

THE ROLE OF MEDIA IN PROMOTING CORPORATE SOCIAL RESPONSIBILITY ON ENVIRONMENT SUSTAINABILITY

Dorien Kartikawangi
School of Communication
Atma Jaya Catholic University
dorien.kartika@atmajaya.ac.id

Abstract

Corporate Social Responsibility (hereinafter will be referred to as CSR) which has been recognized in Indonesia since 1945 (Serad, 2012) is one of important pillars in empowering community by placing corporates as government's important partners. Despite the improving implementation, by not only exercising its obligation stipulated by the government, there are still spaces to optimize strategic role of this type of program. Evaluation and sustainability of programs are rarely conducted therefore the effect on community in the long run sometimes does not obtain any attention. Positive and constructive cooperation among corporates, community, government and media takes substantial roles in the effort of this program optimization. Unfortunately in CSR practice often times each party runs on its own without communicating properly, therefore more often than not various CSR programs are found to be overlapping or their implementation is incomplete. Even if there is an intercommunication among such parties, the interaction that takes place emphasizes more on each point of view and interest therefore the noble objective of community empowerment is neglected. The community itself with the basis of the view that corporates are merely profit oriented and exploit state owned natural resources, often sees negatively and is suspicious on corporates' CSR programs. On the other hand the community is only seen as CSR objects and not as one of important stakeholders therefore it is often treated as passive object in a certain party's program within CSR programs. Media as another important pillar often just focuses on a certain party interest in CSR programs. Such ideal interrelation among all parties is assumed to support CSR program effectivity moving towards extensive community empowerment. This paper examines, reviews and elaborates interrelation among government, corporate, community and media theoretically. Review result recommends ideal *Colaborative Social Responsibility* model for the sustainability which sides on each stakeholder. This model is particularly addressed to the role of media in promoting CSR for the sustainability of environment.

Keywords: Communication, CSR, Public Relations, Media, Environmental Communication

Introduction

Corporate Social Responsibility (which further will be referred to as CSR) which has been recognized in Indonesia since 1945 (Serad, 2012) is one of important pillars in empowering community in by placing corporates as government's important partners. Despite its implementation improvement, which not only exercising its obligations stipulated by the government, there are still spaces to optimize strategic role from this type of program. Program evaluation and sustainability is relatively seldom conducted, therefore the effect for community in the long run sometimes does not obtain sufficient attention. Positive and constructive cooperation among corporates, community, the government and the media takes substantial role in the effort of optimizing this program. Unfortunately in CSR practice more often each party runs on its own without communicating with each other properly, therefore there are various CSR programs which overlap or incomplete in terms of their implementation. Even if there is communication among such parties, the interaction that takes place focuses more on community's point of view and interest therefore the noble objective for community empowerment is neglected. The community itself with the basis on a view that corporates are merely profit oriented and exploit state owned natural resources, often sees negatively and is suspicious on corporate's CSR programs. On the other hand community is often seen as CSR object instead of one of important stakeholders therefore it is often treated as passive objects in CSR programs. Media as another important pillar also often only focuses on a certain party interest in CSR program. Such ideal interrelation among all parties is assumed to support CSR program effectivity in moving towards extensive community empowerment.

The government stipulates an obligation to implement Corporate Social Responsibility (CSR) programs for corporates in Indonesia as a form of their concern not only for the corporation's progress but also community's prosperity. Such obligations are implemented in the form of a written regulation regarding Limited Liability obligations pertaining to CSR. Subsequent to the House of Representative approval on the incorporation of Clause into Law Number 40 of 2007 regarding Limited Liability (UU PT) and Law Number 25 of 2007 regarding Investment (UU PM) CSR as a program must be implemented in corporates and it is considered more as a serious matter since it has powerful legal basis. Article 74 of UU PT states that each corporate which runs its business in a field and/or related to natural resources is obligated to fulfill its social and environmental responsibilities. Failure to comply with the same will cause the corporate to be subjected to sanction accordance with the provisions of the laws. In article 74 it is explained that there are four regulations which oblige certain corporates to exercise corporate social responsibilities of CSR as follows:

Corporates engaging in and/or related to natural resources are obligated to exercise Social and environmental responsibilities.

Social and environmental cal as intended in paragraph (1) is Corporate's obligation which is budgeted and calculated as Corporate which implementation is conducted by considering appropriateness and fairness,

Failure to exercise obligations as intended in paragraph (1)
Is subject to sanction in accordance with the provisions of the laws,

Further provision on Social and Environmental Responsibilities is regulated under a Government Regulation.

Along with the government intention to confirm the organizing of CSR activities in the corporate, the corporate in Indonesia itself also shows initiative and develop various CSR policies which continue to improve from time to time. The type of CSR program implemented is more various and covers various fields such as education, health, natural disaster handling, infrastructure, economic independence, etc. Such vast development of various CSR program implemented also assists the acceleration of *Millenium Development Goals* (MDGs). Along with *Sustainability Development Goals* (SDGs), which is launched by *United Nations* (UN) on September 2015, company plan their CSR to accelerate it nowadays.

When examining the relation between corporates and local community (*community relations*), researcher discovered several important points. Jenkins and Baker (2007), did a research on community investment program in Pfizer plant vicinity in Sandwich, England.. From such research it was revealed that investment in local community significantly ads corporate's external reputation. In addition such action also increase cooperation and help increase employees' skills. Meanwhile Close, Finney, Lacey and Sneath (2006) see such relation from marketing perspective. The study *event marketing* which involves visitors and sponsor, community and *brand*. Ther study shows that visitors desire sponsor's involvement in the community. If the community opines positively on the sponsor then sponsor's product purchase by the community will also increae. Still on corporate relation with the community, other research result can be mentioned such as Barbaro (2006) who sees that consultation provided to the community in Australia is more touching if it is started with a discourse on their issues, instead of solution. Further Smith (2003) states that proactive communication can build corporate positive image. Meanwhile Molleda and Quinn (2003)who discovered a fact that cross country conflict involves host countries, from which such corporate originates and multinational public. They indicate the importance of interaction between such parties. From such writer's search, at least it can be discovered that relation among multinational corporates, the government and the community is studied through political, economic as well as business and management perspective. Meanwhile research from communication and psychological perspective can be considered as limited.

Interrelation among corporates, community in CSR strategy and implementation can be discovered by the community if it is informed through the meda. How do corporate, the government and community define CSR? Certainly each has its own definition however it is believed that they have joint meaning of CSR therefore such activity can be implemented. Joint meaning in this context is called fantasy theme. Not a fantasy but corporate, the government and community will be a definition that emerges due to the same matter and takes place continually and is defined by related parties. Joint meaning owned by corporate, the government and the community will be a more extensive joint meaning if it is informed through the media. Therefore media role is very important in forming a more extensive joint meaning on CSR. An extensive and positive joint meaning will really help in composing strategy and executing CSR implementation. On the

contrary if the emerged joint definition is negative then CSR implementation will not be easy.

Methods and Procedures

This study uses literature study and search on the previous similar study. Based on such literature study and search this Collaboration Social Responsibility interrelation model is built. This model shows the connectedness of parties in the implementation of corporation social responsibilities. In this study, in addition to corporate, the government and community, it also particularly sees media role in conveying information for environmental sustainability.

Literature Study

Corporate Social Responsibility

The success of the business world at this time is not only determined by good product, affordable price, sophisticated marketing network but also depends on other factors which show corporate concern on surrounding environment. This area is often called *Corporate Social Responsibility*. Basically there is CSR business intention which supersedes legal and economic obligation to do the right thing and act in a good manner for the community (Robbins and Coulter, 2010). From the above elaboration it is clear that corporate social responsibilities does not only gain profit, but includes protecting and creating social prosperity for the surrounding community even community at large. If we apply on corporates that have *gone public*, then it is clear that corporate responsibilities are not only for shareholders but also for community at large.

At this time it is important for business actors to consider corporate social responsibilities as something to be put forward. This matter, in addition to strengthen imaging in the community, it can also be used as competition excellence. This is supported by an argument (that social responsibility is a related concept, however it refers to all business methods which seek to balance its commitment to groups or individuals in its social environment). This is the group that is called by parties with interest in organization (*stakeholder*) comprises customers, employees, investors, suppliers and local community. All these parties certainly whether directly or not are involved and parts of a corporation's business effect. Therefore harmony is needed to maintain balance between *profit motive* and *social responsibility*.

Responsibility for the Environment

One of the largest business in this century is how a corporation is able to manage environment with responsibility, particularly in controlling pollution. Ebert dan Griffin (2007) explains pollution impact which causes environmental damages as follows:

Air Pollution, occurs when there are several factors combined and reduce air quality. Carbondioxide discharged as factory waste just like smoke and chemical compound that fills the air is damage to the environment. Air pollution is also combined with issues like acid rain which occurs when sulphur is pumped to the atmosphere combined with natural compound and falls to become the rain.

Water Pollution, water is exposed to pollution due to chemical and trash compounds.

For years plants throw trash and waste to the river without considering the consequences. Corporations suppose to own the technology to manage liquid waste to avoid the danger if it is thrown to the river.

Land Pollution, there are two issues in land pollution namely how to restore land quality which has been damaged and how to prevent contamination in the future. The main controversial issue in land pollution is toxic waste.

Recycling, recycling is something that cannot be underestimated. The issue that must be taken into account is how to change trash into useful goods. Several products such as cans and aluminium glass can be recycled efficiently,

However, other products in the form of plastic trash can cause problems. Corporations must prioritize using recycle materials, which means they are environment friendly. In other words they do not only think about business priorities.

Benefit and Cost of Corporate Responsibilities

Corporate social responsibilities programs certainly bring about logical consequences from business perspective. On the one hand corporations gain profit from this program and on the other hand there is a price to pay for the corporation, however the perspective that must be used is long term. This is a special consideration or what we often call *Criteria for Social Performance which is evaluable in four stages conveyed by Schermerhorn (2011)* as follows:

1. *Economic responsibility – Is the organization profitable ?*
2. *Legal Responsibility – Is the organization obeying the law ?*
3. *Ethical Responsibility – Is the organization doing what is right >*
4. *Discretionary responsibility – Is the organization contributing to the broader community ?*

Gomez, Balkin dan Cardy (2008) come up with several *Benefit and Cost* of a corporate social responsibilities as follows:

- **Benefit** :the corporation which is socially responsible is considered as good business actor towards community and the environment. This type of corporation is usually accepted well by the surrounding community. Corporations which care about their social responsibilities reflect good corporation and product image in customers' view. Corporations that have good image indirectly affect their product image. There will be very minimum conflict on the party with interest (*stakeholder*).It produces high loyalty of stakeholders and at the same time as a supporter of the corporations products. Research result shows that corporations that run social responsibilities have good financial performance and are able to recruit good quality manpower.
- **Cost** that must be borne is among others: Companies who apply CSR will lose their focus. Companies tend to focus on how to be good companies in the community however they forget their true business purpose. Social responsibilities program can increase corporation competitive power.

From the above explanation it is clear that long term impact of CSR application should be the concern of corporation. Bateman and Snell (2009), explains that there is a need of harmony by integrating corporate social responsibilities and corporate strategy therefore

they will bring about extensive benefit for the community. In the long run there will not be a positive relation between CSR and financial performance, however good corporate reputation can still be built which at the end of the day can be directed to profitability (Williams, 2011). It is undeniable that corporate responsibility programs invite pros and cons. Griffin (2008) explains that there are also rejections to this CSR program due to the following: It will create negative profit or decrease and cause loss to the corporation owner. Corporation involvement in social programs will cause too large *power* for such corporation. There is a potential of interest conflict. Corporation has insufficient experience in managing social programs, therefore there is a concern that these programs will fail.

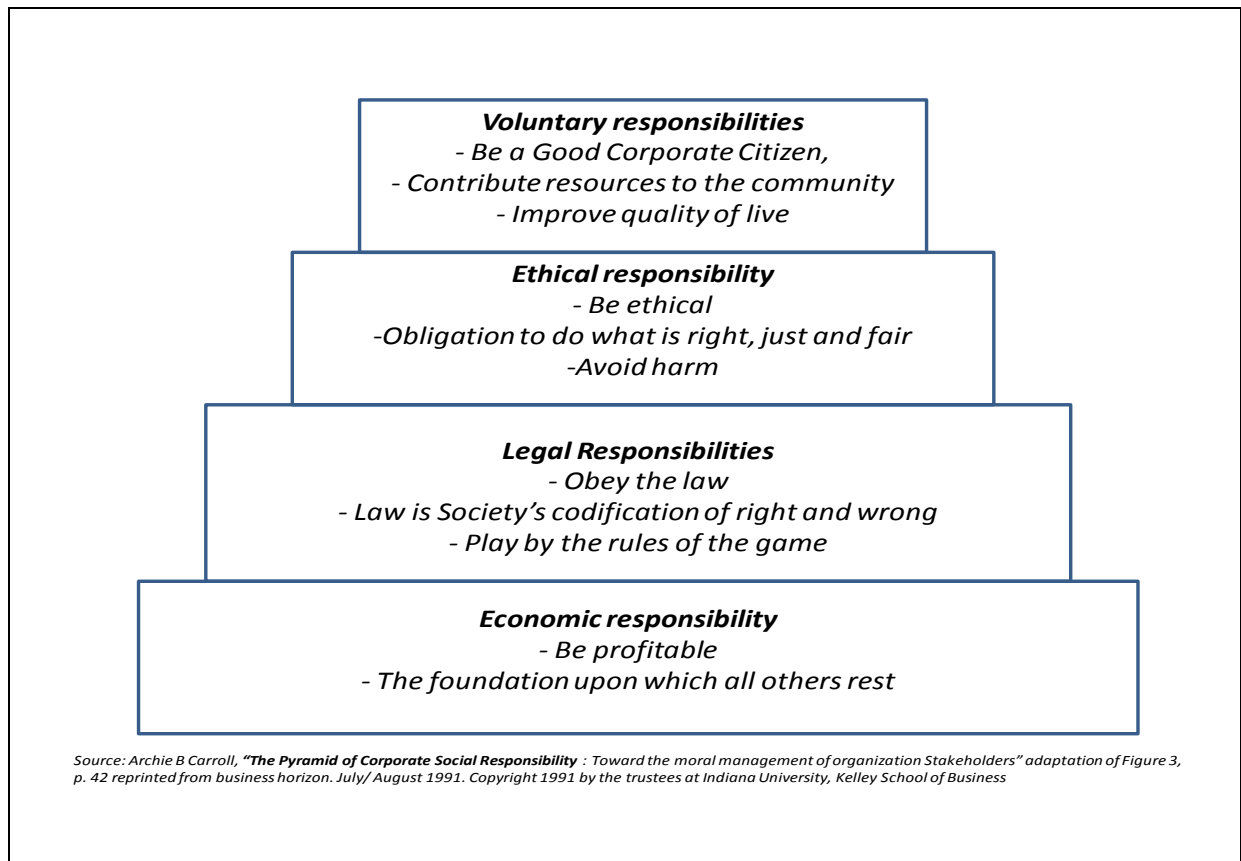
Social Responsibility Strategy

Each corporation certainly applies different social responsibility program strategies. The strategy taken by a corporation is related to its obligation to the community, ranging from the lowest level up to the highest in social responsibility practices. Schermerhorn (2010), explains such four strategies as follows:

- *Obstructionist strategy*, the attitude of avoiding social responsibilities. Companies only focus on economic priority.
- *Defensive Strategy*, the corporation only fulfills minimum legal requirements on commitment for individual group and its environment.
- *Accommodative Strategy*, the corporation accepts and implements social responsibility programs to the community by considering legal aspects and ethical criteria.
- *Proactive Strategy*, the corporation looks for an opportunity to provide positive contributions to social prosperity and environment.

The strategy chosen by the corporation is seen as multilevel in accordance with the intense level of the corporation in implementing this program. Carroll and Bateman and Snell (2004), describe this phenomenon in *The Pyramid of Corporate Social Responsibility* which directly describes the level of corporate involvement in social responsibility programs. Along with the definition conveyed by Daft (2010), that CSR is *management's obligation to make choices and take actions that will contribute to the welfare and interest of society as well as the organization*, therefore corporations should participate actively and voluntarily therefore their presence can be as extensive as possible to provide benefits for the community. In line with what is conveyed by Kinicki and Williams (2009) that CSR, *the notion that corporations are expected to go above and beyond following the law and making a profit*.

Image 1 *The Pyramid of Corporate Social Responsibility*



Communication Accomodation

Constructive cooperation among companies, the government, the community and media in CSR planning and implementation is a demand that must be fulfilled to achieve CSR's objective optimally. Such constructive cooperation is unfortunately not an easy thing to seek, considering each party has its own perspective and interest and often times interact with other party based on an assumption built from its own perspective. The reluctance to communicate with other parties also often arise since it is considered as troubling and additional burden. When interaction takes place in the above condition therefore the potential issue arising is not only caused by "what is said" by a certain party, but also "how the said matter is interpreted" by other parties (Condon, Michael Hect, Stella Ting-Tomey dalam Littlejohn & Foss, 2005). There is a need of understanding on each position as well as joint objective agreed therefore all parties can commit in its embodiment. Interaction and communication interwoven among each party can be reviewed through accomodation communication concept developed through Communication Accommodation Theory (CAT) (Gallois, Ogay & Giles, 2005).

CAT emphasizes that the interwoven communication interaction among various parties involves and is affected by identity of each party in viewing its group or other parties. Motivation that underlies such interaction at the end of the day is not only based on joint interest and objective, however it can describe shallower and more limited group interest. CAT identifies such matter through communication symbols such as used words choice, jargons and non verbal communication forms, for instance, therefore social gap and whether collaboration takes place in the interwoven communication can be seen. How positive a group towards its group identity as well as sharing similarity and objective of

other group will be seen through the chosen communication strategy. (Gudykunst,2003)

The basic strategies of CAT are convergent and divergent depending on the communicator willingness and motivation to approach and share similarity with his/her communicating partner (convergent) or even further away and accentuating difference from his/her communicating counterpart atau justru menjauh dan menonjolkan perbedaan dari lawan berkomunikasinya (divergen) (Giles & Noels dalam Martin, Nakayama & Flores, 1997). As an impact of the chosen convergence and divergence, positive or negative assumption and stereotype on other parties will be developed which at the end of the day will determine whether the interwoven collaboration among such parties if cooperation is conducted is conducive.

To be more specific, the existing communication strategies are as follows: : *Approximation strategies* (communication strategy which puts forward communication characteristic similarity to adjust and bring together social gap between both parties); *Interpretability strategies* (the strategy to understand more the level of skill level and communicating competence from other parties, by way of reducing conversation complexity as well as the effort to increase clarification from message to be conveyed); *Discourse management strategies* (the strategy to understand the need and convenience of the party we communicate with, such as the understood topic choice and convenient for both parties, and understand perspective of other parties) ; *Interpersonal control strategies* (the strategy to seek equal position between two communicating parties, without accentuating the party which position is more dominant and more powerful compared to other parties) (Gallois, Giles, Jones, Cargile & Ota, 1995; Shepard, Giles & Le Poire, 2001). Accomodative communication strategy can help bridging the difference among various parties as well as developing harmonious cooperation, by sharing similarity, sincerity to understand and appreciate other parties.

Media and Symbolic Convergence

Currently there has been a tendency of the increase of public demand on transparency and accountability of companies as a form of Good Corporate Governance (GCG) implementation. One of the implementations of GCG in companies is corporate social responsibility application. In one of its principles, GCG also suggests that companioes take stakeholder's side in the form of corporate openness in reports or disclosure, including therein social disclosure in annual report. Nevertheless annual report is not the only facility for social disclosure. Mass media can also play such role.

As we all know, mass media has double functions namely social and individual functions. Social function role includes four matters as follows: 1) environmental monitoring, 2) inter part correlation in the community to respon to its environment, 3) socialization or value inheritance, and 4) entertainment function. Individual function it carries includes: 1) supervision or information search, 2) self concept barrier, 3) facilitator in social relation, 4) substitution in social relation, 5) facility to release emotion, 6) escape from tension and alienation, and 7) part of routine or rituali. In this review context, mass media is one of the tools for social discourse by disseminating information on CSR, which therefore participate in building awareness, concern, fund and further community involvement is expected. Media role in this matter has not been seen and reviewed much. Meanwhile through its significant function and role, media will be able to develop symbolic convergence and positive fantasy theme on CSR and all parties involved therein, among others are companies, the government, and community. Based on this this paper explores symbolic

convergence theory to develop interrelation model between related parties in CSR, particularly for environmental sustainability.

Symbolic convergence theory analyzes communication content to discover joint meaning that arises in the occurring communication. Group dynamic review by analysing group communication content is developed through coding system called *interaction process analysis* (Bales, 1950, hal.152). Such system is used to observe and make task group communication codes and is called *dramatizing*. Dramatizing is defined by creating list of story, *jokes*, *narrative*, dialog, analogy, metaphore, and otehrs. Bales calls it *dramatizing fantasy theme* and explains that *fantasy theme* helps group members to create *group cohesiveness*.

Meanwhile, Bormann (1972) reviews group with several techniques, among others are content analysis, interview and recording, voice and image record. From this research Bormann and his team discovered that there is a general process for group role which supports the previous discovery by Geier (1963) on leadership. According to Bormann fantasy theme analysis has significance in several matters:

First, providing emphasis on imaginative language in developing collective awareness and group togetherness.

Second, audience once again becomes communication review central. Previously, for for some time essentially audience dissapeared and the emphasis shifted to text. This means it brings back audience to the previous paradigm that there are speaker, message and audience.

Third, fantasy theme is social approach to review communication in collectivity context.

Fourth, emphasizing on fantasy enables a more complex analysis on imaginative language both fictious and non fictious.

Futher Bormman developed *symbolic convergence theory*. The word *symbolic* is used since this theory deals with language, fantasy, and many fact symbols (as opposed to material and social). The word *convergence* used since theorem basis of this theory explains group fantasy communication dynamic process shared to be jointly understood as the cause of communication and participate in symbolic wold unification.

Cragan dan Shield (1995a, 1998) indicate that SCT differentiates *symbolic reality* and the method of viewing from *social reality* as well as *material reality*. Such symbolic fact is like ideography, ideology, orientation, and vision. Meanwhile social fact is like hierarchy, position and role. Material fact is in the form of object and thing.

SCT is then used in various communication tradition contexts. In each context, SCT provides theoretic on fantasizing effect on communication process in *consciousness-creating*, *consciousness-raising*, and *consciousness sustaining*. In convergence process there are more than one fantasy theme concept called *rhetorical vision*. The name *rhetorical* chosen since rethoric imaginative language is the cause of the arising joint fantasy which produces larger symbolic structure. *Vision* is stipulated as a name since rhetoric structure is another vision's scope, like a perspective of a large lanscape. The research then needs a unique method to review various *fantasy-sharing* process. Such process is on the media, text, historical documents as well as audience situation and others.

Bormann (1985a, page. 243) mentions several characteristics of SCT, among others are dramatization work up to communication process which is able to create and maintain

community, group and organization awareness. SCT also uses imaginative language in addition to develop jointly understood fantasy and unites into rethoric vision. On another note, SCT explains how group or community awareness is formed, develops and survives (Bormann, Cragan, Shield, 1994, page. 53). Another characteristic, continues Bormann, SCT places audience in the center of its communication paradigm. This placement differentiates other paradigms that developed at the time, early 1970. For instance SCT has different view from Aristoteles (1960, page.150) who saw that in meaning there is a speaker who chooses words to create message. SCT is also different from McLuhan (1964, page 234) perspective who sees that meaning is on the medium which delivers message. The same is true for Watzlawick, Beavin, and Jackson (1967, page 123), SCT is different considering that they see that meaning is wihtin the mesage sender. Meanwhile SCT sees the places of meaning, emotion, value and motive of an act which are within the message. SCT also shows that message is joint creation result with audience.

From one study after another SCT capability to provide solution to real issues in communication is shown. Standing on this theory enables researches to discover explanation that fantasy communication is able to create awareness which involves meaning, emotion, motive and value. SCT SCT excellence is on the knowledge that places *fantasy-sharing* and *fantasy-chaining* – when combined with ontologic requirements on fantasy – as the power to predict human’s act capacity.

”In other words, studies reflected in the vitality of SCT’s use to explain the communicative force of fantasy in the interpersonal, small group, organizational, public, mass, and intercultural communication contexts. Again, it is SCT’s ability to explain both group- and public-chaining by way of the same communicative force – the force of fantasy – that lies at the heart of SCT’s development as a significant, discipline-indigenous, general communication theory.” (Bormann, Cragan, Shield,

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(In other words studies reflected in SCT use vitality to explain communicative drive and fantasy in interpersonal, small group, organizational, public, mass and cross cultural context. Once again, it is SCT’s capability to explain both group and public relation through the same communicative drive – fantasy drive – which is the core of SCT development as significant theory, original discipline and general communication theory (Bormann, Cragan, Shield, 2001)

In its development Bormann realizes the importance of taxonomy which will help researcher, either interpersonal, group, organization or mass communication to feel easier in analyzing fantasy theme. I relation to such matter, Bormann provides taxonomy from SCT seperti on table 1. The provided taxonomy in the beginning was a proposal that needs to be reviewed and proven. At this time such taxonomy has been used by many scientists to analyse fantasy theme, even to study communication through the internet (cyber communication). Having seen suc use, the writer believes that Bormann taxonomy will also be used in analyzing CSR fantasy theme on the media. The following is SCT taxonomy table:

Table 1. SCT Taxonomy

<p><i>Classes of rhetorical fantasy themes</i></p> <ul style="list-style-type: none"> - <i>Fantasy theme</i> - <i>Fantasy type</i> - <i>Saga</i> - <i>Symbolic cue</i> 	<p><i>Life-cycle of rhetorical visions</i></p> <ul style="list-style-type: none"> - <i>Consciousness- creating</i> - <i>Consciousness-raising</i> - <i>Consciousness- sustaining</i> - <i>Consciousness- terminus</i>
<p><i>Elements of rhetorical fantasy themes</i></p> <ul style="list-style-type: none"> - <i>Stylistic qualities</i> - <i>Substantive qualities</i> - <i>Structural qualities</i> 	<p><i>Qualities of rhetorical fantasy themes</i></p> <ul style="list-style-type: none"> - <i>Pragmatic</i> - <i>Righteous</i> - <i>Social</i>
<p><i>Forms of rhetorical fantasy themes</i></p> <ul style="list-style-type: none"> - <i>Constructive</i> - <i>Destructive</i> - <i>Discursive</i> - <i>Factious</i> - <i>Fantastic</i> - <i>Nonfiction</i> 	<p><i>Rhetorical vision continua</i></p> <ul style="list-style-type: none"> - <i>Flexible to inflexible</i> - <i>Intense to passive</i> - <i>Paranoid to health</i> - <i>Pure to mixed</i> - <i>Secretive to proselytizing</i>
<p><i>Kinds of rhetorical fantasy themes</i></p> <ul style="list-style-type: none"> - <i>Consciousness- creating</i> - <i>Consciousness- raising</i> - <i>Consciousness- sustaining</i> 	<p><i>Strategies for sustaining rhetorical visions</i></p> <ul style="list-style-type: none"> - <i>Conservation</i> - <i>Preservation</i> - <i>restoration</i>
<p><i>Kinds of sagas</i></p> <ul style="list-style-type: none"> - <i>Founders</i> - <i>Genesis</i> - <i>Latent/inactive</i> 	

Source: Bormann, Cragan, Shields (2001)

In this study , Symbolic Convergence Theory can be used to analyse media in conveying message on CSR. Analysis of fantasy theme which is used will be able to reveal joint symbol and meaning among stakeholders on social disclosure on CSR

Previous Researches

Research in CSR area generally relates CSR program with corporation image. Therefore corporation interest orientation will be profit increase through social marketing conducted which seems intense. Similar research which was conducted in Indonesia mostly contains CSR strategy with the purpose to increase corporation image as discussed by Suherman (2011), Linda (2009) and Ike (2006). In these three researches it is explained that it is true CSR will end up on good corporation image however there are matters focusud therein. In the research conducted by Suherman (2011) the intended focus is related to accurate media use in CSR program implementation. Such research is in line with the research conducted by Dewi Agustina (2010) on CSR program in Inco Sulawesi, which discovered that wihtout accurate and proper media use therefore CSR program that has been

implemented by corporation will seem useless. In the conducted research Linda (2009) and Ike (2006) explain that through good surrounding community empowerment corporation image and reputation can be increased. In addition social campaign which ends up in surrounding community's prosperity increase and reputation development on such corporation.

In addition to marketing interest, in human resources management area there are many studies conducted pertaining to CSR. Matters seen in this area of studies are mostly related to employees preception towards CSR and its impact on work motivation and their identification towards organization. Altruism conducted by corporation to the community through CSR program has impact on the growth of employees' prides towards their corporation. Employees also grow the meaningfulness of their work stronger since what they do daily are not merely to chase business profit but also have meaning for the community at large. (Kartikawangi, 2010; Amadea& Dahesihsari, 2015).

Meanwhile research conducted by Chairil (2007) and Trina (2010) contains external factors analysis which also affects CSR programs such as government regulation, market orientation, humanistic orientation, job, education, health, economy and environment which also have impact on a CSR program. Meanwhile CSR program implementation is also expected to increase corporation financial performance which actually can be measured with indirect approach, in addition corporation also needs to measure stakeholder satisfaction (Kaufmann, 2012).

With regard to communication perspective that has already been a discussion in this research, a number of studies in the same areas have been conducted by researcher. Kartikawangi (2009) in her study shows that communication with the government and community can be done by the effort of understanding the need of each party therefore CSR plan and implementation can be conducted well and smoothly. In particular, Kartikawangi (2013) sees that sustainable CSR can take place when accomodation communication is implemented. Such Sustainability is seen from development of CSR program to other regions and more agent of change who voluntarily join in. In such two studies symbolic convergence or joint meaning inter parties can be reached through intensive communication and the reached mutual understanding.

The above elaboration shows that corporation responsibilities are not only management of agent or owner oriented. Companies need surrounding environment to acknowledge their existence. It is important to be understood by all parties involved in CSR that such activity is not merely to obtain social permission from the community to secure corporation operation or to reduce environmental loss from their business activities, but further CSR is an effort to increase life quality of stakeholders (in accordance with their priorities).

Basically it is intended as an effort of corporations to integrate its concern of social and environmental issue into their business activities and also into corporation method in interacting with stakeholder. Thus, social disclosure needs to be conducted as a form of corporation responsibility.

Most studies which analyse CSR information disclosure focus on annual report considered by Branco and Rodrigues an important tool used by corporation to communicate with corporation stakeholders. (Chariri, 2009). There are several previous researches on CSR disclosure among others is Utomo (2000) who compares two types of industry in a go public corporation listed in JSE and Surabaya Stock Exchange. The result of this research shows that social disclosure conducted by a corporation in high

profile industry is higher than that conducted by low profile industry. Zuhroh and Sukmawati (2003) use a check list containing 34 items. Their research result show that cosial disclosure in an open annual is proven to affect on stock exchange volume in high profile industry.

Further, Kartikasari (2008) conducted a research on the effect of social disclosure on stock exchange volume change. Her research result indicates that investors appreciate CSR information disclosed by corporation. Hartanti and Rhamawani (2010) attempt sto see cultural social difference and politik inter state which also affects different site appearance model. In addition Chairiri and Nugroho (2009) analyse rethoric used in sustainability reporting implementation. The conclusion in this research reveals that CSR information in the form of rethoric story is to form corporation positive image.

There are researches which criticize the presence of CSR report. Kamayanti and Ahmar (2010) see that CSR report is an effort to conceal damage that has been committed by corporation towards the surrounding nature and community. CSR should not only intend to obtain good impression but more to a corporation good will and committment as a part of the community. CSR should not only intend to obtain good image but more to a corporation good will and committment as a part of the community. According to Gray et.al., the growth of public awareness on corporation role in the community creates criticism since it creates social, pollution, resources, as well as manpower rights and status issues (Sembiring, 2005)

From various researches ever conducted, there have not been any review on media role in social disclosure within which CSR is emphasised through the news on information, education, or empowerment inspiration. On the other hand media has significant function in disseminating information. Therefore it is important to involve media in this CSR collaboration interrelation model.

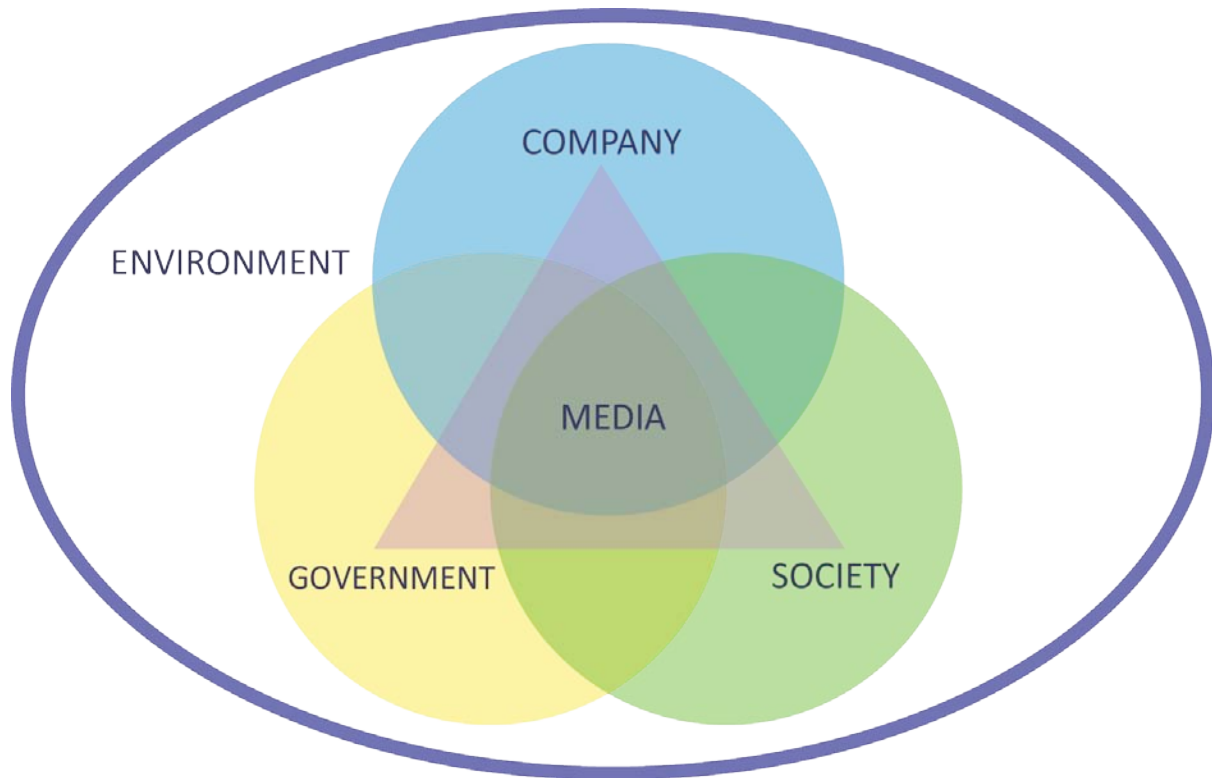
From the previous research, both conducted by many experts and by researcher, it is apparent that there is interrelation among corporations as CSR program implementer with the government, community and media. This interrelation shows that cooperation maong the related parties will create success and sustainability. Based on this further the researcher calls this phenomenon as *collaborative social responsibility*. *Collaborative Social Responsibility* which shows the importance to develop planning and implement such plan together. CSR planning and implementation designed and implemented together will provide larger positive impact. This is due to the joint understanding that conflict can be minimized even prevented. Emilia (2012), in her research also reveals collaboration with stakeholder benefit in CSR program to overcome the complex *supply chain* issue. Therefore it is understandable that at the end of the day CSR program benefit is directed to the involved each corporation strategy.

Collaboration Social Responsibility Interrelations Model

From the above elaboration it appears than CSR provides contribution to almost all aspects both corporation internal and external. Nevertheless evaluation and sustainability of CSR program have not been studied comprehensively, particularly for Indonesia context. Pasrticularly also for the main matter which is the highlight in this research, namely condusive interrelation and communication among various parties involved therein, also have

not obtained attention. On the other hand, for the sake of the optimum CSR impact for community empowerment, such studies are important to be conducted in order to become the basis of government strategic policy in managing CSR program. Based on literature study and search on the previous researches, Collaboration Social Responsibility Interrelation model is proposed as follows;

Collaborative Social Responsibility Interrelations Model



Conclusion

Positive and constructive cooperation among corporation, community, government and media has a substantial role in the effort of optimizing corporation social responsibility program implementation. Unfortunately in CSR practice each party often runs on its own without properly communicating with each, therefore often times various CSR programs which implementation is overlap or incomplete are often found. Even that such communication among parties is conducted, the interaction that takes place focuses more on the perspective of each interest therefore the noble objective for community empowerment is neglected. The community itself with a basis of a view that corporations are only profit oriented and exploit natural resources owned by the state, often negatively sees and are suspicious of corporation CSR program. On the other hand, the community is often seen as CSR object instead of one of the important stakeholders therefore it is often treated as passive object in CSR program. The media as another important pillar often only focuses on a certain party's interest in CSR program. Ideal interrelation among all such parties is assumed to support CSR program

effectiveness towards extensive community empowerment. Study result recommends ideal *Colaborative Social Responsibility* model ideal for sustainability which sides on each stakeholder. In particular this model is addressed to media role in promoting CSR for environmental sustainability.

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