

The social and environmental responsibility communication of Pos Indonesia regional 3

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ABSTRACT

Background: Social and Environmental Responsibility (SER) represents the company's commitment to supporting Sustainable Development Goals (SDGs). PT. Pos Indonesia Regional 3 West Java carried out social and environmental responsibilities under its policies. The SER program was established in collaboration with Universitas Padjadjaran through a farmer group empowerment program toward independent villages and food security in Cilembu Village, Pamulihan District, Sumedang Regency. **Purpose:** This research aimed to analyze SER communications by PT. Pos Indonesia Regional 3 West Java. **Methods:** It used a descriptive method. The data was collected through observation, interviews, and literature studies. **Results:** The results showed that the public relations department of PT. Pos Indonesia served as a communication facilitator in corporate social responsibility implementation through the farmer group empowerment program towards independent villages in Cilembu Pamulihan, Sumedang. Upon carrying out the SER activities, PT. Pos Indonesia held stages of situation recognition, collaboration, and collective action between stakeholders to produce an effective SER program. **Conclusion:** SER communication at PT. Pos Indonesia Regional 3 West Java consisted of internal communication, a report to company leaders and employees, and external communication for publicizing the company's achievements. **Implications:** The success of social and environmental responsibility communication will depend on the role of public relations in a corporation.

Keywords: Communication; SER; public relations; facilitator; publicity

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INTRODUCTION

Social Responsibility and Environment (SER) refers to a concern of companies affiliated with the Ministry of State-Owned Enterprises (BUMN) towards the natural and social environment. The implementation of SER is based on Law No. 25 of 2007 (Hidayat et al., 2020). It is the company's long-term track record (Sun et al., 2020). SER or Corporate Social Responsibility (CSR) is a company commitment to implement because it brings about the company's reputation and business sustainability. In this modern era, CSR is considered a business strategy that demonstrates a company's commitment to society and the environment and benefits stakeholders (Boonnual et al., 2024). Therefore, CSR that focuses on critical challenges such as climate change and social injustice is a fundamental transformation that can guarantee the future competitiveness of an industry (Diallo et al., 2024) benevolence and integrity.

Besides, CSR shows a commitment, contribution, business management, and company decision-making based on accountability, consideration of social and environmental aspects, and ethical, legal, and professional demands to provide a real impact on stakeholders and the surrounding community (Sultoni, 2020). It can influence stakeholders

and expand ideas and work results (Aguinis et al., 2020). CSR becomes a driver of corporate quality improvement and a bridge to deeper participation to contribute socially (Yang Di & Rosli, 2024).

One of the companies implementing SER is PT. Pos Indonesia Regional 3 West Java. This company operates in courier services, logistics, finance, and property. According to the Vice President of SER, SER implementation is the company's commitment to supporting Sustainable Development Goals (SDGs) with four main pillars, social, economic, environmental, and law and governance (PT. Pos, 2023). SER is a commitment of the company to participate in sustainable economic development to improve life quality and a beneficial environment, for the company, the local community, and society in general. The benefits of CSR for corporate managers and executives are theoretical and practical frameworks for understanding the integration of economic and social objectives in corporate strategy (Gallo & Serluca, 2024). Therefore, companies should continue to engage in CSR activities to enhance their reputation and encourage their employees' career development and welfare (Gandasari et al., 2024).

To realize SER, PT. Pos Indonesia Regional 3 collaborated with Universitas Padjadjaran in 2023, regarding agricultural

community empowerment in Cilembu Village, Pamulihan District, Sumedang Regency. Inter-institutional collaboration is an integral component in addressing issues and a magic bullet when institutional capacity is weak (Shah et al., 2022). Stakeholder collaboration influences CSR practices; stakeholder influence increases when the interests of the stakeholder network are aligned (Hossain et al., 2023) media, government and top management. Multi-stakeholder collaboration can improve sustainability effectiveness (Cantele et al., 2024). Collaboration among stakeholders can build collective action to implement the CSR program in Cilembu Village. Collective action acts as a mediator connecting elites with rural development. Collective action functions as a tool for stakeholders to mobilize social and natural resources (Li et al., 2023).

Cilembu village was selected based on several aspects, such as geographical, socio-cultural, economic and entrepreneurial factors, health, and environmental preservation and sanitation. These aspects have implications for the implementation of SER for companies (Taufiq & Iqbal, 2021). Cilembu was chosen as the village used as the location for the SER project because of its geographical location. It has the characteristic contours of hilly land with its superior product being the Cilembu Honey Yam which has a geographical indication certificate

from the Director General of Intellectual Property Rights (IPR) which is world famous. From these geographical conditions, the main type of work in the village has emerged; most of them work in the agricultural and livestock sectors.

From a socio-cultural perspective, social solidarity as a manifestation of cultural values is still maintained, such as helping each other in various community activities, in the form of labor and collecting financial support. From an economic and entrepreneurial aspect, this is the second backbone for the Cilembu village community after the agricultural and livestock sectors. This is indicated by the large number of people selling agricultural products, especially sweet potatoes. Farmer groups and Micro, Small, and Medium Enterprises (MSMEs) are productive enterprises owned by individuals or small business units, generally characterized by limited capital, simple management, and a local market focus, which require support from the company. CSR can be the primary driver of short-term SME growth in financial terms, but the long-term benefits can create an ecosystem for SMEs to grow big (Seeletse, 2024).

MSMEs in Cilembu Village produce types of vegetables and local food (culinary) based on sweet potatoes, cassava, rice, and similar commodities processed as is (simple), such as roasted sweet potatoes, a sponge cake made

from sweet potato flour, sweet potato cakes, cassava chips, and sticky rice oak. (2023).

The health aspect in Cilembu village is in a good category with the absence of extraordinary events. However, for facilities and infrastructure leading to good health, Cilembu village still relies on community health centers and health clinics in the area for medical treatment for mild to medium-sized people at affordable costs. Meanwhile, in the aspects of environmental preservation and sanitation, the company is located in the area close to Mount Kareumbi, which means that Cilembu village must properly maintain this natural asset to become the main source of water and a green environment. Water, sanitation and hygiene are important elements, as they can contribute to improving environmental safety and health (Gnanasekaran et al., 2024). The status of water, sanitation and hygiene must be communicated to policy makers and other stakeholders in order to achieve sustainable development goals (Asgedom & Redae, 2024).

The mapping carried out in Cilembu village above also shows the community issues. Cooperation, social interaction, and the ability to create networks with parties show that the community in Cilembu has social capital suitable for the SER program. Social capital, made up of social networks, norms, and trust, drives sustainable development (Prayitno et al.,

2023). On the other hand, the people of Cilembu village are also faced with problems in other fields, such as entrepreneurship, agriculture/plantation, and irrigation, all of which influence the economic and environmental factors built in Cilembu village. According to Cucu Hidayat, one of the Farmers Group administrators, Cilembu village has long experienced water shortages, both to meet household needs and to water plants, so the lack of water has resulted in a decline in the quality and quantity of root crops which are the mainstay of the people in this village. These natural conditions have become an obstacle and challenge for farmers to continue their agricultural and livestock activities.

Based on the mapping above, PT. Pos Regional 3 West Java, in collaboration with Universitas Padjadjaran, implemented SER to empower the Cilembu village community toward an independent and food-secure village. The implementation was carried out through the socialization of an integrated farming program at the demonstration plot location at the corner of the Pangkalan Farmers Group post and an Environmental Conservation Education workshop for members of the Cilembu village farmer group. Socialisation and education are fundamental processes that can contribute significantly to individual

development (Mitrova & Koceva, 2024). Socialisation should be strengthened because it can encourage people's interest in participating in every environmental activity (Sukoco et al., 2024). Education is a corporate investment that can influence the formation of ethics and sustainability in corporate social responsibility practices (Aivaz et al., 2024). Educational effectiveness depends on collaboration among various stakeholders, especially in formulating policies and allocating resources, prioritising innovation and participant-centred approaches. Stakeholder engagement is critical to success in improving resource mobilisation and programme relevance (Adebowale, 2024).

This socialization is the beginning of many CSR activities to conduct. Therefore, communicating CSR activities to stakeholders is an important stage in implementing a CSR program (Emeka-Okoli et al., 2024). One of the important themes in SER communication is how companies can obtain maximum benefits by communicating the SER they hold appropriately and affecting the SER target objects. On the other hand, the CSR program not only serves to improve the sustainability of the company but also adopts innovative practices and interacts with stakeholders in the right way (Koh Han, 2024). Other research results show that CSR communication activities by a company through the use of social media will

get support from stakeholders, in the form of responses from the public (Jiang & Park, 2022). CSR communication can serve to address the social challenge of polarisation that results in social differentiation (Schoeneborn et al., 2024).

SER in its implementation cannot be separated from communication factors. A corporation's CSR communications are important in fostering strong relationships and garnering strong support from stakeholders (Ngai & Singh, 2021). CSR communication holds control in the value creation process in the company's long-term CSR strategy (Han et al., 2023). This SER communication needs to be conveyed as a narrative of the annual report by PT Pos Indonesia. To date, SER's activities are still considered to be rhetorical. SER activities can improve the company's image and reputation if they are communicated well by the company's communications or PR department. Well-functioning public relations in a strategic position to manage communications is an important element of every company strategy (Koswara et al., 2023). Therefore, public relations must be oriented towards benefits for the entire community through combining sustainability, SER, and interactive communication (Ozgen et al., 2023).

SER activity in Cilembu is the company's responsibility as a means of publication for employees of the public relations department in

PT. Pos Regional 3 West Java. SER is closely related to activities carried out by public relations experts. Now that the need for SER activities in business is increasing, it has become one of the company's pro-environmental and socially beneficial strategies, which allows companies to gain market profits and increase branding as a socially responsible company (Tworzydło et al., 2021). Other research results show that public relations concepts and theories such as relationship management theory have influenced SER research, so SER communication research will be more popular in the future (Ji et al., 2022). Other research shows that CSR communication can empower companies and support stakeholders (Jiang & Park, 2022).

With greater emphasis on stakeholder and/or societal expectations, CSR can be defined as societal expectations of organizational practices that address the economic, legal, ethical, environmental, and social responsibilities of an organization in its relationships with stakeholders and the larger society. SER appears to be socially constructed through interactions and building relationships between organizations and stakeholders based on stakeholder and community expectations of company practices. SER communication can be defined from a public relations perspective as the exchange of meaning and

information regarding society's expectations of organizational practices that address the economic, legal, ethical, environmental, and social responsibilities of an organization among the organization, stakeholders, holders, and the wider society (Kim, 2022).

According to Dozer and Broom (1995), the role of public relations can be categorized as:

“Expert Prescriber, to help resolve relations problems with the public; communication facilitator, to help management monitor the public's desires and expectations; problem-solving facilitator, to provide advice to leadership and take action rationally and professionally to overcome problems; communication technician, to provide technical communication services related to the flow of communication and the media used following the structure” (Munawaroh, 2021).

At the strategic level, PR practitioners have the responsibility to implement CSR; that is the company's choice (Gomes & Raposo, 2020). According to Bertrand R. Canfield (in (Awalia, 2021)), public relations aims to serve the public interest, maintain good communication, and focus on morals and ethics. PR officers are responsible for the strategic planning of the program and assisting the company with developing a CSR communications strategy (Božić et al., 2020). Therefore, it is a must to create social good and act with social

responsibility, sustainability, and universal ethical values (Ozgen et al., 2023).

As such, PR professionals are not directly responsible for the strategic planning of the company's CSR programme, but in implementing their social responsibility, they participate in developing the company's CSR strategic communication plan. Therefore, this research aims to analyze SER communication by PT. Pos Indonesia Regional 3 West Java in collaboration with Universitas Padjadjaran in Cilembu Village, Pamulihan District, Sumedang Regency. The analysis is grounded in the perspective of situation recognition, collaboration factors among stakeholders, collective actions, and PR role in the program socialization.

RESEARCH METHOD

This research employed a descriptive method to systematically describe the phenomenon of the SER program by PT. Pos Indonesia Regional 3 West Java in collaboration with Universitas Padjadjaran, Cilembu Village Government, Sumedang Regency Agricultural Service, and Farmer Groups at Cilembu. The data was collected through observation, interviews, and literature study.

The researchers observed the SER socialization conducted by instructors from

companies, universities, related agencies and local government, and the responses of the Farmer Group members as participants. During the observations, the researchers recorded all the activities of the informants so that they could understand the nonverbal communication, the feelings, and the actions of the informants. In-depth interviews with key informants to obtain direct information about SER activities were carried out structurally and flexibly so that the information could be received completely. For this reason, an interview guide was used to obtain the required information. To complete the data and avoid errors in interpretation, literature/documentation studies on environmental communication, disaster communication, persuasive communication, etc., were performed. The documents used in this research were all relevant written materials, such as books, journals, papers, articles, photos, and so on.

The data collected from observations and interviews were reduced and summarized, identified for themes or patterns so that they were easy to process. The reduced data provided a sharper picture of the observation results. To see certain parts of the SER communication research, the authors created a picture, so that the meaning of the credibility of the communicator/instructor, message, media, and its effect on the understanding, attitudes, and

behavior of Farmer Groups in Cilembu could be understood.

The last is conclusion drawing. From the start, the author tried to find and collect the meaning of data about the SER communication process, which included the communicator's ethos, message, channel, media, and informant's goals. Conclusions are typically verified during the research. Verification was carried out by seeking new data from environmental activists so that inter-subjective consensus could be achieved, or joint agreement to better guarantee validity or confirmability.

The technique for determining data sources is based on stakeholder groupings, from related institutions and communities that actively collaborate in implementing SER to deal with problems in Cilembu. Based on the potential for disaster in the area, informants were purposively selected representing PT. Pos Indonesia Regional 3 West Java, Instructors, Village Officials, and Farmer Groups. The informants were selected based on their willingness to accept the presence of researchers, were able and willing to explain their experiences before, during, and after being involved in SER, and had special experiences while being involved in the SER program. The informants were approached beforehand, using a structural approach, where the researcher made contact with representatives from PT Pos Regional 3 West Java, Village Officials, and

the Sumedang Regency Agriculture Service, Farmer Groups, to request permission and willingness to participate. The second is the personal approach (Rapport), where researchers get to know officers from PT Pos Indonesia, Instructors, Field Agricultural Officers, Village Heads, and Farmer Group Members, then carry out interviews with them.

RESULTS AND DISCUSSION

SER activities by PT. Pos Indonesia Regional 3 West Java, in collaboration with Universitas Padjadjaran, reflect the company's commitment to supporting the realization of Sustainable Development Goals (SDGs). These activities are grounded in four main pillars: social, economic, environmental, and law and governance, to improve the society's welfare. Social welfare and CSR are two aspects that cannot be separated because they are ethical obligations that must be implemented by companies (Ashurov et al., 2024). A balance between achieving sustainable development goals and efficient resource allocation in allocating funds for social welfare can prevent negative impacts on the company's financial performance (Liu et al., 2024).

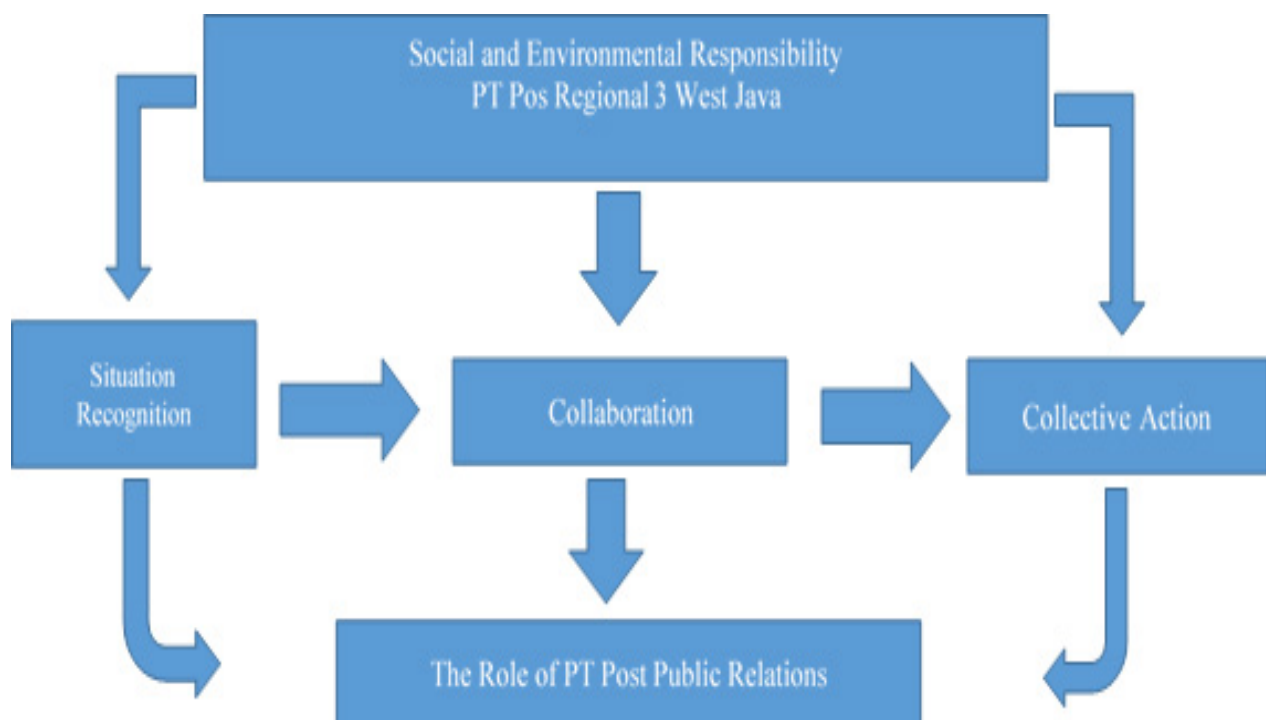
To implement SER, it is necessary to recognize the situation at the location in Cilembu Village, Pamulihan District, Sumedang

Regency, especially related to agricultural, economic, health, and environmental problems. Subsequently, the initiative was held in collaboration with stakeholders, including PT Pos Indonesia Regional 3 West Java, Universitas Padjadjaran, Local Government, Media, and local communities. Together, these efforts aimed to increase the quality and quantity of life through the SER program.

Figure 1 shows that the initial assessment by PT Pos Indonesia Regional 3 West Java, together with the Universitas Padjadjaran Team, for implementing the SER program consisted of a social and cultural analysis of the activity location in Cilembu Village, Pamulihan District, Sumedang Regency. Cilembu Village

is well-known as a producer of high-quality sweet potatoes, with approximately 100-150 ha of cultivated land. Therefore, academics and business people must consider the cultural norms, long-term orientation, and uncertainty avoidance that may influence entrepreneurial decisions, expectations, and incentives in culturally diverse communities (Poulova et al., 2024).

However, in 2023, a decline in sweet potato production was found. The causes of the reduced sweet potato production included limited nutrient availability, and high intensity of chemical fertilizer use without incorporating organic materials that could disturb the balance of nutrients in the soil, resulting in a decrease



Source: Research Results, 2023

Figure 1 Implementation of the SER Program in Cilembu Village

in land productivity (Sjoraida et al., 2024). The long dry season happening in Cilembu Village caused a lack of water for watering agricultural land, household needs, and so on, which resulted in disruption to the community's economic sector and the local environment.

The next stage is to analyze the potential for integrated farming activities, such as the potential for waste management, locations for placing biodigesters, biogas utilization huts, placement of aquaponic ponds, drilled wells, and so on. Practical work was carried out in the field, in the form of making drilled wells at the demonstration plot location, making post-education corner shelters and toilets, making aquaponic ponds, installing biogas biodigesters, and planting trees, processing land, fertilizing and installing plastic mulch. Based on the existing conditions in Cilembu Village, PT Pos Indonesia Regional 3 West Java with Universitas Padjadjaran conducted a situation analysis to determine the appropriate SER programs to effectively improve the quality of their economy, socio-culture, and living environment. The situation analysis could increase the relevance and appreciation of harvest results and create a conducive environment for determining community needs (Muchemwa et al., 2022). As such, situation analysis could guide the formulation of specific policy decisions to support programs and enhance enterprise power

(Belotti, 2024).

After analyzing the situation, the company conducted an organizational analysis by assigning the Social and Environmental Responsibility section/division to implement the Partnership and Environmental Development Program. The company collaborated with Universitas Padjadjaran, an academic institution that could provide human resources as experts to assist in realizing the program. For universities, this collaboration provides an opportunity to fulfil the postulate of social responsibility in improving the quality of education (Gaweł, 2014).

Meanwhile, the company facilitated the program with funding sourced from the company's CSR. Furthermore, the company carried out partnerships with related agencies from the agriculture and animal husbandry departments, as parties assigned by the government to develop local communities, and village governments as regional authorities involved in the SER program in the area. Another partnership is with social media managers to publicize the SER program to build the public's attitude towards the company. Partnerships are needed to address resource constraints, efficiency pressures, and innovation programs based on the alignment of the organization's vision, mission, values, reputation, experience, and potential partner competencies (Abidin &

Gunawan, 2024). SER communication plays a role in influencing customer perceptions and evaluations of the company's reputation (Wan Afandi et al., 2021).

The organizational analysis aimed to determine the strengths, weaknesses, opportunities, and challenges of PT. Pos Indonesia Regional 3 West Java in implementing the SER program in Cilembu Village, Pamulihan District, Sumedang Regency. SWOT analysis is a strategic planning tool that allows a comprehensive understanding of the company's current position (Ivanenko et al., 2024). The strength lies in the fact that this company is one of the State-Owned Enterprises (BUMN), which operates in the field of courier services, logistics, and financial transactions, equipped with electronic mobile post. This company has carried out postal activities based on three core businesses: letter and package delivery services, logistics, financial services, and additional businesses (information technology, retail, and property). This company has also integrated all its courier and logistics services through a digital ecosystem to make it easier for people to obtain Pos Indonesia services efficiently and affordably. The company's strength in institutional governance when implementing CSR can effectively fill deficiencies in environmental governance (Hyun & Yu, 2024).

The weakness of PT Pos Regional 3 West

Java is that its operational time is in line with the working hours of other state-owned companies, it is closed on holidays, its performance in delivering packages is still low, and there is still a lack of public knowledge, especially in rural areas, about the company's services, because information about the company's activities is still minimal. So that the company does not become at the top of the mind, to improve the company's weaknesses, the company must carry out organizational control by utilizing existing resources or avoiding them from the start (Silver, 2024). However, resources such as intellectual capital and social capital are not necessarily a determining factor in controlling a company's weaknesses (Salehi et al., 2024).

The opportunities of PT Pos Indonesia Regional 3 West Java are the opening of cooperation/partnerships with various other stakeholders, such as cooperation with PT Pasar Antardesa Indonesia, which have been agreed upon through a Memorandum of Understanding (MoU) regarding the Utilization of Services and Potential of each party, to shorten the distribution channels that can facilitate community business transactions with the market. Opportunities open the way for targeted interventions, having a positive impact in influencing the decision-making process by identifying and exploiting favourable conditions (Antoniadou & Kanellopoulou,

2024). Opportunities should be scrutinised and utilised to improve competitiveness and reduce environmental impact as a form of compliance with ESG guidelines (de Oliveira Martins et al., 2024).

PT Pos Indonesia also collaborates with the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT) to strengthen Village-Owned Enterprises (BUMDES) and Village-Owned Enterprises (BUMDES) to become an extension of the government in channeling funds for economic development activities and village investment (PT. Pos, 2023). Meanwhile, the threats faced by PT Pos Indonesia are having to face a digital economic system, having to provide services to industrial players/MSMEs in rural areas with strategic e-commerce logistics services, increasingly fragmented competition in delivery services, intense competition with other competitors, and so on. Threats need to be met with the right strategy to ensure long-term sustainability and success (Ahmad et al., 2024). Organizational analysis is necessary to drive organizational success through the right decision-making processes to achieve effective and efficient strategic goals (Poppla et al., 2024).

The final step in recognizing the situation is conducting a public analysis to determine the targets for implementing the TLSL program. In analyzing the public, the company collaborates

with Universitas Padjadjaran. Based on criteria determined by PT Pos Indonesia, the company decided on the active farmer groups in Cilembu Village as the program target. The ability to identify and understand the public is an important starting point for determining steps in creating the best way to communicate with them based on their background knowledge and concerns (Schrum et al., 2022).

Based on the results of situation analysis, organizational analysis, and public analysis, the company collaborated with Universitas Padjadjaran and related agencies to plan and implement SER in Cilembu Village, Pamulihan District, Sumedang Regency. The program was called “Empowerment Program towards Independent Villages and Food Security”. Before implementing the program, the company collaborated with Universitas Padjadjaran to conduct Social Return on Investment (SROI) training, a method used to measure the success of a social and environmental program and identify variables upon completion of the program. The SROI activities by PT Pos measured social, environmental, and economic outcomes, as in Figure 2.

The benefit of SROI reporting is the potential to receive incentives from the government, such as tax reductions or other forms of financial benefits. SROI is a tool for the company to be actively involved in CSR/SER activities



Source: Research Results, 2023

Figure 2 SROI training for PT. Pos Indonesia employees

to protect the environment and empower the communities. The results of this SROI training will later be used by PT Pos Indonesia Regional 3 West Java to evaluate the effectiveness of the program. SROI makes SER activities more strategic as they can organize and evaluate their success through cost-effective investments and optimization of company resources (Oshimi et al., 2022).

PT. Pos Indonesia Regional 3 West Java implements SER through outreach services and field practice to the members of farmer groups in Cilembu. These agricultural outreach services provide higher incentives for farmers to adopt cultivation land protection techniques for implementation (Cheng et al., 2022). Currently, the quality of agricultural land in Cilembu village is declining due to the long dry season and lack of organic fertilizer use. With socialization and field practices related



Source: Research Results, 2023

Figure 3 Socialization and Practice of the Integrated Farming Program in Cilembu Village

to programs to increase the use of manure and reduce chemical fertilizers, the quality of soil structure and soil nutrients will improve, which ultimately increases land productivity. Socialization and field practice activities on increasing the use of manure and reducing chemical fertilizers to improve the quality of soil structure and soil nutrients can be seen in Figure 3.

The socialization and field practice by PT Pos Indonesia and Universitas Padjadjaran is an educational activity for members of the Cilembu Village farmer group. Upon the practice, PT Pos Indonesia and Universitas Padjadjaran initially determined the speakers, the experts, the representatives from PT Pos Indonesia (Leading Sector), Unpad (academics), and the Sumedang Regency Agricultural Service (practitioners). The selection of speakers from academics and practitioners was a collaboration between



Source: Research Results, 2023

Figure 4 SER Stakeholder Meeting in Cilembu Village

stakeholders in building knowledge, skills, and participation of farmer group members to jointly improve environmental quality and open up business opportunities to improve the economy of the Cilembu village community. The collaboration involving stakeholders could help address sustainability issues (Cantele et al., 2024). Besides, collaboration between organizations in SER activities is positive because it can provide opportunities to increase entrepreneurial orientation (Adomako & Nguyen, 2020).

“Collective action is a medium that can unite various elites to mobilize social and natural resources to improve the livelihoods and productivity of small farmers’ land. These elites are more successful at organizing, facilitating, and contributing to collective action. It is therefore important to create innovative institutional designs mobilizing authority intervention while emphasizing partnerships and transparency in supporting sustainable development (Li et al., 2023)”.

Collective action started with various meetings attended by stakeholders to introduce

each party’s profile, explain the problems, and prepare plans. Figure 4 shows the meetings among stakeholders discussing collective action to implement the empowerment program towards self-reliant villages and food security in Cilembu village.

SER activities serve as an effective means of uniting various stakeholders to realize social, economic, and environmental change in a better direction according to their wishes. Stakeholders who are elite in this program, such as sponsors (PT. Pos Indonesia Regional 3 West Java), committees (Unpad and related agencies), local governments, and farmer groups attended to achieve common goals through coordination, teamwork, and collaboration.

“Collective action is a fundamental cognitive and behavioral mechanism that enables interaction, cooperation, and coordination in collaborative tasks. The process is due to joint attention, synchronization, joint task representation, adaptation, and anticipation that occur naturally in humans when carrying out joint actions, as well as emotions with the aim of solving a large number of problems that arise during human interaction carrying out their roles” (Fourie et al., 2022).

The implementation of the program received a positive response from the farmer group. The participants could adapt to the program easily, and every task assigned to them could improve their thinking skills to solve problems. The program is also useful for establishing relationships among fellow group members and other parties. The ability of farmer

group members to think and build relationships with other stakeholders allows companies to easily collaborate upon implementing their programs. Stakeholder interaction and collaboration influence SER practices based on mutual interests (Hossain et al., 2023).

Collective actions, especially those carried out by members of farmer groups, are driven by not only material factors, such as operational financial assistance and information relevant to program needs but also psychological factors. The supply of operational funds by PT. Pos Indonesia for program management – such as waste management, biodigester installations, biogas utilization huts, aquaponic ponds, and drilled wells – is highly appreciated by farmer groups. Likewise, the delivery of information through the socialization of the integrated farming program at the post-corner demonstration plot was met with great enthusiasm by the farmer groups.

The farmer group appreciated the program's implementation mostly due to the trainer, who was regarded as someone who could explain the problems factually and answer every question proposed by the farmer groups. Apart from that, trainers and farmer groups have the same views about the need to establish a harmonious relationship between humans and nature in the ecological system, which affects the development of various sectors of life.

Public awareness arises if the CSR information conveyed by public relations can show empathy and community involvement (Ngai & Singh, 2021).

The next factor that causes farmer groups to appreciate the program implementation is psychological factors, especially those related to the social motives that arise within members of farmer groups to fulfill their needs about the social environment (SER activities) studied through interaction with other parties (officers from PT. Pos Indonesia, trainers from Unpad, and related agencies, as well as local government). The interaction of farmer group members with SER organizers can ultimately build an understanding of problems and solutions, create a sense of belonging to the group, and have the power to raise trust in SER activities in their area. Thus, social motives such as belonging, understanding, control, self-enhance, and trust, as well as information and financial incentives influence social action (Geiger & Brick, 2023).

The positive appreciation by the farmers' group in Cilembu village indicated that the program could help or be a solution to the problems they faced. This could happen because collective action empowered the community through adult education packaged through integrated extension and training activities based on the needs of farmer groups. Besides, collective action could build farmer group

participation, from decision-making, planning, implementation, and utilization of activity results. Thus, SER and empowerment cannot be separated in creating an empowered society, and communication is an important component of these activities (Octaviani et al., 2022).

The implementation of SER has a strategic position for the company because it can provide long-term benefits for the company, society, and the environment. Also, this program will improve the company's reputation in the eyes of the public. This reputation can be formed through the SROI value measurable at a later date, usually 3 years after the company's SER activities.

The effectiveness of SER was then socialized by PT. Pos Indonesia Public Relations, either within the company's internal environment or in exposure to the external environment. Socializing the effectiveness of the program in the internal environment is the responsibility of public relations through a report. The report can facilitate the company's human resources understand and continue with coordination for the next program. Socialization of the program to internal circles uses the company magazine, company website, and official Instagram, and Facebook accounts of the PT Pos Indonesia company.

To socialize the program's effectiveness for external communication, PT. Pos Indonesia

Regional 3 West Java empowered society and the environment as a form of commitment to sustainable development goals (SDGs). This publicity was made to build the company's reputation through online media. The use of social media can strengthen the opinion that SER activities can provide better solutions for the company's reputation (Benitez et al., 2020). In addition, media coverage of SER is positively related to company reputation, and the news media is still influential in determining how the public evaluates companies in the digital era (Vogler & Eisenegger, 2021).

Therefore, the role of Public Relations of PT Pos Indonesia Regional 3 West Java in the SER activities was limited to communication facilitators to submit activity reports to companies, and provide news releases for online media, destinasibandung.co.id, which is directly involved in covering activities and reporting to the public. The socialization of SER practices by public relations professionals on social media is vital because it can result in higher public awareness (Ngai & Singh, 2021). The use of media by public relations shows the level of trust in media resources in increasing environmental awareness and encouraging interest in business practices (Mialkovska et al., 2024).

PT Pos's CSR activities are dominated by direct group and interpersonal communication,

while social media is rarely used, except for WhatsApp. The use of WhatsApp can increase active learning, decision making, and motivation, so that educational resources and support are adequate in the teaching and learning process (Suárez-Lantarón et al., 2022). WhatsApp makes it easy to improve team performance and effectiveness (Lee et al., 2023). Thus, direct communication in PT Pos's CSR activities in Cilembu is effective because it allows for direct feedback from the community, increases intimacy, and facilitates mutual understanding of the CSR benefits.

CONCLUSION

The empowerment program in Cilembu Village, Pamulihan District, Sumedang Regency is the company's initiative as a commitment to Sustainable Development Goals (SDGs). The program was implemented in collaboration between PT Pos Regional 3 West Java, Universitas Padjadjaran, related agencies, local government, and farmer groups. It started with situation analysis to find out the suitable program for the community from the economic, socio-cultural, and environmental aspects, and provide alternative views to build cross-sectoral collaboration. Subsequently, organizational analysis was conducted to make decisions through understanding internal and

external conditions by assigning the social and environmental responsibility division to facilitate the program with funding and building partnerships with related parties. Then, public analysis was made to ensure that the target of the program was the community/farmer groups still active in carrying out group activities and willing to implement the SER program following the needs of the group. The ability to identify and understand the public is an important starting point to determine the steps in creating the best way to communicate with them based on their background knowledge and concerns.

The results of the SROI training, in measuring the success of the social environmental program, show that CSR activities by PT Pos Regional 3 West Java are investments for economic, environmental, and social benefits. The collaboration among stakeholders in the implementation of CSR represents a positive collective action. It creates opportunities to improve quality of life in social, economic, entrepreneurial, and environmental aspects based on the alignment of common interests.

The program is a collective action that builds interaction, cooperation, and coordination in collaborative tasks based on mutual attention, synchronization, representation of shared tasks, adaptation, and natural anticipation in the

actors when performing joint actions. Farmer Group members can adapt to the program, and every task assigned to them can improve their thinking ability to solve problems. It is useful for establishing relationships with fellow group members and other parties.

CSR communication actions have built communal relationships among stakeholders and empowered them to undertake environmental initiatives. Dialogue-based communication has built trust and collaboration, with the potential to improve the quality of social, economic, and environmental sustainability. The role of public relations of the company is as a communication facilitator to assist the company in socializing the program to the internal public as an accountability report through the internal web, Instagram, and Facebook, as well as to the external public to build the company's image and reputation through online media (destinasibandung.co.id, bagikanberita.com, and catatanbandung.com).

The recommendation for SER activities is that skills development programs related to information technology should be strengthened to expand access to information, either related to agriculture, plantations, business management, or marketing so that the community can increase its economic capacity and potential. In addition, it is necessary to increase the number of women and young people in the fields of

entrepreneurship, reproductive health, disaster mitigation and adaptation, and so on so that they can increase their capacity, capability, and role in the development of Cilembu village. Empowerment in entrepreneurship, reproductive health, and so on so that they can increase their role in village development.

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