Debora, 2020). This phenomenon affected many communities economically and financially. One of them is disabled people, who have a higher level of vulnerability than the others.

Up to 80 percent of disabled people have their income decreased (The National Team for the Acceleration of Poverty Reduction, 2020). There are 23 million disabled people in Indonesia, or around 9 percent of the total (The National Team for the Acceleration of Poverty Reduction, 2020). The number of disabled people entering the labor force was around 7.8 million. However, the number of unemployed, disabled people still reached 247 thousand, with an Open Unemployment Rate (TPT) of 3 percent (Pebrinato, 2021).

One of the solutions is to be empowered. In the private sector, companies can initiate empowerment through Corporate Social Responsibility. Besides empowerment, it is also part of enabling, in which there is a process of providing capacity to empowered targets (Sjafirah, Sjuchro, Nasriah, & Rukmana, 2021). One CSR implemented during the pandemic is the #BelajarBarengMentor Program by SIRCLO and Difalink. During the pandemic, the company had to hold CSR remotely online.

SIRCLO is a leading local e-commerce enabler in Indonesia that wants to help other brands to be able to sell online, especially MSMEs. Meanwhile, Difalink is a social enterprise that cares for disabled people and has a community of disabled people as its beneficiaries.

Both developed a CSR program called the #BelajarBarengMentor Program, which aimed to empower entrepreneurs with disability through online training focusing on business and digital literacy and technology use to improve their livelihoods.

According to Eve, this program is one of many online programs SIRCLO created during the pandemic. Disabled people have the potential to develop but do not yet understand how to do that. In the COVID-19 situation, many have lost their jobs, and one way to survive is to open a business. The weakening economy in this period can be overcome by optimizing the use of e-commerce (Trulline, 2021), one of which is with the help of SIRCLO. Therefore, SIRCLO and Difalink help them by facilitating online training to help the development of disabled people.

Eve and Rahayu said one of the evaluations was how they managed communication with the community. According to Eve, this is due to difficulty executing online programs for disabled people. They also faced

communication difficulties due to the lack of non-verbal interaction with participants on online platforms. Another evaluation was in the planning phase, which felt immature to have an impact at the time of its implementation.

In the framework or model made by Hohnen, the implementation of CSR programs is passed through several phases, from plan to evaluation (Hohnen, 2007). Managing a CSR program that follows basic concepts and rules will ease the companies to create an easy-to-run program with clear steps.

In addition, The World Business Council for Sustainable Development argues that CSR provides many advantages for companies, such as: (1) Offering clear business benefits and helping make a positive contribution to society; (2) Opening up opportunities to show the humanitarian side; and (3) Opening opportunities for cooperation with various related parties. Hohnen also emphasized that CSR can positively impact a company's reputation and marketing management (Hohnen, 2007). It happens because there is an urgency to build a positive reputation so that it can change negative stereotypes in society (Sugiono & Puspitasari, 2021).

Corporate Social Responsibility is a popular term thanks to John Elkington in the 1980s. ISO 26000 said CSR was born because of the company's decision-making and activities

toward society and the environment. It is done through transparency, ethics, and in line with sustainable development and community welfare, considering stakeholder expectations, following norms and laws, and integrating into all companies (Hohnen, 2007).

From this explanation, exemplary CSR implementation according to its principles can benefit the company and improve its brand image and reputation (Rakhmawati & Sani, 2016). CSR benefits society and can be a source of extraordinary socio-economic progress (Rahmat, Herry, & Mansyur, 2021). Companies need CSR activities to minimize risk or negative image, even though many companies implement CSR as a "mask" and ignore sustainability aspects (Rahmayani & Silvana, 2018).

As part of communication activities, CSR is a very PR study. However, we also can study the management process inside of it. According to Geroge Terry, management is a process of planning, organizing, moving, and controlling actions to determine and achieve goals using human resources and other resources (Sukarno, 2011).

It is similar to the implementation of this program, which includes planning, organizing, controlling, and evaluation processes. Therefore, it is a fascinating study to understand how the CSR program #BelajarBarengMentor was implemented by SIRCLO according to its

Table 1 Hohnen-Potts CSR Framework Model

No	Step	Description
1	Plan	CSR Planning, from researching needs to strategizing it.
2	Do	Develop CSR commitments and implement CSR commitments.
3	Check	Verify and report on CSR initiatives.
4	Improve	Evaluate and make improvements from existing CSR activities.

Source: Hohnen, 2007

management process during (1) Plan, (2) Do, (3) Check, and (4) Evaluation, considering there are communication problems in several aspects of its phases. It aims to explore this phenomenon with the framework provided by Hohnen to get an overview of CSR management that suits the frameworks.

According to Hohnen, CSR implementation consists of four phases, which are stated below. The results of this study will be analyzed mainly using the implementation model or CSR framework created by Hohnen as the conceptual basis.

Planning is done by conducting CSR assessments and developing CSR strategies. When conducting a CSR assessment, the company could (1) Form a CSR leadership team, (2) Develop a definition of the company's CSR work, (3) Identify the legal requirements needed, (4) Review existing company

documents and activities, and (5) Identifying and involving stakeholders. When developing a CSR strategy, several aspects to consider are (1) Building support with all company employees, (2) Conducting research on other CSR strategies and evaluating its CSR instruments, (3) Preparing a CSR matrix, (4) Developing options and cases that are suitable for the company, and (5) Determining the direction, approach, boundaries, and focus areas to be reached (Hohnen, 2007).

In the implementation phase, we could (1) Develop CSR commitments and (2) Implement the CSR commitments. Developing CSR commitments include (1) Scan existing CSR standards, (2) Discussing with stakeholders, (3) Creating working groups, (4) Preparing CSR drafts, (5) Consulting with affected stakeholders, and (6) Revising and publishing CSR commitments. In Implementing the Commitment, there are aspects such as (1) Developing an integrated CSR decision-making structure, (2) Compiling and implementing a CSR business plan, (3) Setting measurable targets with identified work measurements, (4) Involving employees and other related parties, (5) Designing and implementing CSR training, (6) Building mechanisms to overcome existing problems, (7) Make internal and external communication plans, and (8) Making commitments for the public (Hohnen, 2007).

During Checking, the company must pay attention to verifying and reporting any findings or data related to events in the field when CSR occurs. Then, on the evaluation, they must identify what things are suitable and what does not during the CSR initiative and list every improvisation for the future. It helps communicate updates on management performance related to CSR, thus maintaining stakeholder trust in the company (Hohnen, 2007).

Through this research, the findings are made in the form of conclusions and recommendations in the form of suggestions. The assumption is that there will be a similarity between Hohnen's model of CSR implementation with the data found, which includes (1) Plan, (2) Do, (3) Check, and (4) Evaluate. This research will provide a reference to the following research to understand the implementation of Hohnen's model in the #BelajarBarengMentor Program initiated online during COVID-19. Therefore, it will distinguish from studies before COVID-19 that mainly were held offline.

RESEARCH METHOD

This research used a descriptive study method and qualitative data. A descriptive study is chosen because this study aims to describe every fact related to the implementation of CSR in the #BelajarBarengMentor Program.

Descriptive research aims to provide an overview by using narratives of words and exposure to numbers, as well as presenting problem profiles, classifications of types, or outlines of phases that can answer questions such as who, when, where, and how (Neuman, 2013). Through descriptive studies, Moleong said we could describe the program in words, pictures, or tables based on apparent facts (natural setting) (Perbawasari, Dida, & Nugraha, 2019).

Descriptive qualitative show the data in the form of narratives, photos, observations, document studies, and others that will later capture and find meaning in data diving and analyzed by compiling data to present a coherent and consistent picture (Neuman, 2013). Thus, making this study full of narrative, pictures, and tables to show the data.

From this explanation, when the research takes place, the author will collect qualitative data (not in the form of numbers) such as images, interview results, and observations. These data are displayed empirically without any "additional value" or subjectivity from the author as the primary research instrument. So, the whole study is a description of the #BelajarBarengMentor program according to Hohnen's model.

Some of the informants selected with purposive sampling for the semi-structured interview were Ratri Endah Rahayu (Marketing

Manager SIRCLO), Jennifer Eve (Event Marketing SIRCLO), Ayu Hendyana (Event Marketing SIRCLO), Rini Hapsoro (Corporate Communication Manager SIRCLO), and Ni Komang Ayu Suriani (Founder & CEO of Difalink). Meanwhile, two informants were added as a triangulator, which is Naifah Kurnia (Communication Consultant of Rumah Bersama Komunika) and Abdi Hamdani (GM Human Capital Motasa Indonesia). They are selected with specific criteria such as (1) Expertise, (2) Relation to the program, and (3) Willingness to be interviewed. In addition to these informants as primary data, we collect data through non-participatory observations of existing webinar recordings and secondary data through literature studies.

All of the data is analyzed with (1) Data reduction; to select data that is relevant and focused on the research, then (2) Data presentation; by forming narratives, and relationships between categories, tables, and flowcharts, especially in narrative texts, then (3) Concluding; from existing data (Rosmala, 2021).

Due to the pandemic, the whole primary data from the field (interview) was collected online through platforms such as Zoom and Google Meet for interviews with informants and was conducted from September 2021 to July 2022.

RESULTS AND DISCUSSION

The #BelajarBarengMentor Program was held for about four weeks, from March 2021 to April 2021, consisting of five webinars and three mentoring. The CSR program, targeted at 20 participants, had topics relevant to managing digital MSMEs. The detail showed at table 2.

During the planning, Hohnen divided the phases into two, (1) Conducting an assessment and (2) Developing a CSR strategy. According to Hohnen, this assessment is then broken down into several checkpoints, (1) Creating a CSR leadership team, (2) Developing a definition of the company's CSR, (3) Identifying legal requirements, (4) Reviewing company documents, and activities, and (5) Identifying

Table 2 Series of Activities

No	Series	Topic
1	Webinar	Starting and Growing Business
2	Webinar	Motivation & Responsiveness
3	Webinar	A Guide to Leading & Managing a Team Effective Marketing
4	Webinar	Strategies for Business: Branding & Content Marketing
5	Webinar	Sales Optimization with social media & e-Commerce
6	Mentoring	Goal Setting
7	Mentoring	Product Value
8	Mentoring	Marketing Strategy

Source: Research Result, 2022

and involve stakeholders.

During the planning, Hohnen stated that the earliest phase is to make an assessment related to CSR programs. It is intended so that the company can formulate effective and sustainable CSR initiatives (Hohnen, 2007).

It is a process to collect and research relevant information about the company's products, services, policies, and activities to determine how it stands for its CSR activities and allocate its focus to its CSR actions. A good CSR assessment will clarify the company (Hohnen, 2007).

CSR assessment is first conducted by forming a leadership group of company leaders (top management), such as directors, managers, and section heads. Like a good management strategy, CSR requires support from the company's top management, has influence, and is involved in CSR issues (Ibrahim, Erdiyana, & Nugraha, 2021). According to Rahayu and Hapsoro, most of the CSR SIRCLO initiated was an ad-hoc project and was open to all teams at that time. So, even though it was formally under Corporate Communication, the entire SIRCLO team could initiate a program.

Event Marketing (a small team under Marketing Division) ran the program with full supervision from Ratri Endah Rahayu (Marketing Manager SIRCLO). The division was under Danang Cahyono (Chief Operating

Officer of SIRCLO). This program comes from a collaboration with Difalink, a Social Enterprise led by Ni Komang Ayu Suriani (Founder & Chief Executive Officer of Difalink). According to Suriani, although this program is Program Division's supervision, some C-Level members are also involved in planning and evaluating the program.

This program involved several senior managers from SIRCLO and Difalink as partners. SIRCLO did not involve top management because the authority to hold CSR activities is limited to the existing divisions. Thus, the leadership group was limited to the managerial level for SIRCLO.

In assessing CSR, Hohnen describes another checkpoint as collecting and examining relevant information about the core of the company, for example, in terms of products, services, culture, or things that are the basis of company policies. CSR practice must be based on a solid foundation that can be used as a guide in implementing its initiatives. It is essential to establish a definition or point of view of corporate CSR in the form of a relevant CSR vision and mission and synergize with the company's vision, mission, culture, or fundamental values (Hohnen, 2007).

SIRCLO has the vision to help brands sell online. In addition, SIRCLO also wants to help stakeholders in its business ecosystem,

one of which is its partner Difalink through the #BelajarBarengMentor Program. This volunteer work is a form of one of the values that SIRCLO carries through its corporate value, which in value connect, “we act as a resourceful individual to others in need,” as a value that encourages the entire SIRCLO team to do initiative things beyond its daily activities. Therefore, all individuals in SIRCLO are encouraged to be able to contribute to stakeholders in need in the form of energy, time, knowledge, and other things.

The research shows that there needed to be legal guidelines in the form of regulations or laws that specifically regulate the mechanism for implementing CSR initiatives adopted. Although Hohnen said that CSR is a company’s voluntary initiative to improve performance and establish relationships with the community (Hohnen, 2007), it is essential to understand and ensure that its planning steps follow applicable laws or regulations.

Generally, CSR is regulated in Law No. 47 of 2007 concerning Limited Liability Companies, which regulates Social and Environmental Responsibility. Details governing the implementation of CSR in Indonesia are issued through Government Regulation No. 47 of 2012 About the Social and Environmental Responsibility of Limited Liability Companies. This regulation is the primary basis for CSR

implementation in Indonesia but does not explicitly regulate this program. Therefore, there was no legal document that became the fundamental law of this program but only acted as a reference for initiating the program.

In addition to legal reviews, the company should also review documents, processes, or activities that have been carried out for an opportunity to establish CSR Implementation (Hohnen, 2007). The documents in question include a mission statement, policy, code of ethics, principles, and other operating documents. Meanwhile, the process includes a specific decision-making process to deal with certain aspects. Own activities include business activities directly related to providing products or services to users connected to CSR initiatives (Hohnen, 2007).

There was an agreement between SIRCLO and Difalink to work together, which marked the initiation of this program. It was not limited to only one type of activity but also various activities involving SIRCLO, Difalink, and members of the Difalink community. In addition, one of the other business activities that were reviewed and then made into one part of the activities in the program was the promotion of the SIRCLO Store to the market.

According to Hohnen, involving stakeholders in this assessment process can be seen as an opportunity to express their views

more generally about companies' behavior (Hohnen, 2007). In addition to reflecting on the company's internals, the Planning must involve targeted stakeholders internally and externally.

In this planning, the mapping conducted by SIRCLO and Difalink was only limited to the criteria for participants who will participate in this CSR program. These criteria include (1) a Disabled person, with (2) A business that has already been established over three months. It is also an evaluation of the #BelajarBarengMentor Program, where in the future, similar programs will bring up more specific criteria to get participants with a solid motivation to participate in programs like this.

After conducting the assessment, the next plan is to develop a CSR strategy, which can determine directions, targeted stakeholders, approaches, focuses, and action plans and ensure the CSR's outcome (Hohnen, 2007).

CSR strategy helps develop innovations to improve the situation around the company, as the company's responsibility is to "find big solutions to big questions" regarding existing social and environmental problems. This strategy aligns with the company's primary strategy, especially regarding social change and the surrounding environment (Schönauer, 2018).

The strategy that SIRCLO brings in each of its CSR programs is to help all stakeholders in

SIRCLO's ecosystem, one of which is Difalink. In its implementation, SIRCLO does not have a rigid business strategy for implementing CSR programs (ad hoc only) following what they need. Even so, they want to help businesses and MSMEs, which aligns with their value. From this understanding, the strategy development here is not related to the grand strategy of SIRCLO's CSR plan but instead the specific strategy used in the #BelajarBarengMentor Program.

Hohnen explained that five steps or processes become checkpoints in developing a CSR strategy. These processes include (1) Building support with top management and employees, (2) Conducting research on competitor companies and assessing the CSR instruments they initiated, (3) Preparing a matrix of proposed CSR Programs, (4) Developing options for the CSR initiatives, and (5) Determining the direction, approach, limitations, or focus of CSR initiatives carried out (Hohnen, 2007).

Hohnen argues that CSR strategies can be successfully initiated if they get support from the company's top management. This support can be obtained by reporting to senior management (top management) or directors about the planning of the CSR Program (Hohnen, 2007). Striving to gain support, even involving senior management, makes it easier

to integrate or unify CSR with the company's core values (Schönauer, 2018). Even though entirely and autonomously run by the Marketing division, this CSR program initiative was only reported on short notice to the COO in C-Level Meetings. The report on the activities of the Marketing division is under the auspices of Danang Cahyono (Chief Operating Officer (COO) of SIRCLO).

The role of top management was not widely seen in the program's implementation because of the tight schedule, so it was only more about reporting the progress. The support provided by the COO of SIRCLO focused more on approval. Furthermore, it was also reported through a meeting of the SIRCLO Store with other divisions. Other employees also provided support regarding this CSR program through a volunteering system held to become webinar speakers and mentors. In addition, there was also the role of Business Development and Corporate Communication at SIRCLO, which helped prepare the SIRCLO Store and recap content uploaded through the SIRCLO LinkedIn platform.

The following steps are to research the CSR approach initiated by competitors or similar companies. It aims to develop an existing approach with a new focus or direction (Hohnen, 2007). Some of the parties that can be researched are other companies, industry

associations, and CSR specialist organizations. Assessing the profits, costs, immediate results, resource implications, and changes from the practice are essential if the company wants to adopt the same approach as other companies (Hohnen, 2007).

SIRCLO and Difalink did not conduct research regarding similar CSR initiatives. The research focuses on the resources the company already has and the things the company could provide to the community. What makes this program different from the others is its approach to forming a complementary program and providing free software that can be used by participants and can be consulted through mentoring sessions, which was SIRCLO Store. Regarding topics, Hendyana said various materials from this program adjusted to SIRCLO as an e-commerce enabler in Indonesia. Therefore, the topic was related to digital business fields such as branding, content marketing, social media marketing, and selling optimization through e-commerce.

After researching the details of the CSR program, Hohnen said that companies could prepare a matrix on CSR to weigh all aspects crossed and their primary responsibilities in the form of a matrix table covering economic, social, and environmental aspects. From the matrix, companies can regulate the CSR activities that will be and are implemented, their processes,

products, and their impact on the matrix (Hohnen, 2007). According to the study, no matrix was formally documented for implementing this CSR program. Because it was entirely arranged at the time of the meeting between SIRCLO and Difalink, the only document formally used to provide detailed information about the Program #BelajarBarengMentor made in the form of Term of Reference (ToR) only.

When planning a program, the company will have several options for determining what kind of CSR program will be initiated. According to Hohnen, the options usually available are (1) Taking a different approach to CSR or (2) Determining a sweeping change in its direction. In determining this direction or option, the company can: (1) Collect ideas and (2) Build a business case related to CSR. There are two types of approaches to develop options for CSR initiatives, which are (1) Incremental approaches (step-by-step) and (2) Fundamental approaches (done comprehensively in the beginning) (Schönauer, 2018).

Because it was directly in the form of a program, no grand strategy or business case was built in the program's planning. In planning this program, SIRCLO and Difalink directly determined what kind of program model would be developed for this case. From the discussion and brainstorming with Difalink, the two decided to create training with two teaching

models: a one-way webinar for five meetings and a two-way mentoring model for three meetings.

After that, another thing that must be discussed is determining the direction, approach, and focus of areas related to CSR programs. The direction in this context is the company's actions towards the main areas used as CSR. Meanwhile, the approach in this context is how the company plans to move forward in the direction set. The focus area itself should be in line with the company's business objectives and the company's priorities. The decisions usually involve setting the company's priorities, starting from the aspects of how serious the problem is, how effective the solutions are offered, the ease of implementation, and how much the company's resources can be used (Hohnen, 2007). In addition, the limitation of its purpose of providing new knowledge and consultation on business problems experienced by persons with disabilities is also done in determining the topic and material presented in each session. Apart from the program topic and goals, the focus was also reflected through screening the target audience participating in this CSR program. The initial target for participants in this program is estimated to be about 30 people. During registration, they narrowed it again to a maximum of 20 participants with some criteria to screen them.



Source: TOR Activities, 2022

Figure 1 TOR Document Contains Details of the Activity Plan

Geographically, SIRCLO and Difalink did not limit participants' residences. However, it was known that most participants lived in the Java-Bali region. These two regions are the main operating areas of Difalink as a community whose center is on the island of Bali, so many participants also came from Bali.

After Plan, the next one is Do, or the implementation phase of CSR initiatives, starting from developing commitments to realizing CSR commitments. In the phase of implementing a CSR program, Hohnen dividing these phases into two sub-phases, (1) Developing CSR Commitments and (2) Implementing

CSR Commitments. CSR commitment is a company's policy or instrument in showing what the company wants to do to overcome social and environmental impacts. CSR commitment flows from CSR assessments and strategies. It is developed when a plan is implemented with an action (Fuad, Dida, & Komariah, 2018).

Several checkpoints can be done in developing CSR commitments, (1) Scanning CSR commitments, (2) Conducting discussions with key stakeholders, (3) Creating working groups to develop commitments made, (4) Making initial drafts, (5) Consulting with stakeholders, and (6) Revising and publishing CSR commitments (Hohnen, 2007).

The first checkpoint is to scan CSR commitments from other third parties. According to Hohnen, it aims to maintain standards in developing CSR commitments. Hohnen said that the standard is an instrument of government or intergovernmental bodies such as the United Nations, ILO, and others with high credibility. In considering it, the company could also see the stakeholders involved, the purpose of the CSR commitment, the problems identified at the beginning, and whether they are appropriate for the company (Hohnen, 2007). The research shows there were no standards made by the government followed because there are no specific standards governing this type of CSR.

The standard used was only following

the program that had been initiated before this program. The implementation of this CSR program also did not follow ISO 26000 (international standard for CSR initiatives), which guides the company for CSR implementation, operation, and reporting (Rachman, Wicaksana, & Efendi, 2011).

After scanning CSR commitments, Hohnen agreed that the company should have discussions with key stakeholders. External members of the CSR team (internal) could also be involved in this discussion to get another view of CSR commitment. From these discussions, there was a sense of participation and approval that the company could build for its stakeholders. In this program, the stakeholders' target audience was disabled people. According to the study, it was found that SIRCLO did not directly communicate with the potential audiences but was assisted by Difalink for the communication process. SIRCLO only met the participants when the programs ran through WhatsApp groups and on the Zoom platform.

Creating a working group is the third point that becomes a checkpoint in developing CSR commitments. The working group can be filled by various levels of company employees to top management who can take time and provide perspective on implementing CSR commitments. The working group created to implement the program involved SIRCLO

and Difalink. The two parties involved in CSR programs were SIRCLO and Difalink. They set their job description and were in charge of different tasks. Some of it involved both parties, which was when brainstorming about the event's topic, event materials, speakers present, and the technicalities of the event.

SIRCLO assisted in zoom operations and program recap-making. Difalink assisted in terms of registration, technical communication with disabled people, and creating information content about ongoing programs. Apart from SIRCLO and Difalink, the other parties involved were only speakers and mentors, so they were not included in the working group of the program's organizers.

Hohnen mentioned that in developing CSR commitments, companies could prepare an initial draft of CSR (prepare a preliminary draft) by making a clear and detailed CSR program proposal and identifying the working group involved in its implementation. The draft made by SIRCLO and Difalink was only made in the form of a term of reference (ToR). It was used to document the program's details formally and was officially shared with external parties who will be speakers and mentors. Each person's job description in the working group needed to be formally formulated and documented.

Consulting with affected stakeholders is also essential to prevent future problems. The

consultation was only initiated with Difalink as the partner. They are consultants with expertise and specificity in employment for disabled people. Difalink did not consult with other parties related to disabled people.

The next thing that can be done is to revise and publish the CSR (revise and publish the commitments), where the company can improve the program to be published and provide information to all employees as part of the program implementation. This information is often done through the company's website, in CSR reports, sustainability reports, and other options (Hohnen, 2007).

After consulting, they published the information about the program to their employees through the company's chat platforms, such as Slack, WhatsApp, and Asana. The information was on short notice to notify about programs running within the internal parties. Meanwhile, the information provided to external parties was conveyed through social media, ranging from registration and updates about the program-to-program recaps. Then, the final report was included in the Marketing Monthly Report.

According to the framework or model created by Hohnen, several checkpoints stated in the Implementation phase of CSR commitments include (1) Developing an integrated CSR decision-making structure, (2) Preparing and implementing a CSR business plan, (3) Setting

measurable targets and identifying performance measures, (4) Involving employees and others to who is committed to doing CSR, (5) Design and conduct CSR training, (6) Establishing a CSR problem-solving mechanism, (7) Planning internal and external communications, and (8) Making public commitments (Hohnen, 2007).

Hohnen argues that in implementing a CSR program, the company could create an integrated decision-making structure and establish problem-solving mechanisms in CSR programs. Every decision was discussed through a WhatsApp Group, Google Meet, or Zoom by SIRCLO and Difalink. If the decisions cannot be taken, then it was given to the leaders involved in the program.

The study shows that no standard CSR system was applied to SIRCLO and Difalink, so in systematics, the decision-making is only initiated by the teams involved, not up to a strategic level for broader policies. Similar to it, in the problem-solving case, Hohnen said that it is essential for companies to form processes or mechanisms that can detect, report, and provide solutions to problematic activities (Hohnen, 2007).

Hohnen further said that companies must be able to provide a safe space for all stakeholders to report all errors that occur in the process of implementing CSR commitments. The mechanism chosen is a joint deliberative

discussion to include all opinions and voices of team members who organize the program. Teams actively pushing the participants to give them feedback. If the participant has complaints or input, they allowed them to communicate directly to committee via WhatsApp Group.

The next point that company could make in implementing CSR commitments is to set measurable targets and identify performance measures. Setting measurable targets is one of the essential components of effective CSR implementation. It can be used as a guideline to achieve the ultimate goal of the CSR program and provide an opportunity for companies to measure and evaluate the success of CSR initiatives. Setting these measurable targets could follow the STAR (Simple, Measurable, Achievable, Reliable, and Time-bound) method (Hohnen, 2007).

In implementing this program, they did not utilize the STAR method to measure the success of their programs. Measurement is only based on participant attendance and satisfaction surveys. The measurable targets made by SIRCLO and Difalink in this program were seen from the number of participants who attended the program, which was 20 entrepreneurs with disabilities. In addition, SIRCLO and Difalink also tried to survey participants' satisfaction with the program. Most participants did not fill out the survey; therefore, the results did not

represent the overall satisfaction figures. When they asked about the feedback for qualitative data, those who gave responses only answered "good" or "it was okay."

During the implementation phase, SIRCLO and Difalink involved employees and other parties. Some speakers during webinar class and the mentors in the mentoring class were employees of SIRCLO and Difalink. In addition, several other partners were invited to be speakers and mentors (Female Empowerment Indonesia, Temu Ilmu, ceklab.id, and YOT Group).

One of the checkpoints considered necessary is designing and conducting CSR training. By holding a comprehensive training approach, companies can ensure that the employees or teams involved have information about the company's CSR commitments, programs, and implementation. The training must prioritize knowledge, skills, and behavior through five phases, (1) Making a needs analysis, (2) Setting learning objectives, (3) Designing programs in detail, (4) Training implementation, and (5) Evaluation (Hohnen, 2007).

SIRCLO and Difalink should have conducted specific training beforehand. The existing training was in the form of briefings only. It was to inform the participants' condition and guide them on how to communicate with them. Although additional platform facilities can convert voices into writing, the team should

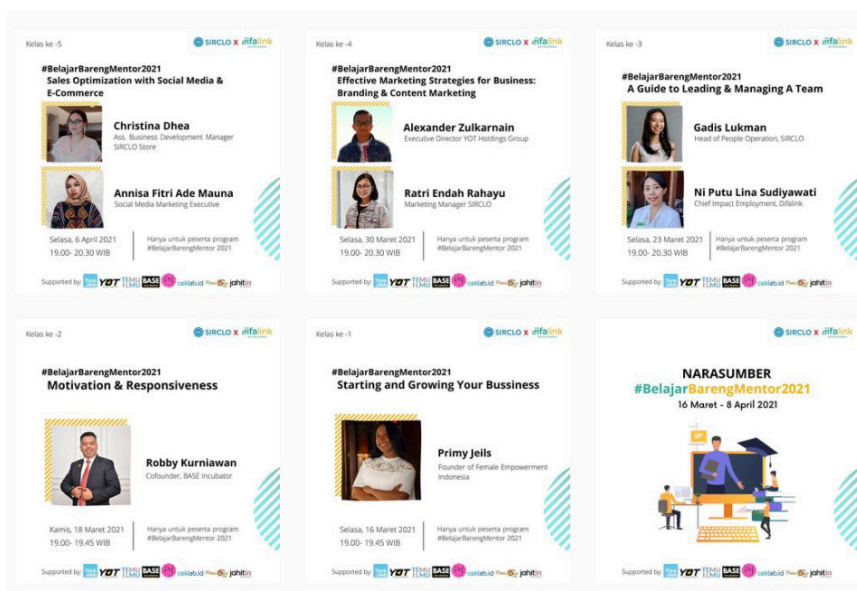
understand the basics of communicating with disabled people, such as not speaking too fast, using hand and face gestures, and others. One of the communication strategies that can be applied for disabled people is Instructional Communication (providing material and followed by direct practice) (Anggarawati, Kuswarno, & Mulyana, 2019).

Internally, information about CSR, from organizing to reporting, could be communicated to internal company parties through newsletters, annual reports, intranets, meetings, training, and others (Hohnen, 2007). It was then manifested as short notices distributed to employees through the company's business chat platform via Slack, WhatsApp, or Asana. In addition, the organizing team also held meetings to discuss the program involving both parties or others, such as in the SIRCLO Store meeting with the SIRCLO's Business Development division. SIRCLO and Difalink also publish internal and external publications about the program.

The publication of this program was divided into two types: during and after the program. During the event, it was entirely published through Difalink social media, which contained detailed information about the series of CSR programs per session. Meanwhile, the post-program publication was communicated through SIRCLO social media, articles on the SIRCLO blog site, and newsletters shared

with SIRCLO subscribers via email. This communication also includes reporting after the CSR program is implemented through SIRCLO's monthly Marketing report and presented as a presentation deck report. It includes the Event Marketing SIRCLO team's report and concerns quantitative data such as RSVP, the realization of the number of participants, and other relevant data.

The last point of making commitments with the public must be made more optimally. Ideally, the commitments made should be reported to the public, especially stakeholders in the company's business ecosystem. The reports made are not shared with the public, so that information that the general public can access only information about the implementation of the program and program recaps shared through social media, blog sites, and newsletters. In this case, SIRCLO and Difalink did not send information in the form of releases to the media, so the program's exposure is limited in the digital platform. According to Rahayu, this program was under the Marketing division and received the same treatment as the activities of other Marketing divisions that do not use media exposure. Hohnen said that making public commitments can add credibility to the company. Even though it is not mandatory, Hamdani (triangulator) said media exposure through news releases must still be used as an



Source: Instagram, 2022.

Figure 2 Publication of CSR Activities on Instagram

option a company can take.

The next phase is to monitor and check the program. Monitoring is done to assess the achievement of the work produced and get an evaluation to improve the program in the future. The checking phase consists of reporting and verifying progress. At this phase, the company measures the changes and proves to stakeholders how well it is fulfilling its commitments and what impacts have occurred. (Hohnen, 2007).

Verification is implemented to discover the latest progress or updates regarding the program. There were no established standards as indicators for audits, and they did not involve SIRCLO's Levels C.

Verification is also conducted on the participants involved to understand the extent of their satisfaction with implementing CSR programs in the form of surveys. The feedback

they want to share with the organizers and how their condition is after the program is implemented. The result shows that most participants did not verify the form of either surveys or direct communication, so it cannot be measured validly because the data was limited and only represented some participants. In quantity, success is measured by how many participants attended the program. The initial target made was 20 participants in this program. However, based on the results shared release through social media, there were only 17 participants who took part in this program.

Meanwhile, reporting is a process that can help drive improved performance of CSR commitments, provide a means of dialogue, and help gain credibility in the market. The statement implies that reporting is a part of CSR that should be addressed, as it influences



Source: Research Results, 2022.

Figure 3 Photo of Activity Documentation

the companies that run CSR programs. Hohnen argues that in this checking and reporting phase, no model is a “one-size-fits-all approach,” meaning there is no genuinely similar approach for each company (Hohnen, 2007).

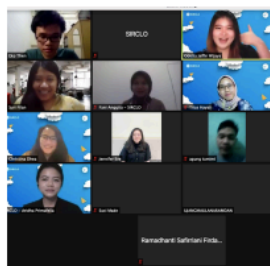
The reporting made by SIRCLO and Difalink generally can be divided into two types, internally and externally. Reports shared with internal parties are made in the form of monthly reports held by SIRCLO’s Marketing division. Some of the elements in the report include the number of participants, program realization, and program evaluation. Meanwhile, the reports provided to the external public are program recaps shared through social media, blog articles, and newsletters. The content shared in the recaps focuses on narratives about the pandemic situation, its impact on disabled people, and the initiatives of SIRCLO and

Difalink in responding to it.

After checking, the next step is evaluating and improvising the CSR Program. Hohnen says that evaluation helps track the progress of the company’s overall initiatives and form new ideas for improvement. By conducting evaluations and providing space for adjustments, companies can determine what did well and what did not and how to ensure that good things continue to run (Hohnen, 2007).

This phase involves a discussion between both parties. The first evaluation relates to the number of participants decreased in classes that have been prepared due to the too-long class duration. The second evaluation comes from the technical implementation of the program that was not ready to deal with participants with disabilities, resulting in difficulty in communication between the organizers and

GUDANG ILMU



Kolaborasi SIRCLO dan Difalink Berdayakan Wirausaha Difabel melalui Pelatihan Bisnis

Difalink bekerja sama dengan SIRCLO berinisiatif mengadakan Program Pemberdayaan Wirausaha Difabel Melalui Pelatihan Online Literasi Bisnis Dan Digital bertajuk #BelajarBarengMentor. Program ini bertujuan membantu meningkatkan kemampuan para wirausaha penyandang disabilitas untuk tetap aktif mengembangkan usaha mereka di tengah kondisi pandemi.

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Source: Newsletter SIRCLO, 2022

Figure 4 Activity Report Shared with The External Public Via Newsletter

participants. That can be overcome by conducting face-to-face communication in the following program. Communication through online media (e.g., WhatsApp) is prone to misperceptions (Setiawan, Setiawan, & Koswara, 2020). There was also a late rundown because of the duration of the audience gathering. The third evaluation lies in the program's sustainability, which cannot be implemented in the future due to another priority for the Marketing team.

The evaluation shows some improvements in an urge to understand disabled people better. By understanding their needs, interests, and limitations, the organizing team can hold more targeted programs and still attract participants, for example, by being done offline so that face-to-face, shorter durations, and create more exciting topics.

Meanwhile, solutions related to sustainability focus on a dedicated team formed to assist CSR projects. Therefore, the thing that needs to be emphasized more is to conduct research at each phase and be accompanied by more careful planning of the entire program to avoid misses and problems.

CONCLUSION

This program's implementation is similar to Hohnen's concept of CSR. On (1) Planning, they assessed and planned to develop the CSR strategy (not a grand one), but the research was less in-depth. SIRCLO On the (2) Do, they tried to develop and implement the commitment. It could have been better because of several obstacles, like a decrease in participants. The (3) Check was done by measuring the number of

participants and conducting pop-up surveys and participant testimonials. Afterward, information about the program was shared through social media channels, newsletters, and the SIRCLO blog. Because the program was relatively new, SIRCLO could not conduct annual reporting and sustain it due to internal and external companies' different interests and goals. Then on the (4) Evaluation, there was a lack of in-depth planning at the beginning and the absence of priorities to make this program sustainable, so research improvements and a dedicated team might be needed.

Therefore, we can draw a recommendation that on (1) Plan, SIRCLO and Difalink can conduct more in-depth research or fact-finding about the company's SWOT and stakeholder needs through questionnaires or interviews so that the program can be targeted clearly. Furthermore, in its (2) Do, they could prepare several options or alternatives to anticipate similar problems in the program through research on other companies or CSR standards. They could publish the program to media with releases or coverage to increase awareness. Then, on (3) Check, the team involved can reach out to participants personally to conduct evaluation research. Creating a participant database might be needed to maintain communication after the program. Reporting can be done by making a separate report to complement existing posts on

social media, blogs, and SIRCLO newsletters. During (4) Evaluation, they could hold a more mature plan regarding the program. Starting from how the needs of stakeholders will be reached, how the implementation options are, in what form the reporting is, and how to maintain transparency, accountability, and sustainability of the program. One solution that can be offered is to hold a dedicated team to take care of CSR matters, especially for SIRCLO, so that the program remains a priority.

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