

MEASURE THE EFFECTIVENESS OF CSR PROGRAM GERAK BERSEMI AT PT KALTIM PRIMA COAL

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Abstrak

Penelitian ini bertujuan untuk mengukur efektivitas program CSR "Gerak Bersemi" PT Kaltim Prima Coal (KPC) dalam mengatasi masalah pengelolaan sampah di Kabupaten Kutai Timur. Meskipun memiliki sumber daya alam yang melimpah, pengelolaan sampah yang tidak efektif terlihat jelas, dengan 48% sampah berasal dari rumah tangga dan sumber daya lokal yang terbatas untuk menanganinya. Melalui program "Gerak Bersemi," KPC berfokus pada pelestarian lingkungan dengan mendorong partisipasi masyarakat dalam pengelolaan sampah rumah tangga menggunakan prinsip 3R: Reduce, Reuse, dan Recycle.

Kata Kunci: CSR, Gerak Bersemi, pengelolaan sampah, partisipasi masyarakat, 3R, PT Kaltim Prima Coal, analisa media

Abstract

This study aims to measure the effectiveness of PT Kaltim Prima Coal's (KPC) "Gerak Bersemi" CSR program in addressing waste management issues in Kutai Timur Regency. Despite abundant natural resources, ineffective waste handling is evident, with 48% of waste coming from households and limited local resources to manage it. Through "Gerak Bersemi," KPC focuses on environmental preservation by encouraging community participation in household waste management using the 3R principles: Reduce, Reuse, and Recycle. **Keywords:** Contains two to five words/phrases separated by a semicolon

Keywords: CSR, Gerak Bersemi, waste management, community participation, 3R, PT Kaltim Prima Coal, media analysis

INTRODUCTION

Corporate social responsibility (CSR) is a corporate strategy promoting sustainable economic, social, and environmental progress, benefiting all stakeholders. Mandated by laws like Legislation No. 40 of 2007, companies must fulfill social and environmental responsibilities. CSR is not just an obligation but also a strategic investment that enhances company-community relations and generates both financial and social returns. PT Kaltim Prima Coal (KPC) is committed to supporting local communities and environmental preservation through long-term social and environmental responsibility programs. Effective CSR is essential to achieving the Sustainable Development Goals (SDGs) by 2030.

The SDGs, endorsed by the UN, focus on key global targets like sustainable energy, poverty eradication, health, education, clean water, infrastructure, and climate action. KPC contributes to these goals in the coal mining sector through CSR initiatives that promote community empowerment and environmental conservation, aligning with SDG values such as poverty alleviation and ecosystem protection.

PT Kaltim Prima Coal (KPC) is an Indonesian coal mining company based in Sangatta, East Kalimantan, operating one of the world's largest open-pit mines. KPC manages a 61,534-hectare mining area with a production capacity of 70 million tons per year, supported by over 4,499 employees and 21,000 contractor personnel. Established in 1982 as a joint venture between Rio Tinto Indonesia and BP, KPC was acquired by PT Bumi Resources Tbk in 2003, significantly expanding its production. By 2019, KPC's output reached 60.78 million tons. The current ownership includes PT Strade Coal, Mountain Netherlands Investment BV, Bumi Resources, and Bhira Investment Limited.

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KPC actively contributes to community development through CSR programs, aiming to improve local quality of life, provide skills training, and create jobs. With this holistic approach, KPC seeks to support both economic and social growth in its surrounding areas. The company is committed to not only financial success but also making a positive impact on the environment and community, while facing future challenges.

It's essential to discuss the significant social, economic, and environmental impacts of KPC's coal mine. This context highlights the need for effective impact management to ensure KPC's operations provide positive outcomes for stakeholders. The coal mining industry influences the economy, society, and environment, and KPC follows the 2012 Environmental Permits Regulation and its 2010 AMDAL for a 70 million MTPA production. The AMDAL includes plans to manage and monitor environmental impacts, reflecting KPC's commitment to minimizing negative effects and enhancing positive ones in economic, social, and environmental.

SROI, CSI, and ISO 26000 offer useful frameworks for evaluating CSR programs, focusing on internal measures of effectiveness. SROI quantifies the social and environmental value created, while CSI assesses company investments in community development. ISO 26000 guides ethical social responsibility, encouraging alignment with standards. However, these frameworks often miss external perceptions, which are key to a company's reputation and CSR sustainability.

Public perception and media analysis are crucial for understanding how CSR initiatives are viewed beyond the company. Media sentiment analysis can provide insights into public opinion and help adjust CSR strategies. Positive media coverage enhances trust, while addressing criticism shows accountability. By integrating external perspectives, companies can better align their CSR initiatives with societal expectations, ensuring long-term success and stronger relationships with stakeholders. Managing stakeholder expectations, especially in communities around KPC's operations, is critical. Mining activities often lead to population growth, increasing household waste and straining local waste management systems. Poor waste management impacts public health, the environment, and the economy, with East Kutai Regency facing similar issues due to limited resources. With 48% of waste from households, KPC aims to address this through its "Gerak Bersemi" program, promoting the 3R principles (Reduce, Reuse, Recycle).

Efforts mandated by AMDAL aim to minimize negative and maximize positive environmental impacts. KPC's CSR initiatives focus on community development in environmental, social, and economic areas. This research will explore environmental and social impact management within the "Gerak Bersemi" CSR program.

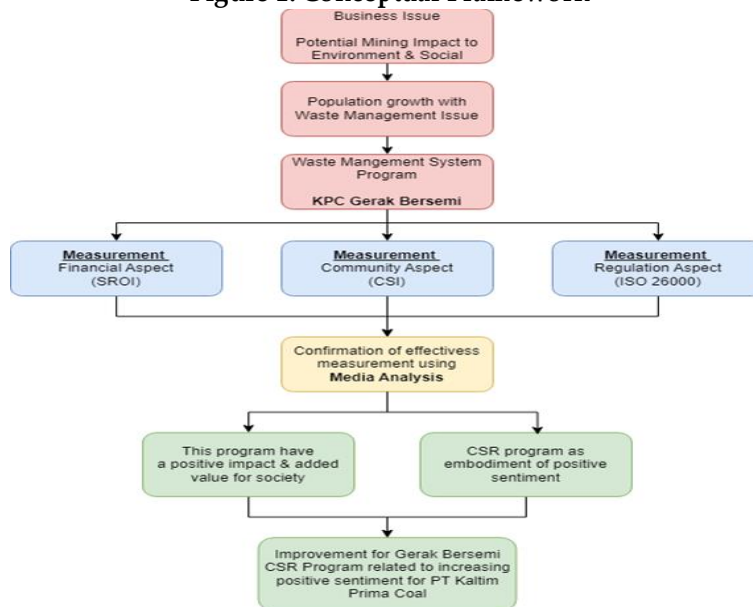
RESEARCH METHODES

A. Data Collection Method

Data collection in this study used both quantitative and qualitative methods. It involved assessing social benefits through Social Return on Investment (SROI), evaluating program satisfaction via the Community Satisfaction Index (CSI), and conducting a gap analysis to measure alignment with ISO 26,000 for CSR practices. Internal data for the ISO 26,000 gap analysis was gathered through interviews with staff at the Supervisor, Superintendent, and Manager levels, while SROI data was collected from program implementers and beneficiaries. For CSI, data was gathered directly from beneficiaries of KPC's "Gerak Bersemi" waste management program.

Interviews and focus group discussions (FGDs) were held with senior executives, the ESD Division team, and program beneficiaries, using open-ended questions. This research will focus on the impacts of KPC's mining operations and their management, particularly concerning environmental and social aspects that influence public perception. It will examine the "Gerak Bersemi" CSR program using SROI, gap analysis, and a perception index survey through media analysis using decision trees.

Figure 1. Conceptual Framework



RESULT AND DISCUSSION

A. Result

Addressing waste management issues in Sangatta is critical. From 2008 to 2011, with an average population of 70,884, Sangatta produced 1.5 to 2.75 kg of waste per person daily. The Regional Technical Implementation Unit (KPP) can handle 70 tons daily, but around 36.3 tons remain uncollected, threatening the environment. The growing workforce and lack of knowledge about proper waste management have led to low community awareness, resulting in practices like dumping waste in rivers and burning it. Key issues include:

1. Insufficient knowledge about environmental management.
2. Limited understanding of the community's role in waste management.
3. Lack of community involvement in environmental programs.
4. Poor community organization.
5. Limited access to resources.
6. Restricted access to information technology.

These challenges prompted KPC to launch efforts to clean up Sangatta, focusing on household waste management. Initiated in August 2007, the program includes technical and social training in collaboration with the Environmental Service and PKK of East Kutai Regency, facilitated by PUSDAKOTA. The "Clean, Healthy, and Independent Movement" (GERAK BERSEMI) is a community-based initiative aimed at improving waste processing and raising awareness. Grounded in the Sustainable Development Paradigm, GERAK BERSEMI integrates environmental considerations into development to enhance well-being for current and future generations, utilizing three models: Eco Waste Management, Eco Health Community, and Eco Enterprise Business. This approach highlights that effective waste management not only solves social problems but also creates economic value.

The following are the goals of Gerak Bersemi to be achieved from this program, including:

Table 1. Achievement of Gerak Bersemi goals

No	Initial Purpose of Activities	Goal Achievement Indicator	Achieved	
			Yes	No
1.	The creation of a form of Publication and accountability of cooperation carried out by the three pillars of development (legal standing for the creation of the GERAK BERSEMI model)	The activities process is being published in electronic and print mass media, program or activities of the community is active by embracing the residents around their place of residence.	√	
2.	The realisation of synergistic performance of city stakeholders in environmental management	The form of involvement of all city stakeholders (government, schools, communities and the private sector) in the process of raising awareness in the community.	√	

No	Initial Purpose of Activities	Goal Achievement Indicator	Achieved	
			Yes	No
3.	Encouraging the birth of East Kutai city environmental management and support for government regulations	The emergence of a strategic plan for the integrated waste management of Sangatta city by involving (government, community, and private sector) and the Regional Regulation (PERDA) on Waste	√	
4.	The emergence of environmental management activities at the Community level through the adoption of Triple E – Eco Waste, eco Entrepreneur and eco Health	There was a healthy, clean and independent environmental management competition with participants from all eight villages in two sub-districts	√	

This CSR program aims to manage the negative environmental impacts of mining while delivering benefits and driving transformational changes in the community. Past mining operations have had significant effects, highlighting the need for improved management practices. The CSR intervention discussed in this research has resulted in positive outcomes, with past conditions serving as a baseline to measure current and future successes.

As shown in the table below, the social and economic conditions of the community have improved since the program's implementation. Before the KPC program Gerak Bersemi, there was no waste management. Following the intervention, there has been a cultural shift toward healthy living and increased awareness of the importance of waste composting for reclamation. Table 2 below summarizes the changes observed before and after the program's initiation.

Table 2. Gerak Bersemi impact after implemented

Program	Before	After
KPC Gerak Bersemi	• Poor waste local management	• People are becoming more aware of waste management : reduce, reuse & recycle
	• The increasing number of workers and lack of knowledge about waste management are factors for the low level of public awareness.	• Establishing a pilot village, developing the number of Cadres in the community, organizing a cleaning competition, touching the school area, and encouraging the emergence of regulations in local government.
	• No individual or group initiative to care about waste	• agents who have been trained formally or informally from community to community is 250 people. • The creation of youth groups who care about the environment, volunteers and environmental cadres
	• Lack of public awareness of the related environment.	• Emergence of awareness of environmental, health and economic based waste management
	• No local regulation which regulates integrated waste management at community	• Regional Regulation (PERDA) on waste management no. 07 of 2012.
	• No School environmental base	• Adiwiyata at several School
	• Perception that waste is seen as dirty and worthless	• waste production can be turned into compost that has economic value
	• Waste didn't have economic value	• Income generating from waste & solve unemployment issue

A. Social Return On Investment (SROI) Gerak Bersemi

The KPC Gerak Bersemi program aims to support local governments and communities in sustainable waste management, emphasizing environmental care, economic growth, and health. The program's initial phase includes activities such as:

- The Clean Friday movement
- The Kampung Bersemi competition
- BPPUTK cadre training
- 3R (Reduce, Reuse, Recycle) awareness campaigns
- Developing the Composting Training Center (CTC)
- A tree planting campaign

Various stakeholders are involved, including KPC, local government, environmental agencies, villages, community cadres, schools, and businesses. Through these initiatives, several positive changes have occurred:

- Government support has been established through regulations and policies at multiple levels.
- Competitions and recognition events have motivated the community.
- Neighborhoods and villages have started community-based environmental management activities.
- There is a growing community mindset focused on cleanliness, health, and self-reliance in managing the environment.
- Community cadres have emerged as leaders in environmental management.
- Schools have raised awareness among future generations, contributing to environmental efforts.

SROI = Investment Value

$$= \text{Rp}18,404,088,026.65 \div \text{Rp}6,943,602,892.00$$

$$= 2.65$$

Based on the SROI (Social Return on Investment) ratio of 2.65 :1, the social, economic, and environmental benefits generated by the program exceed the investment made by KPC.

B. Community Satisfaction Indexes (CSI): KPC Gerak Bersemi

The overall Community Satisfaction Index (CSI) measures satisfaction across all activities by combining importance and performance levels. It analyzes 14 indicators, calculating the total score by multiplying the average performance by the average importance, then adjusting for importance levels. The final results are presented on a percentage scale.

Table 3. Community Satisfaction Index Value

No	Indicator	CSI value KPC Gerak Bersemi (%)
1	Procedure Clarity	94.67 (3)
2	Participatory Planning	87.67
3	Need-based Activities	91.50 (5)
4	Community Participation in Implementation and Monitoring and Evaluation	81.17
5	Community Self-Sufficiency Level	80.00
6	Facilitator's knowledge and skills	85.50
7	Facilitator Engagement	84.34
8	Social capital	92.34 (4)
9	knowledge or skills of beneficiaries	89.50
10	Beneficiary Empowerment	90.84
11	Village community empowerment	85.50
12	Improved welfare broadly	87.67
13	Sustainability	99.00 (1)
14	Benefit for KPC	96.17 (2)
	TOTAL	84.85

The overall Community Satisfaction Index (CSI) offers a comprehensive measure of satisfaction across activities, factoring in the importance and performance levels. It analyzes 14 indicators by calculating a total score from the average performance and importance, then normalizes the results on a percentage scale. The KPC Gerak Bersemi Program achieved a satisfaction rate of 84.85% and received an "A" quality score, indicating participants were "very satisfied."

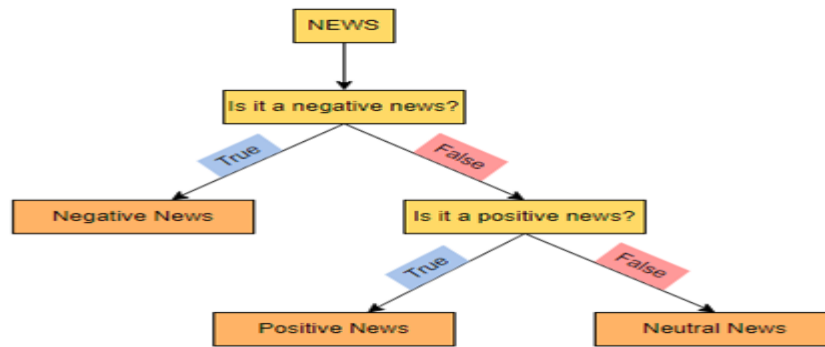
C. Media Analysis using Decision Tree at PT KPC

PT KPC's media analysis is conducted by the External Relations department, which manages interactions with stakeholders, including the local community, government agencies, media, and visitors. Key functions of the department include:

1. Community Relations
2. Corporate Social Responsibility (CSR)
3. Government Relations
4. Media Relations
5. Stakeholder Engagement
6. Crisis Management

To analyze news tone positive, negative, or neutral, a decision tree is used in the media analysis process. The following is an example of analyzing news using a decision tree.

Figure 2. Decision Tree



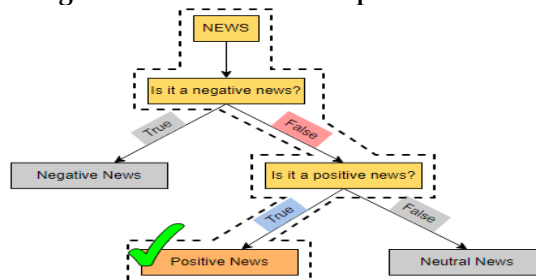
In determining the news category, the author uses a decision tree. This is because decision trees are quite simple and fast decision making tools. The following decision tree in action can be seen from 3 samples:

Table 4. News Examples

No	Media	News Screenshot
1	Prokutim, 6 Juni 2022	
2	Beritakaltim, 31 Mei 2022	
3	Prokutim, 26 Januari 2023	

1. Prokutim, 6 Juni 2022: Starting from the question "Is it news with a negative tone", the news does not have a negative sentiment so the answer is false. After that, go to the second question: "Is news with a positive tone?". This news contains positive sentiment towards PT KPC, so the answer is True. Thus, news in Prokutim, June 6 2022 with the title "Turning Waste into Blessings, Young Kutim Figures Achieve Kalpataru". is positive news.

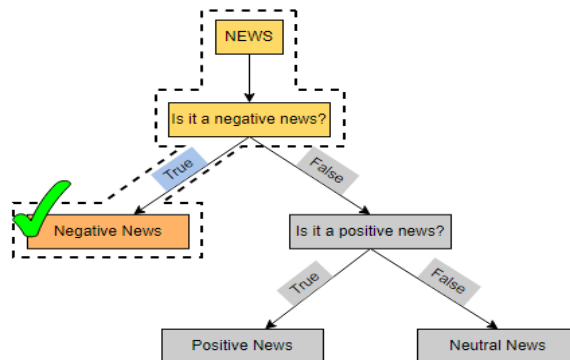
Figure 3. Decision tree for positive news



2. BeritaKalitm, 31 Mei 2022: Starting from the question "Is it news with a negative tone", the news does not have a negative sentiment so the answer is false. After

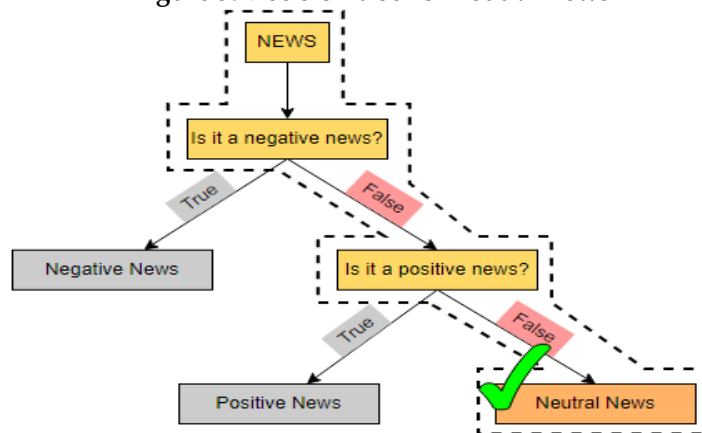
that, go to the second question: "Is news with a positive tone?". This news contains negative sentiment towards PT KPC, so the answer is true. Thus, the news in Beritakaltim 31 May 2022 with the title "PT KPC Group of Companies is Not Pancasilaist" is negative news.

Figure 4. Decision tree for negative news



3. Prokutim, 26 Januari 2023: Starting from the question "Is it news with a negative tone", the news does not have a negative sentiment so the answer is false. After that, go to the second question: "Is news with a positive tone?". This news contains neutral sentiment towards PT KPC, so the answer is True. Thus, news in Prokutim January 26 2023 with the title "Regent's Rains Review A Number of Road Infrastructure". is Neutral news.

Figure 5. Decision tree for neutral news



B. Discussion

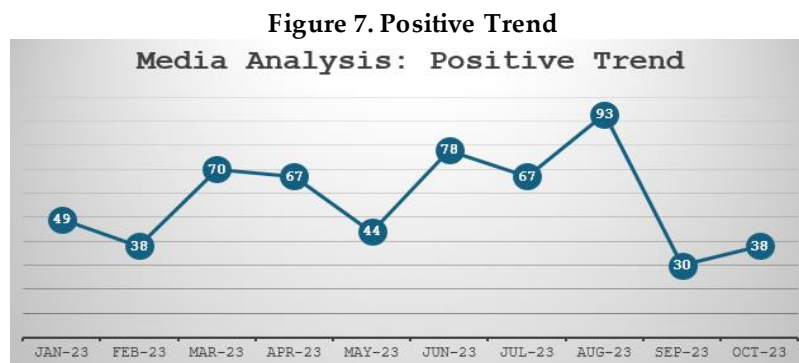
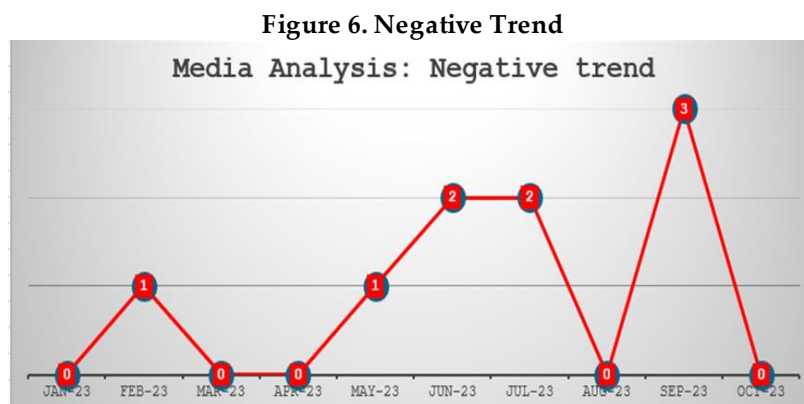
KPC's External Relations Department is vital for managing public image, community relations, government compliance, and sustainability. It plays a key role in implementing CSR programs like Gerak Bersemi, aligning KPC's operations with ISO 26000 standards, and maintaining positive external stakeholder relations.

Table 5. Media Analysis PT KPC Jan - Oct 2023

No	Media	Tone			Total
		Positive	Negative	Neutral	
1	Jan-23	49	0	17	66
2	Feb-23	38	1	39	78
3	Mar-23	70	0	31	101
4	Apr-23	67	0	3	70
5	May-23	44	1	15	60
6	Jun-23	78	2	0	80
7	Jul-23	67	2	2	71
8	Aug-23	93	0	2	95
9	Sep-23	30	3	17	50
10	Oct-23	38	0	15	53
	Total	574	9	141	724

There appears to be a correlation between KPC's effective CSR program and the positive media coverage observed in this analysis:

- a. **Positive Media Mentions and CSR Success:** The abundance of positive mentions suggests that KPC's CSR activities, particularly the Gerak Bersemi program, are well-received by the media and public, reflecting visible social, environmental, or economic impacts.
- b. **Minimal Negative Mentions:** The low number of negative mentions indicates that KPC has largely avoided criticism, likely due to effective CSR efforts, as poorly executed programs typically attract negative press.
- c. **CSR as a Reputation Builder:** Strong CSR programs enhance corporate reputation and generate favorable media attention. KPC's impactful initiatives likely contribute to the positive media sentiment.
- d. **August Spike in Positive Mentions:** The increase in positive mentions in August may correlate with a successful CSR event or campaign, such as launching new projects or showcasing significant achievements.



The analysis suggests that KPC's CSR activities positively impact its public image and minimize negative press. The effective Gerak Bersemi waste management program likely benefits the community and environment while aligning with ISO 26000 standards:

- a. **Effective Waste Management:** The Gerak Bersemi program likely contributes to positive media coverage by producing tangible environmental benefits and community satisfaction, as indicated by minimal negative press.
- b. **Social Return on Investment (SROI):** Positive media mentions may reflect visible benefits from the program, with favorable SROI results indicating significant social value and community satisfaction.
- c. **Community and Environmental Satisfaction:** A well-managed waste management initiative positively affects community satisfaction, which is reflected in the lack of negative media feedback.
- d. **Alignment with ISO 26000 Standards:** If the Gerak Bersemi program effectively supports community involvement and environmental responsibility, it likely aligns with ISO 26000 principles.

Overall, the media's positive coverage suggests KPC is adhering to social

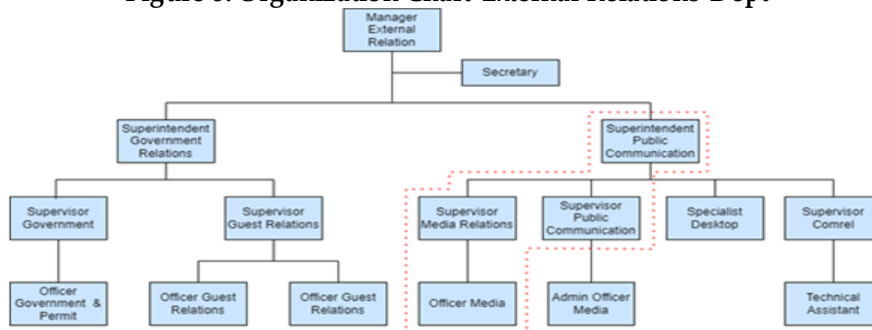
responsibility practices, enhancing stakeholder well-being.

1. Implementation Plan

This study proposes a solution plan using the 5W + 1H approach (What, Why, Where, When, and How):

- a. What: Based on findings from SROI, CSI, ISO 26000, and media analysis, the Gerak Bersemi program's benefits exceed KPC's investment. The community satisfaction index shows a "very satisfied" rating, and the program aligns with ISO 26000 standards.
- b. Why: Through media monitoring and analysis, KPC can track public sentiment and manage any issues or opinions about its CSR efforts and overall company progress, helping mitigate potential negative news.
- c. Where: KPC operates in East Kutai Regency, East Kalimantan, over an area of 61,534 hectares. Its CSR efforts focus on community development, especially in areas directly impacted by mining (Ring One), as regulated by Law No. 40/2007.
- d. Who: The External Relations Department oversees these CSR initiatives.

Figure 8. Organization Chart External Relations Dept



The circled position represents the public communications section responsible for daily media monitoring, analysis, media relations, and public relations. Their tasks include covering KPC's activities and managing news for print, online, and social media to uphold KPC's public image. Key personnel involved in news monitoring and analysis are media officers, media relations supervisors, public communications supervisors, and superintendents. The profiles of these key individuals are outlined below.

Table 6. Profile of the key person

No	Position	Length of work	Job desc related to media monitoring
1	Officer Media	12 Years	Responsible for analyzing and monitoring news related to KPC
2	Supervisor Media Relation	28 Years	Responsible for supervising media officers, maintaining good relations with media crew
3	Supervisor Public Communication	30 Years	Responsible for writing, creating news about KPC's positive programs and activities on internal and external media
4	Superintendent Public Communication	15 Years	Responsible for supervising and ensuring issues related to public communication, good relations with journalists, and ensuring that the performance of the sections under his supervision is in accordance with the established KPIs

The four personnel are skilled in categorizing news as negative, positive, or neutral. Their daily tasks involve monitoring both physical and digital news. At month-end, all news is analyzed and validated by two supervisors. The superintendent of public communications then approves and publishes an internal report.

- e. When: The project, set to finish next month, will create a structured approach for media analysis and public relations for the 'Gerak Bersemi' program, which will form the basis of a Standard Operating Procedure (SOP) for the Media & Publications team. Key outcomes include:
 1. Routine Implementation: The project will lead to monthly media analysis and communication on 'Gerak Bersemi' and other CSR activities, aligning with

KPC's sustainability goals.

2. **Media Monitoring:** Regular monitoring of media coverage and public sentiment will be included to refine communication strategies.
3. **Publication Strategy:** A consistent engagement strategy will be developed, ensuring timely updates are shared with stakeholders.
4. **SROI Evaluation:** Tracking and reporting of Social Return on Investment (SROI) results will be part of the routine, showcasing the program's effectiveness.

This systematic approach will help the team manage public relations efforts more effectively, ensuring that KPC's CSR initiatives are well-represented and continuously aligned with stakeholder expectations.

- f. **How:** This systematic process manages KPC (Kaltim Prima Coal) media mentions monthly, focusing on negative, neutral, and positive coverage, with specific actions for each.

2. Work Instruction for Monitoring Media Mentions

The Media & Publications team begins monitoring media on the first day of each month to identify and respond to mentions (positive, negative, or neutral).

- a. Handling negative news requires a structured approach to ensure an appropriate and timely response. The first step is to assess whether the negative news is based on factual information, a hoax, or misinformation. This is crucial to avoid reacting prematurely or incorrectly. If the news appears to be factual, it must be verified with relevant internal teams. For example, if the issue pertains to land disputes or environmental concerns, the team responsible for that area within the company should be consulted to confirm the details. Once the facts are verified, the next step is to gauge the potential impact of the negative news.
 - o **Small Impact:** If the news has limited reach or is of minimal significance, it may be advisable to ignore it, as it poses little risk to the company's reputation.
 - o **Big Impact:** However, if the news involves prominent figures (e.g., government officials) or reaches a large audience through high-profile media channels, a strategic response is necessary.

In cases where misinformation or errors are present, the company should act swiftly to correct the record. This involves gathering credible evidence from trusted sources within the organization and issuing an official press release to provide accurate information and clarify the situation. This systematic approach ensures that negative news is handled thoughtfully, preventing unnecessary escalation while protecting the company's reputation.

- b. Dealing with Neutral news is no action is required as it doesn't affect KPC's image.
- c. Responding to positive news provides an excellent opportunity to enhance

When positive news is identified, it is important to strengthen ties with the journalists or media outlets responsible for the coverage. Building these relationships can foster ongoing collaboration and encourage further favorable reporting. PT Kaltim Prima Coal must acknowledge and appreciate positive media attention, the company can send thank-you notes or offer media-exclusive content. This gesture reinforces the relationship and encourages future support from the media.

PT KPC can invite journalists to visit operational sites, such as hosting mine tours or special events. This engagement not only strengthens relationships but also provides first-hand exposure to KPC's CSR initiatives, such as the "Gerak Bersemi" program, further showcasing the company's commitment to corporate responsibility. This approach helps to maintain a positive rapport with the media and leverage positive news for sustained engagement. This process ensures timely, appropriate responses to media mentions, maintaining KPC's positive image while effectively handling any media crises.

CONCLUSION

This chapter outlines PT KPC's CSR program performance, emphasizing its commitment to responsibility and effective media analysis. Through three key Community Development programs—environmental, economic, and social—KPC has made a significant impact, earning positive feedback from beneficiaries. The program's effectiveness is measured by Social Return on Investment (SROI), Community Satisfaction Index (CSI), and Gap Analysis, ensuring alignment with ISO 26000 standards. Media analysis confirms that effective CSR promotes positive sentiment and a strong company image.

1. How is KPC Assessing the "Gerak Bersemi" CSR Program's Impact?

KPC uses SROI to measure the program's impact. SROI indicators evaluate both costs and the social value created, promoting social equity, environmental sustainability, and overall well-being. The program has an SROI ratio of 2.65:1, meaning for every 1 unit invested, 2.65 units of social benefits are generated. Additionally, the program received a CSI score of 84.85%, showing that participants were "very satisfied."

2. Potential Impact of KPC's Investment in the "Gerak Bersemi" Program?

The SROI ratio of 2.65:1 demonstrates significant social benefits, such as job creation, skills training, and increased community participation. KPC's investment has successfully improved community welfare, reflecting the program's positive impact.

3. Recommendations for Improvement

While SROI and CSI provide valuable data, they do not capture the community's subjective experiences. To ensure a more holistic evaluation, KPC should include external feedback and long-term impact assessments. Media analysis indicates strong public and media support for the "Gerak Bersemi" program, reflecting its success in aligning with ISO 26000 standards and contributing to KPC's positive reputation.

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