

## COMMUNICATION MODEL OF CORPORATE SOCIAL RESPONSIBILITY PROGRAM FOR COMMUNITY EMPOWERMENT

DAVID RIZAR NUGROHO<sup>1</sup>, AIDA VITAYALA S. HUBIES<sup>2</sup>, AMIRUDDIN SALEH<sup>3</sup>, BUDI WAHYU PRIATNA<sup>4</sup>

<sup>1</sup>Lecturer of Communication Studies, University of Pakuan and Doctoral Candidate in the Department of Agricultural and Rural Development Communication. Bogor Agricultural University

<sup>2</sup>Professor of Communication Science and Community Development, Bogor Agricultural University

<sup>3</sup>Lecturer of Communication Science and Community Development, Bogor Agricultural University

<sup>4</sup>Lecturer of Agribusiness, Bogor Agricultural University

E-mail: [jubirdavid@gmail.com](mailto:jubirdavid@gmail.com) [aidavitayala@yahoo.com](mailto:aidavitayala@yahoo.com) [amiruddin@yahoo.co.id](mailto:amiruddin@yahoo.co.id) [wahdiprit@gmail.com](mailto:wahdiprit@gmail.com)

### ABSTRACT

*Corporate Social Responsibility (CSR) is an interesting phenomenon to be investigated. There have been many studies on CSR with different point of views. One of them is to see the implementation of CSR programs in the point of view of development communication. The purpose of this study is to analyze the communication model program for community empowerment. Research is using text study / library / literature. The analysis shows that the model of communication through participatory communication approach, top down and converging are very important in CSR programs, especially for the empowerment of local communities by taking into account environmental, social and economic aspects.*

**Keywords:** *Communication model, CSR, Community Empowerment.*

### 1. INTRODUCTION

Corporate Social Responsibility (CSR) has become a very important issue in the world and Indonesia regard to environmental impact issues in sustainable development. It arises as a reaction from many parties for environmental harm physically, psychologically and also socially, as a result of the management of production resources incorrectly. The manager is more concerned with financial gain as much as possible rather than build a balance of interests and sustainable development (Poerwanto 2010). Related to the above, CSR becomes social harmonization effective tool to balance the interests of society and the business enterprise (Kelvin et al., 2013).

The concept of CSR is inseparable from time to time and it has become the thinking of policy makers for a long time. In the Code of Hammurabi (1700 BC) containing 282 laws already states sanctions for employers who are negligent in ensuring citizens or causing death for its customers. The rules contained

in the Code of Hammurabi states that the death penalty is given to those who misuse their license of selling beverage, poor service and the construction of buildings under the standard, which causes the death of another person. Attention of policy makers towards CSR shows an awareness that there is any potential adverse impacts of business activities. The adverse effects should be reduced to avoid danger from the public and to create friendly business climate (Hidayat 2009).

The CSR activities which are now increasingly being implemented in various companies have been through the evolution and metamorphosis in a long time span. This concept did not come easily, but through many kinds of stages. CSR began to exist in 1950 initiated with the problems of poverty and underdevelopment that were neglected and started getting more attention from many participants. The book of Howard R. Bowen entitled Social Responsibility of the Businessman written in 1953 was an initial literature and also became is a milestone in modern CSR.

After that, the CSR became big after the publication of "Silent Spring" by Rachel Carson. Carson (1962) remind the world community how deadly pesticides on the environment and life. The behavior of companies needs to be examined first before impacting to the environment. Since then, attention to environmental issues was growing and received extensive attention. The notion of CSR was discussed again in 1966 in "The Future Capitalism" written by Lester Thurow, followed in 1972 "The Limits to Growth" was published which was the thought of worldwide scholars and they were members of the Club of Rome, the book is still revised until now (Wibisono 2007).

According to Wibisono (2007) in line with the issues about environmental awareness, charity activities of the company continue to grow in the form philanthropy and community development. In the 1980s more companies changed concept of philanthropy to community development. In the decade of the 1990s was the decade that was colored with a wide range of approaches, such as the integral approach, stakeholder approach and civil society approach. In 1992s, Earth Summit was held in Rio de Jenario Brazil, the meeting emphasized the concept of sustainable development based on environmental protection, economic and social development.

CSR biggest concept was made by John Elkington in with the concept of "3P" (Profit, People and Planet) as outlined in the book Cannibals with Forks: The Triple Bottom Line of 21st Century Business in 1998. The CSR program increasingly spread after World Summit on Sustainable Development (WSSD) was held in 2002 in Johannesburg South Africa. Since that, the definition of CSR developed. Wibisono (2007) defines CSR as a corporate responsibility to stakeholders to behave ethically, to minimize the negative impacts and maximize the positive impacts that include economic, social and environmental aspects (triple bottom line) in order to achieve sustainable development goals.

Research on communication in CSR has been done with a variety of viewpoints. Those studies reviewed and analyzed one or more aspects of the communication. Finally, the purpose of this study is to analyze the communication model of CSR program for the empowerment of local communities.

## 2. METHOD

Studies through the method of text study / library / literature have been done by researchers. Text study / library / literature texts use the resources in the library to obtain the data of research. Text study / library research restricts activities only on the materials in the library collection. According to Zed (2008), text or library research is a series of activities related to methods of data collection of literature, reading and recording and processing of materials research. This study examines and analyzes the communication model of CSR program for the empowerment of local communities from various literatures. The literatures are international journals, dissertations and books.

## 3. DISCUSSION

Many studies on communication and CSR have been done. The study analyzed the problems of communication in CSR in a variety of viewpoints. Viewing how communication model of CSR programs related to community empowerment is the another viewpoints of research on CSR which is interesting to examine and become the focus of this study.

### **Communication Research Perspective in recent CSR program.**

Study of the application of participative communication in development programs have been conducted by several researchers. Sumardjo (1999) examined the application of the model of communication on the implementation of Integrated Pest Management Field School (FFS) in West Java. The results showed the application of the linear model of communication through technology transfer on the FFS program has led to stagnation of agricultural technologies of farmers and farmers' lack of independence. Mefalopulos (2003) examines the application of participative communication on Communication for Development Project in Southern Africa. The findings showed the application of participative communication helped program providers to understand the needs of participants of the program.

Furthermore, Chitnis (2005) at Ohio University examined how communication can facilitate participative development to improve people's lives

through a program of Comprehensive Rural Health Project (CRHP) in Jamkhed, India. The program aimed to provide information in order to increase public awareness of the importance of health and prevention of diseases such as malaria, leprosy and even starvation. Communication was done on this program aimed to provide new information and community relations through dialogue that could eventually lead positive action from the community.

This study uses a variety of theories on the concept of participative communication as critical thinking and facing problems with empowerment approach that refers to the theory of Paulo Freire, the role of communicator as a facilitator in bringing the social change by holding the concept of White and the role of agents of change in distributing information and ideas for social change which refers to the concept of Rogers. Chitnis (2005) concluded that the communication process by using the principle of Freire have contributed to the empowerment of the poor in Jamkhed, India. Participative communication and collective action can be successful if the change agents act as a facilitator that is sensitive to community needs.

This study also included group characteristics such as the length of the group receiving CHRP program and activities of the group. Researcher included group characteristics with the assumption that participation is not only determined by the degree of freedom of one person, but with the characteristics of people who participated, their social environment and the needs of the group. The process of participative communication in CRHP program uses an open dialog system that is able to build the confidence of community members, increasing the caring attitude and mutual respect among members of the group, erasing the system of caste discrimination that established a good relationship between the various castes. In addition, researchers also concluded that the empowerment CRHP program can occur when there is motivation and a desire to make changes continuously from the change agents and community members (Chitnis 2005).

The relationship of government policy with community empowerment discussed by Rumesten (2012) in his research entitled "The Ideal Model of Public Participation in Formation of Regional Regulation." Rumesten explained local regulations (Perda) made by local governments tend not to be participative. local regulation has not been able to

accommodate the aspirations of all sections of society, so that the applications are contrary to what the public wants. Rumesten (2012) emphasized at the contrary between local regulations with higher regulations at the central level. This resulted many local regulations revoked and replaced with new local regulation. Rumesten concluded that this condition is caused by a lack of public participation in the formulation of regulations from the process of drafting local regulations until the evaluation phase.

In relation with active public participation in the making of local regulations, Tjandra and Sudarsono (2009) in Rumesten (2012) outlined three necessary accesses to provide the public in the administration of government, (1) Access to information means the right of access to passive information and the right access to active information. (2) participation access in decision-making that includes the right of public to participate in decision-making, participation in the establishment of policies, plans and programs, and participation in the formation of legislation. (3) access to justice by providing a mechanism for the public to enforce environmental law directly. This study also describes the participation model that can be used to collect the public aspirations, among them are; (1) Involving members of the public who are considered valid and independent in teams and groups. (2) Conducting a public hearing through seminars, workshops or invite interested parties in the meetings, or deliberation. (3) Testing the validity output of government programs. (4) Conducting opinion polls, contacting the public through the mass media. (5) forming the village community development agencies (LPMK) or forming a citizens forum.

Next study is from Kamali (2007) presented research entitled Participatory Action Research (PAR) in Iran. The purpose of the research was to improve communication between male agents and female agents and to increase participants' knowledge about participative communication and awareness of their gender. The research team adopted the perspective that people can not be developed, they can only develop themselves. One of the main findings was that the critical gender analysis is something valuable in relation to all the participants. Kamali (2007) considered the PAR study was challenging in a society with a centralized hegemonic structure. Related to this, to achieve participation and communication requires patience, commitment and sacrifice of the researcher. Nevertheless, research has

changed the attitude of rural workers and bureaucrats to the decision-making process more participative.

Estafianto (2014) revealed that the company's CSR program in the village of Ledok was implemented using a top-down planning. CSR programs have an impact on the four fields: education, economics, health, and environment and infrastructure. Suwandi et al. (2013) explains, commitment and corporate strategy is the determining factor in the success of the company's CSR application. the company's CSR application has contributed to the economic and social conditions. Based on some references from previous research about participative communication and corporate social responsibility, it could be concluded that the difference in the concept study of the previous studies is that this study wants to see how the model of participatory communication company's CSR program in the village developed by Indocement. The difference is also due to the reference sources used by researchers, the focus of his research object and viewpoint of each researcher. The researchers concluded from a variety of previous research that participatory communication is two-way communication conducted using dialog to accommodate the aspirations and reflect the real action.

### **Communication Model of CSR Program**

The concept of empowerment in social planning in the perspective of participative communication is to involve participation in collective decision making. Serveas (2002) explained that empowerment ensure that people can help themselves. One concept of empowerment that is very widely used today is empowerment as a central organizing concept (Melkote et al. 2001). Injustice power is the central issue that must be solved in development. The importance of participative communication in the CSR program of Indocement encourages holistic community involvement. The involvement and participation of society creates conducive conditions to the empowerment of communities. There are several aspects of participative communication in community empowerment of company's CSR program.

Participative Communication Approach Serveas (2002) described the forms of participative communication development in the empowerment such as grassroots dialogue forum, a new function of communication in participative media, a wide range

of knowledge-sharing on a co-equal basis and development support communications. grassroots Dialogue held to gather the resources and agents of change directly to the public. The method used is awareness (conscientization) through dialogue. The public are invited to formulate the problems and to find solutions and at the same time to conduct the implementation of activities for troubleshooting. This makes the communicator as liberator of society in the development process.

The function of participative communication in the process of community empowerment aims to optimize resources in the process of sustainable improvement individually and collectively. empowerment first key is facilitating of a dialogue with the basic functions of putting a participative approach in every action and build consensus with the actors in the community. Through this process, actors involved are identified; negotiation, facilitation, situation and problem are analyzed to plan program priority. The second key is to build capacity of society in a sustainable way by designing communication strategies, implementing the plan, collecting feedback, adjusting communication tactics, and assessing the results of the implementation of development through monitoring and evaluation activities. In addition to dialogue, in other contexts of communication should involve community participation with a dialogical approach through aspiration and reaction-action in the company's CSR program.

According Santosa (2014) there are some important things that need to be considered related in improving the effectiveness of the role of participative communication in community empowerment. they are: (1) The source of social change should be aware of the new findings presented which derived from the diagnosis of the problem and the most urgent perceived needs of the community; (2) Avoid the overlap between people's interests with one another. It is very important to prevent any risk of conflicts of community development programs; (3) Placing a new discovery as the trigger for social change and should be an alternative to solve the problems facing the community; (4) The planners and developers as a facilitator should be able to convince the community about the advantages and benefits of a series of community development programs offered; (5) The benefits of community development program's as enhancement to better life is important to be emphasized to the residents; (6) Communication is

expected to use simple language, attractive and easily understood by members of the community; (7) Using communication channels as a bridge of information which are from the social system, especially the community leaders and other opinion leaders who have a strong influence; (8) Using variety of new discoveries that can develop society based on the potential of natural resources mainly based on local resources.

### **Top Down Communication Approach**

Studies of policies which emphasize on the policy design is usually referred to subject top down approach. This approach, according Tachjan (2006) assumes that the policy as a series of commands where political leaders articulate a clear policy preference that will be implemented in more specific way through administrative system. This top-down approach starts from the decisions of the government, reviewing the extent to which the administrators carry out or fails to implement these decisions, and then search for the underlying causes of the success or failure of the implementation of the policy.

This approach emphasizes the extent of success in achieving the goals that have been set and the activities of the implementations machine legally mandated that offer clear indications of what should be understood by the managers and what goals should be achieved. As we know this approach assumes that the policies have clear goals but in reality these goals are often unclear and even have conflicts each other. Furthermore Tachjan (2006) describes the top-down approach is mainly focused on the availability of an implementation unit (bureaucracy), implementation standard, authority, and coordination. Bottom-up approach emphasizes the strategies used by the managers when determining the objectives of public policy as a basis for understanding public policy as a whole. Successful implementation of public policy is highly dependent on the success of identifying a network of cooperation between actors involved in the formulation of public policy, because at the end the actors will carry out any public policy that have been made. Therefore, at the beginning of public policy formulation, it should be known who is interested; how the interaction between actors formed; as well as the strategies used to achieve that purpose.

Top-down approach is viewed have many negative effects than other approaches of empowerment. Related several aspects, top-down

models also have advantages as perceived by Wursanto (1999) about the advantages one-way communication in top down way, it is fast and efficient. Associated with the approach of communication in the company's CSR program, there are two Indocement CSR program being developed. Both of these programs are community development, and sustainable development. Indocement committed to implement good corporate management with applying the principles of sustainable development. This means that, in line with its growth, the company also increase economic development, livelihoods and improve people's lives, in addition to managing environmental resources responsibly so that future generations are able to meet their own needs resources.

### **Communications Convergence Approach**

Another approach of the communications involving people referred to the convergence approach. convergence models of communication, as expressed by Rogers and Kincaid (1981) emphasize communication as a process of creating and sharing information for the purpose of achieving mutual understanding between the perpetrators. Here, Communication is not perceived as a communication that took place in a linear from the source to the receiver, but as circular or cyclical. The parties involved in the communication process alternated roles as a source or receiver known as "transceivers," until it finally reaches the destination, the interest or mutual understanding. Related to this, the communication always implies the existence of interconnected.

Related convergence models in communication networks, Berlo (1960) formulate some criteria:

- 1) One information may contain several meanings depending on the context, and to take the sense depending on the frames of reference.
- 2) The creation of similar meaning between the communicator and communicant of information is the main goal of communicating.
- 3) Interactive relationship between communicators with communicant using a channel of communication networks that is the channel to deliver messages from one person to another.

It can be concluded that the communication occurs when there is a similarity understanding of information from actors who communicate using the communication network that connects individuals, or

individuals and groups. It also can be said that communication to create unity, mutual understanding and the same agreement to form the same actions and behavior.

In line with this, Mulyandari et al. (2010) suggested that with the convergence model of communication there will be combination between the needs of farmers (people) with the needs of the parties concerned, especially the government and other interest groups. Further she said that continuity in the integration process between those parties motivate each party to interact and communicate in a proactively and anticipatively through knowledge sharing which are mutually supportive and mutually reinforcing efforts to meet the needs of each party.

Model convergent according to Schramm (1997) is regarded as a transaction between participants, which each person contributes to the deal, though in different degrees. Moreover, this model applies to both situations interpersonal communication and mass communication. In the view of convergence models, it still provides space for people who are considered able to act as opinion leaders to receive messages from the media and pass through the channel of interpersonal communication to followers. The trend is the use of opinion leaders who is easily recognizable, formal, but has weak influence; causing limited ability of formal opinion leaders in terms of influencing people around him in order to understand the different types of information. It can be said that opinion leaders cannot be expected too much to carry many things at once. This happens because the opinion leaders that influence the number of people on a number of things, may not have a wider influence on other matters than the informal leaders.

According to Barro and Martin (2004) convergence is a phenomenon which leads towards a single point. The process of convergence relates to the process of development of a region. Williamson in Todaro and Smith (2006) predicted that the region disparity income may fade or convergence after initial stage until the mature stage. It can be said that the convergence becomes another choice of conventional ways that have done in many company's CSR program. Convergence is derived from the approach that viewed the different levels of investment, technology, growth of population, area, and other characteristic differences which at the end led to inter-region did not have the same level of reliability

(Todaro & Smith 2006). Convergence can be done in some forms in applying company's CSR program, such as information sharing, problem solving, as well as dialogue.

### **Community Empowerment through the Company's CSR Program**

The business world has been transformed into the most powerful institution. The dominant institution in any society must take CSR to the common interest. Every decision made and every action taken must be considered within the framework of the company's CSR. Implementation of CSR activities among companies in Indonesia recently showed positive developments and positive benefits that can be enjoyed by the community. CSR is realized through a series of activities conducted in various fields such as education, health, economic, environmental and even social culture that is packaged in the form of charity, philanthropy, and community development.

The main objective of the company's CSR activities is basically to give attention to the community and empower local communities. Prioritizing social responsibility should be considered properly. Workfare program that directly benefits the people should be considered in social responsibility. Furthermore, the company's CSR activities that are developed should really consider the development needs of the sustainable community and beneficial to all parties (true win win solution), so that through these activities occur empowerment (Situmeang 2012).

Ndara (1990) explained that the community empowerment is divided into four kinds; (1) Political Empowerment, aims to improve the bargaining position of the governed against the government, so that the governed get its right in the form of goods, services, and care without harming others. (2) The economic empowerment, means as an effort to improve the ability of the governed as a consumer to act as holder of growth negative impact, the payer of mismanagement, construction load bearer, black sheep program failure and sufferer of damage to the environment. (3) socio-cultural empowerment, aims to improve human resource capacity through human investment, in order to increase the value of human, employ and treat humans in fairest way. (4) Empowerment of environment, intended as a program of care and preservation of the environment, so that the governed with the environment are mutually beneficial relationship.

Sustainable CSR activities have positive impacts and benefits in community empowerment politically, economically, socially, culturally and environmentally. Rahman (2009) said that the issue of company's CSR activities are very diverse, while the focus of CSR countries in developed activities are more varied, including human rights issues, fulfilling rights of workers, conducting business free from corruption and orientation on the undeveloped environment. While the focus of the company's CSR issues in developing countries is more on how companies can empower people to be independent and improvement of living standards. Both developed and developing countries have a common understanding that the focus of the company's CSR activities is social generosity.

Rahman (2009) described a number of issues to be discussed in the company's CSR activities include:

#### 1) Environmental issues

The issue of global warming widely reported that the world climate change is a growing fast. Business organization is one contributor to global warming. It is expected through the company's CSR activities the environmental issues will be more concerned.

#### 2) Social Issues

The social aspect of the company's CSR activities are always associated with the company's stakeholders; government, business organizations, consumers, employees, investors, business partners and local communities. Stakeholders expect companies to act full and responsible to the community. If the expectations of stakeholders are not fulfilled, the stakeholder can do actions which effecting the operation business of the company, therefore, the company should care about social issues.

#### 3) Economic Issues

The condition of the poor who live in the area around the company is as a sign that the community is an important issue to be considered by the company. Through the company's CSR activities, it is expected that economic condition of surrounding communities will be better.

### CONCLUSION

Based on the discussion that has been analyzed, the communication model of CSR program for the community empowerment can be summarized as follows:

1. Communication model of CSR programs can be implemented by companies. to make the program

success, the participative communication, top down and convergent approach are used.

2. The community empowerment can be increased through the three models of CSR communication above by taking into account environmental, social and economic aspects.

### REFERENCES

1. Andre's EF, Pe'res MEL, Polo IM, Carrasco RV. (2012). Company image and corporate social responsibility: Reflecting with SMEs' manager. *Marketing Intelligence & Planning*, 30(2): 266-280.
2. Barro RJ, Martin XS. 2004. *Economic Growth*. 2nd Edition. London: MIT Press.
3. Beltran, L.R. (1976). Alien premises, objects, and methods in Latin American communication research. In Rogers (Ed). *Communication and Development: Critical perspectives*. Edisi Indonesia diterjemahkan oleh Dasmir Nurdin. 1985. *Komunikasi dan Pembangunan: Perspektif Kritis*. Jakarta: LP3ES.
4. Berlo DK. (1960). *The Process of Communication: An Introduction to Theory and Practice*. New York: Holt, Rinehart and Winston Inc.
5. Birth G, Illia L, Lurati F, Zamparini A. (2008). *Communicating CSR: Practices among Switzerland's top 300 companies*. *Corporate Communications: An International Journal*, 13(2): 182-190.
6. Bowen HR. (1953). *Social Responsibilities of the Businessman*. Iowa: The University of Iowa Faculty Connections.
7. Carson R. (1962). *Silent Spring*. Boston: Houghton Mifflin.
8. Carrol AB. (1998). The four faces of corporate citizenship. *Business and Society Review*, 100-101(1):1-7.
9. \_\_\_\_\_. (2003). *Business and Society, Ethics and Stakeholder Management*. South-Western (US): Thomson.
10. Chitnis KS. (2005). *Communication for empowerment and participatory development: A social model of health in Jamkhed India [dissertation]*. Ohio (US): Ohio University.
11. Cohen JM, Uphoff NT. (1979). *Rural Development Particiati, Concept and*

- Measures for Project Design, Implementation and Evaluation. Rural Development Monograph No. The Rural Development Committee Center for International Studies. Cornell University.
12. DeVito JA. (1997). Komunikasi Antar Manusia. Edisi Kelima. Jakarta: Professional Books.
  13. Estafianto HD. (2014). Studi kasus corporate social responsibility PT. Pertamina dan UNNES di Desa Ledok, Kecamatan Sambong Kabupaten Blora. Journal of non formal education and community empowerment, 3(1): 30-38.
  14. Fajar M. (2010). Tanggung Jawab Sosial Perusahaan di Indonesia: Studi Tentang Penerapan Ketentuan Corporate Social Responsibility Pada Perusahaan Multi Nasional, Swasta Nasional dan Badan Usaha Milik Negara. Yogyakarta: Pustaka Pelajar
  15. Gunawan A. (2008). Membuat program CSR Berbasis Pemberdayaan Partisipatif. [http://www.academia.edu/6953819/Membuat\\_Program\\_CSR\\_Berbasis\\_Pemberdayaan\\_Partisipatif](http://www.academia.edu/6953819/Membuat_Program_CSR_Berbasis_Pemberdayaan_Partisipatif) [diakses 6 Januari 2015].
  16. Hadi P. 2013. Pemberdayaan masyarakat melalui kegiatan tanggung jawab sosial perusahaan (Kasus PT. Holcim Indonesia Tbk Cilacap Plant) [disertasi]. Solo (ID): Universitas Sebelas Maret Surakarta.
  17. Hasbullah T. (2012). Desain strategi tanggung jawab sosial perusahaan dalam pemberdayaan ekonomi masyarakat dan sumber daya pesisir Kota Bontang (Studi Kasus PT. Pupuk Kaltim) [disertasi]. Bogor: Sekolah Pascasarjana Institut Pertanian Bogor.
  18. Huesca, R. (2002). Tracing the History of Participatory Communication Approaches to Development: A Critical Appraisal in: Servaes, J. Ed. 2002. Approaches to Development Communication. UNESCO. Paris.
  19. Ife J. (2006). Community Development: Creating Community Alternatives-Vision, Analysis and Practice. Australia: Long Man.
  20. Jacobson TL. (2004). Modernization and Post-Modernization Approaches to Participatory Communication for Development in Participatory Communication: Working for Change and Development. New Delhi: Sage Publications.
  21. Jahi A. (1988). Komunikasi Massa dan Pembangunan Pedesaan di Negara-Negara Dunia Ketiga. Jakarta: Gramedia.
  22. Johansen TS, Nielsen AE. (2012). CSR in corporate self-storying—legitimacy as a question of differentiation and conformity. Corporate Communications: An International Journal, 17(4): 434-448.
  23. Kerlinger N. (1986). Foundation of Behavioral Research. New York: Holt. Rinehart and Winston, Inc.
  24. Kotler P, Lee N. (2005). Corporate Social Responsibility: Doing the Most Good for Your Company and Your Case. New Jersey: John Wiley & Son Inc.
  25. Lantos GP. (2002). The ethicality of altruistic CSR. Journal of Consumer Marketing, 19(3): 205-230.
  26. Leimona B, Fauzi A. (2008). CSR dan Pelestarian Lingkungan; Mengelola Dampak Positif dan Negatif. Jakarta: Indonesia Business Links.
  27. Lionberger HF, Gwin PH. (1982). Communication Strategis: A Guide for Agricultural Change Agents. Illinois: The Interstate, Printer and Publisher Inc.
  28. Lubis SM, Mumpuni T, Kuswartojo A, Firman. (2000). Membuat Pembangunan Berkelanjutan: Seri Panduan Perencanaan Pembangunan Berkelanjutan, Upaya Mencapai Kehidupan yang Lebih Baik. Jakarta. KNLH.
  29. Mapisangka A. (2009). Implementasi CSR terhadap kesejahteraan hidup masyarakat. Jurnal Ekonomi Sosial Pembangunan, 1(1): 39-47
  30. Mardikanto T, Soebiato P. (2013). Pemberdayaan Masyarakat dalam Perspektif Kebijakan Publik. Bandung: Penerbit Alfabeta.
  31. Mathieu JE, Zajac DM. (1990). A Review and Meta Analysis of the Antecedents, Correlates, Consequences of Organizational Commitment, Psychological Bulletin, 108: 8-9.
  32. Mefalopoulos P. (2003). Theory and practice of participatory communication (The case of the FAO project “communication for development in Southern Africa”) [dissertation]. Texas: The University of Texas at Austin.
  33. Msibi F, Penzhorn C. (2010). Participatory communication for local government in

- South Africa: A study of the Kungwini local municipality. *Article Information Development*, 26(3): 225-236.
34. Muhadjir, Qurani, Gita F. (2011). Pengaruh penerapan corporate social responsibility terhadap persepsi nasabah bank dan dampaknya terhadap corporate image. *Journal the Winner*, 12(2): 180-195.
  35. Mulyadi. (2003). *Pengelolaan Program Corporate Social Responsibility: Pendekatan, Keberpihakan dan Keberlanjutannya*. Yogyakarta: Center for Population Studies, UGM.
  36. Mulyandari, RSH, Sumardjo, Lubis DP, Panjaitan, NK. (2010). Implementasi Cyber Extension Dalam Komunikasi Inovasi Pertanian. *Jurnal Informatika Pertanian*, Vol. 19, No 2.
  37. Nair KS, White SA. (2004). *Participatory Communication Working for Change and Development*. White SA, Nair KS, Ascroft J, editor. New Delhi: Sage Publications.
  38. Najiyati S, Asmana A, Suryadiputra IN. (2005). *Pemberdayaan Masyarakat di Lahan Gambut. Proyek Climate Change, Forest and Peatlands in Indonesia*. Bogor: Wetlands International-Indonesia Programme dan Wildlife Habitat Canada.
  39. Ndara T. (1990). *Pembangunan Masyarakat Mempersiapkan Masyarakat Tinggal Landas*. Jakarta: Rineke Cipta.
  40. Nursahid F. (2006). *Tanggung Jawab Sosial BUMN*. Depok: PIRAMEDIA.
  41. Patty F, Putranti RD. (2013). Pengaruh corporate ability dan corporate social responsibility terhadap evaluasi konsumen studi produk tolak angin PT Sidomuncul di Kota Semarang. *Jurnal Ilmiah Dinamika Ekonomi dan Bisnis*, 1 (2): 37-47.
  42. Pezzey J. 1992. *Sustainability: An Interdisciplinary Guide*. *Environmental Values* 1 (4): 321-62.
  43. Pitaloka D. (2010). Corporate social responsibility. *Jurnal Komunikasi*, 3(2): 127-134.
  44. Poerwanto. (2010). *Corporate Social Responsibility: Menjinakkan Gejolak Sosial di Era Pornografi*. Yogyakarta: Pustaka Pelajar.
  45. Rachman NM, Efendi A, Wicaksana E. 2011. *Panduan Lengkap Perencanaan CSR*. Jakarta: Penebar Swadaya.
  46. Rahim SA. (2004). *Participatory Development Communication as a Dialogical Process*. White SA, Nair KS, Ascroft J, editor. New Delhi: Sage Publications.
  47. Rahman R. (2009). *Corporate Social Responsibility*. Yogyakarta: Media Pressindo.
  48. Rogers EM. 2003. *Diffusion of Innovations Fifth Edition*. New York: Free Press.
  49. \_\_\_\_\_, Kincaid DL. (1981). *Communication Network: Toward a New Paradigm for Research*. New York: MacMillan Publishing Co.
  50. Rohman A. (2013). *Public Relation dan Corporate Social Responsibility: Memperkuat Fungsi dan Posisi Manajemen Strategis*. *Jurnal Komunikasi*, 3(2): 135-150.
  51. Rosyida I, Nasdian FT. (2011). Partisipasi masyarakat dan stakeholder dalam penyelenggaraan program Corporate Social Responsibility (CSR) dan dampaknya terhadap komunitas perdesaan. *Jurnal Sodality*, 5(1): 51-70.
  52. Rudito, Budimanta, Prasetijo. (2004). *Corporate Social Responsibility: Jawaban bagi Modal Pembangunan Indonesia Masa Kini*. Jakarta: ICSD.
  53. \_\_\_\_\_, Famiola. (2013). *Corporate Social Responsibility*. Bandung: Penerbit Rekayasa Sains.
  54. Rumesten I. (2012). Model ideal partisipasi masyarakat dalam pembentukan peraturan daerah (Perda). *Jurnal Dinamika Hukum*, 12 (1): 6-14.
  55. Salkind NJ. (1985). *Theories of human Development*. Second Edition. New York John Wiley & Sons, Inc.
  56. Schramm W. (1997). *The Beginnings of Communication Study in America: A Personal Memoir*. Thousand Oaks, California: Sage.
  57. Semson. (2014). Studi tentang pelaksanaan program corporate social responsibility (CSR) PT Intracawood Manufacturing di Desa Seputuk Kecamatan Muruk Rian Kabupaten Tanang Tidung. *eJournal Pemerintahan Intregatif*, 2 (2): 139-153.
  58. Servaes J. (2007). Harnessing the UN system into a common approach on communication for development. *International Communication Gazette* 69: 483-507.

- 
59. Sharlene R. (2012). Corporate social responsibility in post-apartheid South Africa. *Social Responsibility Journal*, 8(2): 270-288.
60. Situmeang IVO. (2012). Komunikasi organisasi melalui kegiatan tanggung jawab sosial perusahaan (Kasus PT Pertamina Refinery unit VI Balongan) [disertasi]. Bogor: Sekolah Pascasarjana Institut Pertanian Bogor.
61. Soemanto B. (2007). Sustainable Corporation: Implikasi Hubungan Harmonis Perusahaan dan Masyarakat. Gresik: PT Semen Gresik Tbk.
62. Soesilowati E, Indriyanti DR, Widiyanto. (2011). Model corporate social responsibility dalam program pemberdayaan petani hortikultura. *Jurnal Ekonomi Pembangunan*, 12 (1): 102-117.
63. Srampickall JSJ. (2006). Development and participatory communication. *Journal of Communication Research Trends*, 2(25):2-32.
64. Suhadi A, Febrian AR, Turatmiyah S. (2014). Model corporate social responsibility (CSR) perusahaan tambang batubara di Kabupaten Lahat terhadap pemberdayaan masyarakat berbasis kearifan lokal. *Jurnal Dinamika Hukum*, 14(1): 72-82.
65. Sukada S, Wibowo P, Ginano K, Jalal, Kadir I, Rahman T. (2007). *Membumikan Bisnis Berkelanjutan: Memahami Konsep dan Praktik Tanggung Jawab Sosial Perusahaan*. Jakarta: Indonesia Business Links.
66. Sumardjo. (1999). Transformasi model penyuluhan pertanian menuju pengembangan kemandirian petani (kasus di Provinsi Jawa Barat) [disertasi]. Bogor: Sekolah Pascasarjana Institut Pertanian Bogor.
67. \_\_\_\_\_, Firmansyah A, Darmawan L, Wulandari YP. (2014). Implementasi CSR melalui Program Pengembangan Masyarakat: Inovasi Pemberdayaan Masyarakat PT Pertamina EP Asset 3 Subang Field. Bogor: CARE IPB.
68. Sumaryo. (2009). Implementasi tanggung jawab sosial perusahaan (corporate social responsibility) dalam pemberdayaan dan peningkatan kesejahteraan masyarakat: Kasus di Provinsi Lampung [disertasi]. Bogor: Sekolah Pascasarjana Institut Pertanian Bogor.
69. Sumodiningrat G. (1999). *Pemberdayaan Masyarakat dan Jaring Pengaman Sosial*. Jakarta: PT Gramedia Pustaka Utama.
70. Suparjan. (2003). *Pengembangan Masyarakat: dari Pembangunan sampai Pemberdayaan*. Yogyakarta: Aditya Media.
71. Susanto AB. (2007). CSR dalam perspektif ganda. *Jurnal CSR Indonesia Newsletter*, 1(37): 11-19.
72. Susiloadi P. (2008). Implementasi corporate social responsibility untuk mendukung pembangunan berkelanjutan. *Jurnal Jurusan Administrasi Negara FISIP UNS*, 4(2): 123-130.
73. Suwandi, Keban YT, Martono E. (2013). Praktik tanggung jawab sosial perusahaan PT. Bakrie Sumatra Plantations (TBK) Unit Jambi. *Kawistara*, 3(2): 117-226.
74. Tachjan. (2006). *Implementasi Kebijakan Publik*. Bandung: AIPI Bandung-Puslit KP2W Lemlit Unpad.
75. Theresia A, Andini K, Nugraha S, Mardikanto T. (2014). *Pembangunan Berbasis Masyarakat*. Bandung: CV Alfabeta.
76. Tufte T, Mefalopulos P. (2009). *Participatory Communication: A Practical Guide*. Washington: The World Bank.
77. Warnock K, Schoemaker E, Wilson M. (2007). *The Case for Communication in Sustainable Development*. London: Panos London.
78. Wibisono Y. (2007). *Membedah Konsep dan Aplikasi CSR (Corporate Social Responsibility)*. Gresik: Fascho Publishing.
79. Yulianti Y. (2012). Analisis Partisipasi Masyarakat dalam Pelaksanaan Program Nasional Pemberdayaan Masyarakat (PNPM) Mandiri Perkotaan Kota Solok [tesis]. Padang: Universitas Andalas.
80. Yuningsih A. (2005). Corporate social responsibility (CSR) antara publisitas, citra, dan etika dalam profesi public relations. *Mediator*, 6(2): 313-324.
81. Zainal IR. (2006). *Best Practices: Corporate Social Responsibility, Sebuah Pengalaman Membangun Multi stakeholder Engagment bagi Penerpan CSR di Kabupaten Muba Sumatera Selatan*. Palembang: Badan Penerbit Fakultas Ekonomi UNSRI.
82. Zed, M. (2008). *Metode Penelitian Kepustakaan*. Jakarta: Yayasan Obor Indonesia