

Corporate Social Responsibility for Community Development: The Implementation of Public Relations Strategy of PT Kereta Api Indonesia Regional Division III, Palembang

Hamzah¹, Iman Kurniawan², Budi Santoso^{3*}

^{1,2,3} Program Studi Magister Ilmu Komunikasi, Stisipol Candradimuka, Palembang

E-mail: budi_santoso@stisipolcandradimuka.ac.id

ARTICLE INFO

Article history:

Submitted:

13 January 2025

Review:

14 April 2025

Accepted:

19 April 2025

Available online:

28 April 2025

ABSTRAK

Artikel ini bertujuan untuk menganalisis strategi kehumasan PT Kereta Api Indonesia Divisi Regional III dalam melaksanakan program corporate social responsibility untuk pemberdayaan masyarakat di Kota Palembang, Sumatera Selatan. Menggunakan pendekatan kualitatif dengan metode studi kasus, fokus penelitian adalah pada proses implementasi program CSR PT Kereta Api Indonesia Divisi Regional III yang dilakukan melalui empat tahap, yaitu mendefinisikan masalah, perencanaan dan pemrograman, mengambil tindakan dan komunikasi, serta mengevaluasi program. Hasil penelitian menunjukkan bahwa dalam pelaksanaannya CSR PT. Kereta Api Indonesia Divisi Regional III Palembang mengedepankan yang berada di sekitar wilayah kerja operasional. CSR yang di berikan meliputi bidang bina lingkungan (pendidikan, keagamaan dan sosial). Kendala yang dihadapi adalah kurangnya sosialisasi pada tahap pelaksanaan kegiatan dan tidak menindaklanjuti hasil evaluasi kegiatan

Kata Kunci: Tanggung Jawab Sosial Perusahaan, Hubungan Masyarakat, Kereta Api Indonesia Divisi Regional III Palembang

ABSTRACT

This study seeks to examine the public relations strategies employed by PT Kereta Api Indonesia Regional Division III in the implementation of corporate social responsibility (CSR) programs aimed at fostering community empowerment in Palembang City, South Sumatra. Adopting a qualitative methodology with a case study approach, the research focuses on the procedural execution of the CSR initiatives, which encompasses four critical stages: problem definition, planning and programming, execution and communication, and program evaluation. The findings indicate in its implementation, the CSR program by PT. Kereta Api Indonesia Regional Division III Palembang, prioritizes areas surrounding its operational regions. The CSR activities focus on environmental development, including education, religious initiatives, and social aspects." However, the study identifies notable challenges, including insufficient socialization during

the program's implementation phase and a lack of follow-up on evaluation outcomes, which may hinder the program's overall effectiveness

Keywords: *Corporate Social Responsibility, Public Relations, PT. Kereta Api Indonesia Regional Division III Palembang*

INTRODUCTION

CSR program exists due to the modernization of public society, which already knows that the company's activity can give negative impact to the environment, even though by coincidence (Gulak-Lipka et al., 2018). Thus, the phenomenon happens close to their activity which the train company does. Because the train company is one of land transportation company which has the most interaction with people. In the process of operation, the train company will cause a commotion because the connection is so close to the environmental problem. Because of that, knowing there will be many problems, each company is expected to improve its awareness of social responsibility by paying attention and considering the consequence of their operational activity.

CSR is a need for the corporate in order to be able to interact with the local community as a form of public society overall. The corporate needs to adapt and gain social profit from the relationship with the local community, a social profit in the form of trust. It is a committed effort to act ethically and legally operated and improve the sharing economy by accelerating the life quality of employee and their family, the local community and public society (Carrol, 1979; Rudito, 2013).

Strategy is the series of decisions and basic actions created by top management and implemented by all sections to obtain the organization's goal (Siagian, 2004). The company needs a strategy to overcome the pressure produced by crisis or improve its image because, without a strategy, the job will not run well; the strategy itself is part of human life. When someone knows, his life relies not only on intuition alone but also on his logical thinking (Hassan & Latiff, 2009). Strategy is one of the ways or choices to obtain the goal which has been planned. Will & Lawrence stated, "Strategy is a united, wide and integrated plan that connects the corporate strategy advantages with the environmental challenges and designed to make sure that the main goal of a company can be achieved with the proper implementation by an organization" (in Achmad & Saladin, 2010). One of the shapes of the strategy mentioned before is CSR. Wibisono stated that CSR could be defined as the company's responsibility towards the stakeholders to act ethically, minimize the negative impact and maximize the positive impact, which consists of the economic, social and environmental aspects, often referred to as the triple bottom line (Wibisono, 2007).

In order to achieve the goal of sustainable development, there are some reasons why a company wants to perform the CSR. The first reason is social; performing the CSR program is their responsibility toward the public social welfare and the surrounding environment. The second reason is that the law by the presence of UU PT No. 40 Tahun 2007 which stated, "The company which operate their business activities at the field or related with the natural resources, it is obliged for them to carry out the social and environmental responsibilities" (Tobing, 2013).

Because of that, the public relations section in a company is very well needed and has become one of the vital aspects of the company structure. Public relations is the management function to reach a certain target, which previously has to have a clear working program and detail, looking for facts, planning, communicating until evaluating the results which have been accomplished (Nicoli & Komodromos, 2019). In the CSR implementation, public relations do some plans which involve the activity of formative and implementation analysis until the evaluation process. The activity of communication and interaction internally and externally becomes the key to success in the public relations strategy (Intani, 2018). The company needs to understand the local community needs from the local community perspective itself. The two ways communication between the company and the local community is truly important. They also include building connections with local public figures, which is important (Rosilawati & Mulawarman, 2019).

There are two factors which influence the implementation of a CSR program: the company management's acknowledgement of the presence of parties who has the intention to get involved in the implementation of the CSR program and also the local community's acknowledgement which involved in the implementation of CSR program about terms and conditions which frequently encountered at the process of implementing the CSR program (Muhtar et al., 2013). The implementation of the CSR program involves the public relations section, which has an important role, especially in building the company image. In the implementation, public relations involve collecting the facts, problem formulation, planning and programming, action and communication, and evaluation to obtain the public attitude towards the company. The main goal of implementing the CSR program is to strengthen the company's sustainability in an area by building cooperation between stakeholders facilitated by compiling the program of public society development around the area. One of the stakeholders is the local government and the community or public society of the surrounding area (Lim & Greenwood, 2017).

According to Scoot M. Cutlip & Allen H. Center, there are four main public relations processes. The process is as the basis or reference for carrying out the program (in Ruslan, 2019). The most appropriate way is to draw out the strategy: defining the problem, planning and programming, taking action and communicating, and evaluating the problem.

Thus, this article will see the strategy done by the public relations section of PT. KAI in performing the social responsibility of the company. It is due to the uneven distribution of CSR in 2018. PT KAI, in the field of CSR, has a very wide scope: partnership programs, community development programs, and community relations programs. This article will focus on discussing the CSR program for community development. Realization of CSR needs to be done because as a counterweight to a need owned by the business, CSR is a means of controlling the business or as an effort to prevent the emergence of government control that can limit the company's freedom. CSR is an effort to achieve profit, and CSR is an effort to increase a positive image in business (Ruslan, 2019). This study seeks to examine the public relations strategies employed by PT Kereta Api Indonesia Regional Division III in the implementation of corporate social responsibility (CSR) programs aimed at fostering community empowerment in Palembang City, South Sumatra.

METHODOLOGY

This research used qualitative approach with case study method. Qualitative research is a way to explore and comprehend the social or humanitarian problem that originates from the individual or group of people (Creswell, 2009). The analysis technique is descriptive, while the stages of data analysis are data reduction, data presentation and conclusion (Miles et al., 2014). To fulfill the need for primary data regarding the research object, the sources in this study were selected using the purposive sampling technique. According to Sugiyono (2010), purposive sampling is the most commonly used technique in qualitative research. Purposive sampling is a data source sampling technique based on specific criteria or considerations, such as selecting individuals who are deemed to have the most knowledge about the subject of interest. "Researchers also conducted a proper observation of how the public relations strategy implemented by the company in responding the community development program of PT. KAI.

The data collection was done by performing some steps, including depth interviews, observation, and documentation study. The interview was conducted by interviewing several key informants, namely, manager of Public Relations PT KAI; a full-time employee of Public Relations PT KAI, and, a full-time employee of Public Relations PT KAI. There are also some supporting informants from public society who received the CSR subsidy. The informants were given some questions about the research objective in this interview. If the question does not meet the criteria, the researcher explores other questions to obtain the right and profound data.

The observation was conducted by visiting the main office of PT KAI Regional Division III. Researchers only acted as an observer without participating in the activities done by the studied parties. In addition, researchers used literature review information, which consisted of notes or documents from past events. In this case, the documentation was being used towards implementing the CSR program in the community development field by PT. KAI Regional Division III Palembang.

HASIL PENELITIAN DAN PEMBAHASAN

The following is the result of research and explanation of how the implementation of PT. KAI based on the stages they have compiled before. The four main processes of public relations, as explained by Scott M. Cutlip and Allen H. Center, highlight that planning public relations programs serves as the foundation and reference for their implementation. (Rosady Ruslan, 2010: 148-149).

Defining the Problem

Corporate Social Responsibility of PT. KAI Regional Division III Palembang in 2018 coincides with the development of the train double track. Concerning this double-track condition, there will be many conflicts about land acquisition compensation to the public in contact with the operational area. The implementation of CSR in PT. KAI is done every year. Throughout the conversation of the researcher with Aida Suryanti, the Manager of Public Relations PT. KAI. The CSR event by PT KAI Regional Division III Palembang requires quite a long process before realizing the plan.

Initially started from a problem borne by the public society that the public relations has collected. The problem which became the base of CSR distribution should have been located at

the operational working area of the train (station, office and DIPO). Ardiansyah, as the manager assistant, states that in every implementation of a CSR program, the selected location tends to be the area of the train business program (PROBIS). PROBIS does not close the possibilities of public society outside the operational area, which of course, has special criteria from the train company.

Afterwards, the CSR distribution has to be from the proposal submitted by the public society toward the PT. KAI Regional Division III Palembang. The proposal or scheme submitted by the public society will be identified, which covers the educational and training field, aid to natural disaster victims, the health-related field, the development of facilities and infrastructure or public facilities, the religion field, and the social and nature conservation field. The implementing team identifies CSR, which was formed based on the executive decree of Vice President PT. KAI Regional Division III Palembang. The objective of creating the implementation/survey of the CSR team is to formulate and implement the CSR program. The implementing/survey team will obtain the survey result related to determining program targets that the public society needs.

Table 1. Defining Problems to Identify the Symptoms

Indicator	Explanation
Identify the symptoms of the problem	a. The problem must be in the operational area/work area of the Railway (Station Location, Office, and DIPO) b. PROBIS area or Railway Business Program c. Problems identified must come from proposals submitted by the community to PT. KAI Regional Division III Palembang. d. Problems identified in various fields according to proposals from the community such as education and training, assistance for victims of natural disasters, assistance in the health sector, assistance in developing public infrastructure or facilities, in the field of religion, in the social sector, and the field of assistance for nature conservation. e. Conducted by the CSR implementing team, which is divided by region.
Problem symptom data collection method	a. Personal contact with the community b. Method of listening directly from the community c. Survey

Source: Primary data processing (2024)

Planning and Programming

In this case, the community development program done by PT KAI Regional Division III Palembang to make the public society support the program from the Indonesian railway company. This research obtained that there are two types of goals: the company goal and the goal for the public society. One of the company's objectives is to get responsibility in performing the social responsibility towards the public society in the surrounding operational area. The objective of this event is to make it useful so that the public society will always support the company program. In comparison, the objective for the public society is following the circular of the PT Kereta Api Indonesia Nomor: 15/OT.103/KA-2015.

The director's circular stated the benefit of the community development program, which is improving the community's life quality, maintaining the security and discipline of company activities, and improving the company image. Therefore, with community development programs from CSR, the life quality of public society will improve, and they will be more secure, which concurs with the benefits of the community development program. There are three CSR programs present in the Indonesian railway company, the partnership program and the community development program. And also the community relation program. The researcher focuses on community development programs. The implementation of CSR is approximately 2-3 months.

The community development program is a program granted by the company towards the poor public society through the field, which is suitable with the circular of the board of directors of PT Kereta Api Indonesia Nomor: 15/OT.103/KA-2015, inside the director's circular the community development program consist of seven sectors which are the natural disaster victim, training or education, health improvement, development of public infrastructure or facilities, worship facilities, natural sustainability and also community social services in the context of poverty alleviation carried out by the Company's Business Area.

The benefits of the community development program are participating in improving the life quality of public society, keeping security and discipline in the company activity area, and improving the company image. The public relations of PT Kereta Api Indonesia Regional Division III Palembang has a specific Strategy for the CSR program. It is done by assisting the community, so they are interested in submitting the proposal to the Indonesian railway company. The budget for CSR implementation comes from 2% of the company's profit each year which the RKAP will be specifically made.

Table 2. Planning and Programming Based on Goals

Indicator	Explanation
Goals for the Company	a. The purpose of implementing the CSR program for environmental development is so that the surrounding community can support the programs of the railway company. . Objectives are based on identifying problems adjusted to the company's decision letter.
Goals for the community	The company's purpose in implementing this program is for the community so that we can help the community's economy, social culture and society.

Source: Primary data processing (2024)

Taking Action and Communication

The implementing team of CSR consist of many divisions, which area EVP, Senior Manager of Security, Finance Manager, Public Relations Manager, Human Resources Manager, Health Manager, Security of Vital Object and Asset Manager, Operational Security of Train Manager, Law Manager, Building Manager, Procurement of Goods and Services Manager. The JM of Billing, Budgeting Assistant Manager, Accountancy Assistant Manager, Finance Assistant Manager, Tax Assistant Manager, KRT and protocolary Assistant Manager, Service, Claim and Membership Assistant Manager, Non-Station Service Building

Maintenance Assistant Manager, Secretary for procurement of goods and services, Junior legal specialist, Security of Vital Object and Asset Division, Operational Security of Train Division, Document Senior Supervisor, financial executive, accounting executive, budget executive, KRT and Protocolary, household executive and protocolary, human resources executive, Non-Station Service Building Maintenance executive, Public Relations executive and Health executive of Regional Division III Palembang.

Table 3. Taking Action and Communication: Implementation

Indicator	Explanation
Implementing team	The CSR implementation team was formed based on the Decree of the Executive Vice President of PT. KAI Regional Division III Palembang a. The number of the CSR implementing team is 38 people from various fields.
Selection stage	a. Administrative selection and interview selection In the proposal stage, the proposal is submitted by the community to the company, the proposed survey is submitted, the discussion of the results of the survey, the proposal is checked for price suitability, and then the proposal is submitted to the central office for the next process, then the proposal is returned to the region, and then the funds have dropped, the community is called to interview and program implementation. c. Monitoring during program implementation
Program distribution	CSR programs are distributed directly to the location where CSR fund assistance will be provided and attended by the EVP, his entourage, and the implementation team.
Building relationships with recipients of CSR programs	a. Monitoring the implementation b. Conducting discussions related to satisfaction and needs
Publication media	a. Internal media (Mailing list, Malajaj Contacts) External media (25 media from various electronic and print media)

Source: Primary data processing (2024)

Evaluating the Problems

In the evaluation process, there is an evaluator team which will assess the success of CSR implementation, which is the Executive Vice President (EVP) of PT KAI Regional Division III Palembang, headquarter team and also the ministry of state-owned enterprises along with all of the implementing team of CSR which working in Regional Division III Palembang. The type of evaluation is in the form of making accountability reports for program implementation and photo documentation of activities during program implementation. The method used in the evaluation process is usually a Forum Group Discussion (FGD) and media monitoring.

Table 4. Evaluating the Problems

Indicator	Explanation
Evaluation Team	(Internal) Executive Vice President of PT. KAI Regional Division III Palembang. b. (Internal) The entire CSR implementation team c. (External) Central Team and Ministry of SOEs
Evaluation type	Preparation of accountability reports for program implementation Photo documentation of activities during program implementation
Evaluation method	a. Media monitoring b. Focus Group Discussion (FGD)

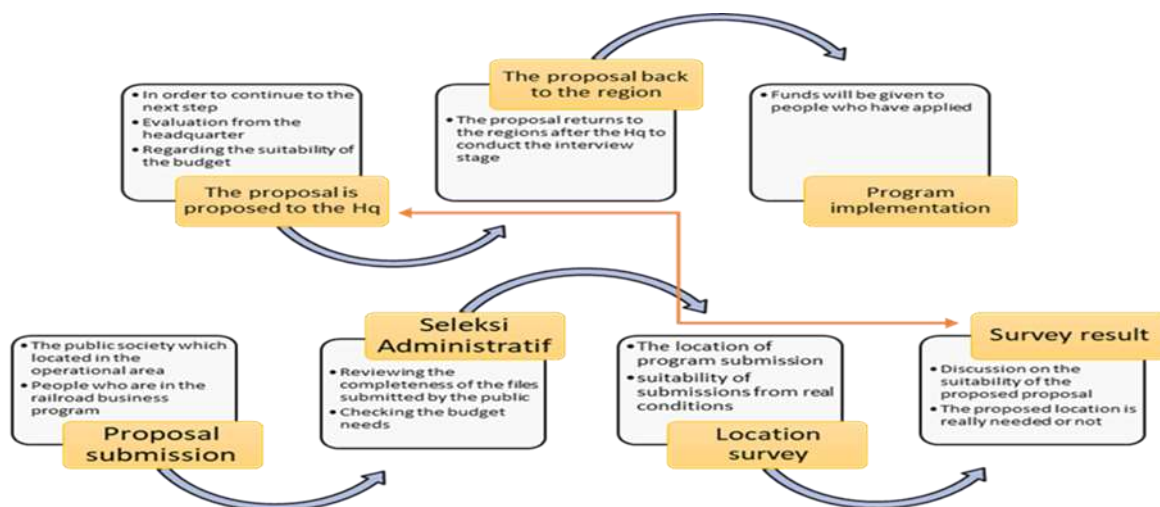
Source: Primary data processing (2024)

The Flow of CSR Submission Program of PT KAI Regional III Palembang

Distributing the CSR program is done directly by going to the field location where the supply will be distributed, the event attended by the EVP group and implementing team. One of the CSR programs for Community Development that was recently implemented was in the field of education. Elementary School 7 North Indralaya was constructed at the railroad crossing in front of the toll gate. It manifests the company's concern for the environment in which it operates and contributes to the education of the nation's children.

In this case, the CSR Program of community development in religion supports mosque renovation by giving the subsidy for the necessity to buy the building materials for mosque repairs. This community development CSR program is cash assistance for mosque repairs. The location of this renovated mosque is in the railway operational area. This program aims to maintain the environment for the company's business continuity. With this assistance, people can feel comfortable in the mosque to perform worship.

The picture below shows the assistance for the renovation of the Nurul Iman Mosque in the Ujan Mas area, which was directly provided by the EVP of PT. KAI Regional Division III Palembang. This location is around the railroad tracks that will be built double track rail. The assistance is given to help the community repair the mosque building.

Figure 1. The Flow of CSR Submission Program of PT KAI Regional III Palembang

CONCLUSION

The findings indicate in its implementation, the CSR program by PT. Kereta Api Indonesia Regional Division III Palembang, prioritizes areas surrounding its operational regions. The CSR activities focus on environmental development, including education, religious initiatives, and social aspects." However, the study identifies notable challenges, including insufficient socialization during the program's implementation phase and a lack of follow-up on evaluation outcomes, which may hinder the program's overall effectiveness.

The publication stage, done by the PT KAI, is carried out through the internal and external media. The publication is done by creating the news in mass media, both online and offline, to report the results of CSR programs to the public. The internal media used by the company is the mailing list. Firstly, the mailing list is an e-mail address that a group of internet users can use to be able to carry out an activity to exchange all kinds of information. Messages sent to the mailing list address will automatically be forward to the e-mail address of each member. Mailing lists are often called mailing lists. Every agenda carried out by the company must be created on the mailing list. So that all people who are members of it will know, including those from the other regional division.

The mailing list can communicate using minimalistic technology and make all the mailing list members able to receive the e-mail that other members have already sent without needing to send the mail one by one to every member. Secondly, Kontak Magazine is a magazine printed by PT. KAI, which is issued once a month. This magazine contains all the activities in each regional division that have been selected to be worthy enough to publish. For external media used by the company, it uses mass print media and electronic print media. The mass print media is used to disseminate information about implementing CSR programs.

Meanwhile, the electronic media consist of Metro TV, MNV, Elshinta, RRI, Haluan, Pagaralam pos, Detiksumsel.com, TV One, TVRI, Antaranews, PAL TV, Seputarsumsel.com, Korannews.com, Indosiar, Trans 7, Berita one TV, and Rmol. In the process of publishing activities, not all media will publish them. However, several media were selected to post. The public relations manager's selection of the media that will publish the news is carried out according to the needs. All the media mentioned above already have an MoU with the PT KAI Regional Division III.

REFERENCES

- Achmad, B., & Saladin, D. (2010). *Manajemen pemasaran*. Linda Karya.
- Cahyokesuma, Bhima, Ekoputro (2023). *Strategi CSR Public Relations PT Kereta Api Indonesia dalam Meningkatkan Kemandirian UMKM di DAOP 8 Surabaya 1*. SEMAKOM: Seminar Mahasiswa Ilmu Komunikasi
- Carrol, A. B. (1979). A three-dimensional conceptual model of corporate social performance. *Academy of Management Review*, 4(4), 497–505.
- Creswell, W. J. (2009). *Research desain: Qualitative, quantitative, and mixed methods approaches*. SAGE Publication.
- Gulak-Lipka, P., Jagielski, M., & Taciak, P. J. (2018). Employee engagement in company's

- CSR strategy. *Journal of Positive Management*, 9(4), 52–65.
<https://doi.org/http://dx.doi.org/10.12775/JPM.2018.154>
- Hassan, A., & Latiff, S. binti A. (2009). Corporate social responsibility of Islamic financial institutions and businesses: Optimizing charity value. *Humanomics*, 25(3), 177–188.
<https://doi.org/10.1108/08288660910986900>
- Intani, R. (2018). Strategi public relations PT. PELNI (Persero) dalam implementasi program CSR melalui program kemitraan dan bina lingkungan. *Pustaka Komunikasi*, 1(1), 130–146.
- Khoirunnisa, W.M, Rahma N (2022). *Penerapan Corporate Social Responsibility (CSR) pada PT Kereta Api Indonesia (Persero)*. Indonesian Accounting Literacy Journal
- Lim, J. S., & Greenwood, C. A. (2017). Communicating corporate social responsibility (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public Relations Review*, 43, 768–776.
<https://doi.org/http://dx.doi.org/10.1016/j.pubrev.2017.06.007>
- Marleni.(2021). *Implementasi Corporate Social Responsibility Dalam Membangun Reputasi PT KAI (Persero) Doap 6 Palembang*. PUBLIKA : Jurnal Ilmu Administrasi Publik
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis A Methods Sourcebook* (3rd ed.). Sage Publications.
- Muhtar, S. M., Cangara, H., & Unde, A. A. (2013). Strategi komunikasi dalam pelaksanaan program corporate social responsibility (CSR) oleh humas PT. Semen Tonasa Terhadap komunitas lokal di Kabupaten Pangkajene dan Kepulauan. *Jurnal Komunikasi KAREBA*, 2(1), 90–99. <https://doi.org/https://doi.org/10.31947/kjik.v2i1.352>
- Nicoli, N., & Komodromos, M. (2019). CSR communication in the digital age: A case study of the Bank of Cyprus. In *Cases on Corporate Social Responsibility and Contemporary Issues in Organizations*. [https://doi.org/DOI: 10.4018/9781522577157.ch005](https://doi.org/DOI:10.4018/9781522577157.ch005)
- Rosilawati, Y., & Mulawarman, K. (2019). Kearifan lokal Tri Hita Karana dalam program corporate social responsibility. *Jurnal ASPIKOM*, 3(6), 1215.
<https://doi.org/10.24329/aspikom.v3i6.426>
- Rudito, B. (2013). *Corporate social responsibility*. Rekayasa Sains.
- Ruslan, R. (2019). *Kiat dan strategi kampanye public relations*. PT. Raja Grafindo Persada.
- Siagian, S. P. (2004). *Manajemen sumber daya manusia*. Bumi Aksara.
- Sugiyono. (2010). *Metode Penelitian Kuantitatif, Kualitatif, dan R & D*. Alfabeta.
- Tobing, L. (2013). *Aturan-aturan hukum corporate social responsibility*. <https://www.hukumonline.com/klinik/a/aturan-aturan-hukum-corporate-social-responsibility-lt52716870e6a0f>
- Wibisono. (2007). *Membedah konsep dan aplikasi corporate social responsibility*. Media Grafika.