



# Grey Communication: CSR Communication of Oil Company Based on Sustainable Development Goals

Ahmad Taufiq<sup>1\*</sup>, Pawito<sup>2</sup>, Andre N. Rahmanto<sup>3</sup>, Drajat Tri Kartono<sup>4</sup>

<sup>1, 2, 3, 4</sup> Faculty of Social and Political Science, Universitas Sebelas Maret, Surakarta, Indonesia

\*Corresponding author. Email: [ahmadtaufiq2018@student.uns.ac.id](mailto:ahmadtaufiq2018@student.uns.ac.id)

## ABSTRACT

Oil companies distributed Corporate Social Responsibility (CSR) programs to avoid social inequality. The problem was that the implementation of CSR programs was not running smoothly. One of the problems was the lack of precise communication of CSR programs. The research aimed to understand, analyze, and discover two-way CSR communication patterns between companies and the surrounding community. The research used the communication model theory of Ralph Tench *et al.*, with a focus on three elements of communication, including subject, content, and form/method of communication, plus sustainable development variables (SDGs), such as social, economic, environmental, and legal/governance pillars. The research used a qualitative method with Husserl's transcendental phenomenological approach, consisting of four stages: epoche, phenomenological reduction, imagination variation, synthetic meaning, and essence. The results showed that the pattern of CSR communication built by the oil company tended to be elitist and formal. Two-way CSR communication with a cultural approach was still minimal. Thus, the message of CSR communication had not been fully developed in the community. An appropriate, two-way, SDG-based communication pattern was needed so that CSR communication was able to run well.

**Keywords:** CSR Communication, Oil Companies, SDGs

## 1. INTRODUCTION

Corporate Social Responsibility (CSR) could be seen as compensation for the impacts caused by exploiting natural resources (SDA). Many problems and negative impacts were found, ranging from environmental to social, which arise as a result of the company's operations, especially oil and gas mining. The research [1] also revealed empirical evidence of social conflict between the community and the mining company, PT Freeport Indonesia. Mostly, the conflicts revolved around communal land, customary violations, and socio-economic disparities in Papua [2] [3].

Other problems included environmental pollution during and after oil and gas exploration, horizontal friction in land acquisition, also job demands. Thus, countries that failed to take advantage of the blessings of natural resource wealth experienced a resource curse. Evidently, [4] Ningrum's research (2016) stated that sometimes, countries that were rich in oil and gas had worse economic development and governance performance than the ones with fewer natural resources. Research conducted by [5] also showed that oil and mineral wealth was more detrimental to the welfare of

the country than to improvement it. This fact showed that development from natural resources not only failed to promote economic growth but also often resulted in worse social and economic conditions than before natural resources were used. The research of Shultz (2005) found three negative impacts on countries with abundant natural resources: widespread poverty, declining growth, and slower development; corruption and weakened democracy; and violence and civil war.

Bojonegoro Regency as the operation region of ExxonMobil Cepu Ltd (EMCL), a subsidiary of ExxonMobil, produced 165 thousand barrels per day or supplied more than 20 percent of national oil needs ([www.finance.detik.com](http://www.finance.detik.com), 23 May 2012 edition, accessed 14 February 2021). The oil revenue sharing fund (DBH) received by Bojonegoro Regency was significant. In 2016, Bojonegoro Regency received IDR 642 billion; in 2017, IDR 1.3 trillion; in 2018 reached IDR 2.3 trillion, and in 2019 with IDR 2.2 trillion. The problem was that the high number of oil revenue-sharing funds received by Bojonegoro Regency was not directly in line with the image of welfare. Based on BPS data, the poverty rate in Bojonegoro Regency was still high, at 14.34 percent (BPS, 2018). This poverty rate

was still above the average poverty rate in East Java, reaching 11.77 percent.

For companies, CSR is important to reduce social turmoil and improve the welfare of the surrounding community. CSR becomes socially responsible, maintains reputation and financial performance in the eyes of society, maintain public legitimacy and social mechanisms, as well as a means to operate in an ethical and environmentally friendly manner [6]; [7]; [8]; [8]; [9]; [10]; [11]; [12]; [13]; [14]; and [15].

Research on CSR in the oil and gas industry has been carried out. The research [16] aimed to analyze the CSR role of British Petroleum (BP) as part of the overall business strategy and oil development in Faroe Island. It also researched the benefits of CSR as an integral part of the company's business strategy when operating in a new region and culture. The results showed BP's awareness of the relationship between social investment and reputation, with a desire to positively impact the communities in which they operated. CSR research of oil and gas companies was also carried out with different targets and issues, adjusted to developments and trends in global issues. Among them, in China [17], Azerbaijan and Kazakhstan [18]; [19], Nigeria with the issue of defending people with HIV/AIDS [20] and bringing up the issue of climate change [21].

In line with the research above, CSR implementation was assumed to be more effective than others in bridging stakeholder perceptions of social and environmental concerns [22]. However, CSR must be carried out by emphasizing the identification and priority of sustainable stakeholders. This principle must be demonstrated at the local level to facilitate community engagement, feedback, monitoring [23], and crisis management strategies, including trust and legitimacy, experienced by companies [24].

The problem was that not all of the implementation of CSR programs, from now on referred to as PPM, ran smoothly. Based on the researchers' preliminary research, the arising problems included. First, several PPMs, including the economic sector developed by companies, were not sustainable, so it seemed like a formality. The second was exploring needs, as the initial basis for developing programs was lacking through a holistic participation mechanism involving potential beneficiaries. What happened was that the need was more based on the perspective of the elite of the village and the regency government. Thus, it was not uncommon for the form of PPM not to match the needs of the beneficiaries but rather the needs of the village and regency government elite. Third, PPM communication did not reflect the dialogue-interactive spirit at several stages of the program. As a result, a lot of program information was lost and distorted. In fact, according to [25], good CSR communication would benefit the company's image improvement and provide access to the public to be able to verify and provide

input or criticism for future program development [26]; [27]; and corporate transparency and accountability.

This research aimed to examine oil company CSR communication by linking it with sustainable development goals (SDGs). The research aimed to understand, analyze, and discover two-way CSR communication patterns between companies and the surrounding community through dialogue channels. This research used the theory of the CSR communication model [28] with a focus on three communication elements, subject, content, form, and method of communication. The formulation of the research problem was about how companies communicated CSR programs based on SDGs (sustainable development).

## 2. LITERATURE REVIEW

### 2.1. Corporate Social Responsibility (CSR)

One of the functions of corporate communication is CSR. Some experts say that CSR is a corporate responsibility, while others call it corporate citizenship. According to [29], CSR comes from business ethics (based on religion, culture, and other good ethics) and social dimensions of business activities. Referring to this definition, "being socially responsible" makes it possible that CSR is different for each person and country [29].

The definition of the CSR concept is seen as historically important when the opinion-based CSR formulation was born [30]; [31]. In his formulation, Elkington emphasized that CSR must pay attention to three important parts: community, company, and environment. This formula was known as the triple bottom lines or 3Ps: Profit, People, and Planet. In its development, the 3P component is very dynamic, which surely depends on the situation, conditions, and social, political, economic, and environmental pressures in which the company is located. In fact, it is very possible that the pressures that will be faced by companies, especially extractives (mining such as oil, gas, coal, cement, minerals, etc.) are different from the pressures faced by non-extractive companies.

According to [30], the concept of the CSR relationship triangle explains that in carrying out activities, companies are not only oriented towards achieving profit, but they have to be people-oriented while maintaining environmental conditions (planet). Employers must make decisions or follow desirable lines of work in terms of societal goals and values [32]; Bowen (1953) as cited in [33]. This idea was developed to give rise to five dimensions of CSR, including the environmental, social, economic, stakeholder, and voluntariness dimensions [34]; [35].

### 2.2. CSR Communication

CSR communication is defined as corporate communication closely related to the way the company conveys corporate social responsibility program communication messages to stakeholders. There are many types of research on CSR communication have been carried out, such as CSR reports [36]; [37], company websites [38]; [39]; [40], mass communication [41]; [42], and direct dialogue [43]; [44]; [45]; [46].

The Research of Lock and Schulz-Knappe aimed to examine the relationship between the credibility of CSR communications and company legitimacy through website analysis. The result showed that the credibility of communicating was key. Designing credible communication materials were important to maintain legitimacy. The research found that participation in CSR-related decision-making processes was emphasized. It meant that the process of CSR communication was important for stakeholders. This had an impact on public acceptance of the company, meaning that CSR communication was the company's expectations of stakeholders [47]

Ajayi and Mmule researched how CSR communication contributed to a profitable company's reputation. The research uses a qualitative content analysis method and examines textual CSR communication materials from ten leading organizations in South Africa in 2018. The result showed seven out of ten organizations used self-serving and community-serving motives in their CSR communications, while the other three only used community-serving motives. The results also showed that informing strategies were more visible in their CSR communication materials than interactive ones. It meant that companies seemed to avoid engaging in interactive strategies in CSR communication. [48]

The research findings recommended researching or encouraging companies/organizations to research and adjust their CSR communications based on the characteristics of stakeholders. This is in line with other research that CSR communication played an important role in leaving good corporate track records [49]. Moreover, CSR communication strategies and practices were assumed to be more effective than others in bridging stakeholders' perceptions of the social and environmental concerns of the companies in which they operated. [22].

### 2.3. Sustainable Development Goals (SDGs)

The concept of sustainable development goals (SDGs) was established as a substitute for the concept of MDGs (Millennium Development Goals). The concept of SDGs was born through a long process, through a series of meetings of leaders of nations in the world, until it became an official decision and was implemented by the United Nations in Rio de Janeiro in 2012. SDGs encourage countries to balance three dimensions of sustainable development: environment, social, and economy [50]. These three dimensions are relevant to

the triple bottom line concept [30], including *people-planet-profit*.

The SDGs consist of four pillars, such as social, economic, environmental, and institution, containing 17 goals and 169 targets. Then, it is translated into various indicators to measure their achievement. The 17 global goals are (1) No poverty; (2) Zero hunger; (3) Good health and well-being; (4) Quality education; (5) Gender equality; (6) Clean water and sanitation; (7) Affordable and clean energy; (8) Decent work and economic growth; (9) Industry, innovation, and infrastructure; (10) Reduced inequality; (11) Sustainable cities and communities; (12) Responsible consumption and production; (13) Climate action; (14) Life below water; (15) Life on land; (16) Peace, justice and strong institutions; and (17) Partnerships for the goals.

## 3. METHODS

The research was conducted in Bojonegoro Regency, East Java Province, Indonesia. The research was focused on the range of CSR implementation by ExxonMobil Cepu Ltd. (EMCL) for two years (2020-2021). The data collection process was carried out from January-May 2022. The type of research used was qualitative by understanding the meaning of human actions [51]; [52]. By purposive and snowball sampling, data collection was carried out on informants from PPM 20 recipients in the Gayam and Kalitidu areas, Bojonegoro Regency. Besides, in-depth interviews were conducted with NGOs implementing the program and the government.

Furthermore, the data were analyzed using Husserl's transcendental phenomenological approach. According to Moustakas, Clark E. (1994), the approach consisted of four stages, including (a) epoche, researchers did not interfere with all understandings and meanings of SDGs-based CSR communications understood by informants. (b) Phenomenological reduction, researchers began to describe the phenomenon of SDGs-based CSR communication. (c) Imagination Variations, researchers began to question how each informant formed experiences and understandings of SDGs-based CSR communication. (d) Synthesis of Meaning and Essence, the researchers described and concluded the informants' understanding of SDGs-based CSR communication.

## 4. RESULTS AND DISCUSSION

### 4.1 Emphasis on the Substance of SDGs-Based Programs

Stakeholders involved in PPM had different perspectives in understanding the use of SDGs issues in the area where the company operated. There were two typologies; first, those who wanted an explicit statement that PPM was implemented to achieve sustainable development goals. This explicit statement was important because it measured the company's

commitment to realizing the SDGs. Second, those who believed that the company's alignment in PPM did not have to be explicitly stated to achieve the SDGs. Most importantly, in substance, PPM was carried out to realize the SDGs.

In general, PPM from EMCL led to three pillars: economy, education, and health. The forms of programs realized mostly led to the four pillars of sustainable development goals: the social, economic, environmental, legal, and governance pillars, although it was not mentioned explicitly.

#### 4.1.1 Pillars of Social Development

There were five sustainable development goals on the social pillars, including goals 1, 2, 3, 4, and 5, including no poverty (goal 1); zero hunger (goal 2); good health and well-being (goal 3); quality education (goal 4); and gender equality (goal 5). In practice, not all PPMs implemented by EMCL were explained explicitly. However, substantially it led to the achievement of the goals of the social pillar.

For example, among the PPMs that were often implemented was the construction of road infrastructure connecting villages in the company's operational areas. This infrastructure development was seen as one program that could indirectly contribute to reducing poverty. Furtherly, the construction of this road infrastructure could support and facilitate the community's access around the operational area for economic activities. Indirectly, this program was expected to increase people's income, making people more prosperous and ultimately reducing poverty.

Several programs related to health issues were implemented in other programs, such as in the achievement of goal 3, before the pandemic period. These included the construction of community health centers (puskesmas), stunting reduction programs for children under five, and many others, as illustrated in table 1.

**Table 1:** Programs with Social Pillars Issues 2020-2021

SDGs Pillars	Program	Beneficiaries
No Poverty	<ul style="list-style-type: none"> <li>Economic Improvement for People with Disabilities</li> <li>Strengthening of Market Village Owned Enterprises (BUMDes)</li> <li>Development of Productive Businesses for Women and People with Disabilities</li> <li>Increasing Access to Economy, Health and Education for the Community (environmental roads, agricultural irrigation, drainage, and bridges)</li> </ul>	<ul style="list-style-type: none"> <li>Tuban and Bojonegoro</li> <li>Gayam, Bojonegoro</li> <li>Tuban</li> <li>Tuban and Bojonegoro</li> </ul>
Zero Hunger	<ul style="list-style-type: none"> <li>Development of Productive Businesses for Women and People with Disabilities</li> <li>Improvement the Community Economy on the Tuban Coast</li> </ul>	<ul style="list-style-type: none"> <li>Tuban</li> <li>Tuban</li> </ul>
Good Health and Well-Being	<ul style="list-style-type: none"> <li>Capacity building for posyandu services on toddlers stunting</li> <li>Access improvement to sanitation for the community (ODF free)</li> </ul>	<ul style="list-style-type: none"> <li>Bojonegoro</li> <li>Bojonegoro</li> </ul>
Quality Education and Gender Equality	<ul style="list-style-type: none"> <li>Improvement of SMP 1 Gayam education facilities</li> <li>Assistance to improve the quality of non-formal education</li> <li>Development of Productive Businesses for Women and People with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Gayam, Bojonegoro</li> <li>Tuban</li> <li>Tuban</li> </ul>

#### 4.1.2 Pillars of Economic Development

There are six goals for the pillars of economic development, including affordable and clean energy (goal 7); decent work and economic growth (goal 8); industry, innovation, and infrastructure (goal 9); reduced inequalities (goal 10); and partnerships for the goals (goal 17). In practice, PPM organized by EMCL through the program implementing NGO did not explicitly explain the link between PPM and the SDGs.

In the view of the beneficiary community, the PPM implemented by EMCL had not been serious enough to contribute to goal 8; it was decent to work and economic growth. For example, the economic development program for youth in Brabowan Village, Gayam Sub District. The program was in the form of training and management of crystal guava on land belonging to SKK Migas (a government institution in charge of oil and gas management). This program was considered unsustainable due to the limited period of program implementation. It meant that the beneficiary communities only got crystal guava seeds but did not get assistance taking care of the trees. In other words, this program did not economically reflect the spirit of sustainable development.

Another PPM that contributed to the pillars of economic development is affordable and clean energy (goal 7), such as the program to utilize cow dung for biogas and the program to manage waste into diesel fuel energy, as shown in Table 2.

**Table 2:** Programs with Economic Development Pillar Issues 2020-2021

SDGs Pillars	Program	Beneficiaries
Affordable and clean energy	<ul style="list-style-type: none"> <li>Community-based waste management (biogas)</li> <li>Community-based Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>Tuban and Bojonegoro</li> <li>Palang, Tuban</li> </ul>
Decent work	<ul style="list-style-type: none"> <li>MSME Product Marketing and Exhibition Development</li> <li>Economic Improvement through Biogas Energy Utilization</li> </ul>	<ul style="list-style-type: none"> <li>Tuban and Bojonegoro</li> <li>Bojonegoro</li> </ul>
Reduced inequalities	<ul style="list-style-type: none"> <li>Improving the Quality of Public Health through Housing Improvement</li> <li>Economic Improvement for People with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Gayam, Ngasem, Kalitidu, Purwosari, Bojonegoro Regency</li> <li>Tuban and Bojonegoro</li> </ul>

### 4.1.3 Environmental Development Pillar

There is six PPM for achieving sustainable development goals with environmental pillars, including clean water and sanitation (goal 6); sustainable cities and communities (goal 11); responsible consumption and production (goal 12); climate action (goal 13); life below water (goal 14); and life on land (goal 15). As in the previous two pillars, EMCL environmental pillar did not mention it specifically. However, the programs implemented were substantively related to the objectives of the environmental pillar.

In practice, almost every year, EMCL has a tree planting program or green open space expansion (RTH). This program intersected with the terrestrial ecosystem (life on land), which is goal 15. Likewise, the organic and inorganic waste management program was also related to goal 15. Then, the marine ecosystem program (life below water) was developed in Tuban, East Java. Although it was not mentioned directly, it coincided with the marine ecosystem (life below water), which was goal 14, as presented in table 3 below:

**Table 3:** Programs with Environmental Development Pillar Issues 2020-2021

SDGs Pillars	Program	Beneficiaries
Land and ocean ecosystems (Life on land and life below water)	<ul style="list-style-type: none"> <li>Reforestation of coastal areas</li> <li>Support for reforestation program for the environment with Karang Taruna</li> <li>Development of sustainable fisheries ecosystem</li> <li>Water Resources Management in Bojonegoro Regency</li> <li>Development of Green Open Spaces and Reforestation Around Springs</li> </ul>	<ul style="list-style-type: none"> <li>Tuban Beaches</li> <li>Gayam, Bojonegoro</li> <li>Tuban</li> <li>Dander, Bojonegoro</li> <li>Baureno, Gayam, Bojonegoro Regency</li> </ul>
Clean water and sanitation	<ul style="list-style-type: none"> <li>Provision of community-based clean water facilities</li> <li>Support for clean water facility development initiatives</li> <li>Provision of Community-based Clean Water Facilities Around the Operational Area</li> </ul>	<ul style="list-style-type: none"> <li>Bojonegoro, Blora, Tuban</li> <li>Bojonegoro</li> <li>Ngasem, Bojonegoro</li> </ul>
Responsible consumption and production	<ul style="list-style-type: none"> <li>Improved Access to Economy, Health and Education for the Community (environmental roads, agricultural irrigation, drainage, and bridges)</li> </ul>	<ul style="list-style-type: none"> <li>Tuban and Bojonegoro</li> </ul>
Climate Action	<ul style="list-style-type: none"> <li>Development of green open space in Bojonegoro (planting tabebuaya trees)</li> </ul>	<ul style="list-style-type: none"> <li>Bojonegoro</li> </ul>

### 4.1.4 Pillars of Legal Development and Governance

The fourth pillar, including peace, justice, and strong institutions, had not been implemented among the four dimensions of the SDGs. Even if there were several PPM on the fourth pillar, law and governance, in practice, they were not carried out by the program-implementing NGOs but by EMCL itself. It is specifically related to the creation of strong institutions with programs in the form of capacity-building training for NGOs, EMCL contractors/partners, community groups, and a community of teachers/educators, as listed in table 4.

**Table 4:** Programs with Pillars of Legal Development and Governance Issues 2020-2021

SDGs Pillars	Program	Beneficiaries
Peace, Justice, and Strong Institutions	Program to increase the capacity of teachers, NGOs, partners and contractors in Cepu Block operating area and its surroundings.	Bojonegoro and Tuban

Interestingly, in the development goals that encouraged the establishment of peace and justice, NGOs implementing PPM had their understanding and meaning. They believed that until now, EMCL did not want to make contributions or programs based on religion, for example, donations for the construction of mosques, churches, monasteries, temples, and so on. The company was considered to have deliberately applied this to avoid ethnic, religious, racial, and inter-group (SARA)-oriented practices. This was part of efforts to create peace and eliminate conflicts between groups. They did not want to make donations to places of worship. They avoided it and conveyed the principle to the community.

## 4.2 SDGs-BASED CSR Communication

### 4.2.1 Communicative Subject

In this indicator [28], the communicative subject emphasized the reciprocal perspective between the sender and receiver of PPM messages. It was between the company and its stakeholders (including the wider community). The first dimension could be seen from the extent to which EMCL, as a subject, acted communicatively in two ways. The communicative subject in overcoming various problems. It is related to the demands from the community around the operation and the communicative subject in delivering the PPM program.

The company had not been successful enough to be socially responsible to the community, especially in providing employment opportunities. It could be seen from the ongoing protests from the surrounding community. However, it was volatile, especially during the early implementation of the Banyu Urip field development project (EPC) in 2011-2014. Characteristics of high social dynamics in the mining

business were in line with various previous research, as indicated by [5].

The company accomplished some of the public's demands, but some were not. Such as providing employment opportunities. The company could only provide unskilled jobs, even in a limited number. Thus, job creation is linked to the company's efforts to reduce poverty in Bojonegoro. Especially among residents around the area where the oil and gas company operated. It is also an effort to take EMCL's side in achieving the goal of sustainable development without poverty (goal 1), but it has not had a significant effect. The company could provide only unskilled jobs, but the number was insignificant.

Regarding the company's commitment to providing PPM, EMCL had its model and formula. So far, PPM initiated by the company has focused on three pillars: education, health, and economy. The company then formulated these three pillars as guidelines and regulations for implementing PPM programs. EMCL's commitment to the three pillars was communicated intensively to stakeholders. There were three patterns of communicative subjects carried out.

**First**, before determining the form of PPM, EMCL sent a special team, community relations (CR), to have limited discussions with village elites (village heads) about what the residents needed based on the perspective of the village head. There was no direct (interactive) pattern exploring PPM needs involving potential beneficiaries. Thus, there were times when the form of PPM did not match the needs of the beneficiaries but rather the needs of the village government elites and regency governments. Based on discussions with the village elite, the company then asked the village party to submit a PPM proposal through the village elite (village head).

**Second**, based on a proposal from the village elite, the company determined a PIC (person in charge) who was responsible for overseeing the PPM from the village. In this phase, the company engaged the program-implementing NGO, which passed the selection phase previously applied (marked by the contract signature), to communicate with the village elite regarding the program planning and implementation schedule. In this phase, it was clear that there was no room for discussion involving the beneficiaries. Discussions on program planning and implementation only occurred between village elites, program-implementing NGOs, and company PICs, or using a term of [28], there was a missing communication building.

**Third**, based on the agreement between the company, village elites, and NGOs implementing the program, PPM was then implemented through interactive dialogue, according to the level. The rooms or forums used were varied based on their schedule: village consultations or village meetings, for example, planning village consultations or planning village

meetings were used to refer to the initial program preparation meeting, which contained planning, implementation, and evaluation of activities, according to the duration of the program. There was room for community participation in this phase, but the impression was like a formality and camouflage. Beneficiaries were only involved in programs whose type or form had been determined from the start, not hearing direct input from beneficiaries since the beginning of program initiation.

This reality was not as directly proportional as Tench required. According to Tench *et al.* [28], different recipients of messages had different interests and concerns, and each company might have a unique stakeholder group. For this reason, the appropriate message must be delivered to the appropriate recipient. From a communicative point of view, it meant the company had not involved beneficiaries as PPM receivers to fully understand program information that really fit their needs. EMCL, as the subject of communication, had not acted communicatively. There was an impression and meaning that the delivery of program information which was only carried out directly during socialization (Village consultations and consultations), was false information. Thus, there was no space for exchanging information or reciprocal perspectives. [28]

#### 4.2.2 Communicative Content

The success of CSR communication could also be seen from the extent to which companies clarified the content of PPM communications. For this reason, [28] stated that companies needed to explain to the public their CSR perspective. The information included CSR values, beliefs, culture, assumptions, perceptions, and conceptions. In the view of NGOs, beneficiaries, and the government, EMCL did not specifically mention what it did as a form of CSR, but PPM.

On various occasions, the company mentioned that the contents of PPM covered three pillars, including education, economy, and health. The form of the program from the three pillars is quite diverse. The education pillar, for example, did not always take the form of building school buildings, but there was also capacity-building training for teachers and education personnel and education management. Likewise, the health pillar did not always take the form of building a community health center, but also other programs such as training for midwives, training to improve nutrition for mothers and toddlers, and many more.

The pattern of delivering information to stakeholders was divided into three patterns. First, the delivery of initial information related to the contents of PPM was semi-closed (open-limited) or the company phase to the NGO implementing the program. Second, the delivery of program content in the program implementation process phase. This phase included the relationship between the company-NGO-beneficiaries, which took

place semi-opened. Third, the delivery of information or PPM content was open and broad. This phase included the relationship between the company-NGO-beneficiaries-the public.

**The first** semi-closed phase was carried out for the program's initial implementation. This was referred to as the initial phase/process of program implementation. This phase was devoted to NGOs or the public interested in implementing the program but was not open to the mass media. EMCL invited them to participate in the auction of the program. The forums used to deliver PPM communicative content were workshops and other limited forums. Furthermore, NGOs or youth organizations were asked to submit proposals according to the pillars/issues that the company had determined and following the ToR (Term of reference/program templates) that the company had determined.

In this phase, the company did not explicitly emphasize that these forms of PPM were the implementation of achieving sustainable development goals (SDGs), both from the pillars of social, economic, or environmental, as well as legal and governance development. However, only the NGOs themselves usually included in their ToR that the program was intended to achieve the development goals of the SDGs. Even then, not all NGOs did that. Only certain NGOs understood the substance of the SDGs. It meant that the use of PPM indicators as an effort and commitment to achieving SDGs goals was not by company design but rather an improvisation of program implementing NGOs.

**The second phase** was semi-opened. This was the program implementation phase organized by implementing NGOs. The second phase involved the companies-NGOs-beneficiaries and the government (village, sub-district, and regency) depending on the type of forum used. In this phase, the output achieved was the delivery of the substance and form of PPM, with the target of input (interaction and participation processes) and support from beneficiaries. The forums or channels widely used in this phase were interpersonal and group communication through village consultations or socialization, planning village consultations, and monitoring and evaluating village consultations. In this phase, the participation and interactive space were opened widely enough as input for the PPM implementation.

**The third phase** was delivering information or PPM substance that was open and broad. This phase was referred to as the PPM result delivery phase, which was opened as widely as possible so that the community could access it. In fact, in many cases, the company encouraged or "obliged" the NGO implementing the program to convey the program results as widely as possible. The mass communication channels used in the open-access PPM results varied, from newspaper, online, and radio to social media or mass

communication. In addition, it was also conveyed openly in public communication forums and group communication. The forums used were usually in the form of the inauguration of PPM results, program dissemination, program handovers, and many more. The company carried out open access to PPM results to build good communication so that the wider community could understand the company's values. Researchers call this pattern grey communication.

In delivering communicative content, [28] also emphasized that companies needed to identify issues of concern and keep the stakeholders and public informed about how these problems were handled. The identification of problems faced by the beneficiary communities, which were then sought for solutions in the form of PPM, was also carried out by EMCL. The mechanism was that the company, through the CR (community relations) team, explored the beneficiaries' needs through the village elite (village head). Furthermore, the beneficiary proposal submitted by the village head was stated in the form of a proposal to be discussed internally by the company through an NGO, as described in the communicative subject section.

#### 4.2.3 Communicative Forms, Ways, and Methods

To build a good and targeted PPM communication, (Tench et al. 2014) emphasized communication channels to stakeholders, which included five channels, including formal CSR reports, the company's official website, mass media (including social media), advertisements, and dialogue. EMCL used all communication channels to deliver PPM. EMCL submitted a formal CSR report to SKK Migas. Likewise, mass media and social media advertisements were also carried out. However, this research focused on direct dialogue as a form or means of delivering program communication.

The media used as a direct dialogue communication channel was through forums that became part of the program, starting from planning and implementing activities to handing over the program. For example, village consultations on program handover, in which there was an interactive dialogue, input from the community, and identification for the program continuation in the future. However, this only applied to the village programs, not all types of programs. Also, not all PPMs were carried out in Bojonegoro or Tuban.

Communicators from companies actively involved in PPM communication were mostly PIC programs. It also only applied if residents needed information related to the program. If NGOs can resolve various problems related to the program, the programmed PIC would not be directly involved. The village consultation process in various stages of the program depended on the situation. If it is in the form of musdes (village-level meetings), it tends to be a monologue. However, there were times when there was an interactive dialogue dealing with musdes (village-level meetings). The dynamics were

able to change depending on the results and the will on the field. Precisely, it was quite participatory; not only could the community provide input, but also elements of the government who were present in the dialogue.

In addition to group communication through Musdes (village-level meeting) forums and village consultations, interpersonal communication was carried out through face-to-face communication (meeting in person) or by telephone. This model was carried out for the coordination stage. The intensity of communication was quite routine. It can be at the program's beginning, middle, or end; the principle was throughout the program. Moreover, if some dynamics occurred, coordination was often carried out. The place where direct dialogue was held depended on the form of the communication stage. Regarding Musdes (village-level meeting), the location was in the village, and if coordination was at the sub-district or district level, it was carried out at the sub-district hall or the relevant office.

Various channels were used for PPM communication. However, community cultural forums or media that contained local wisdom, such as *yasinan*, *tahlilan*, *jumatan*, or other forums, were rarely used by companies as program communication channels. Even if the cultural forum model was used, it was mostly carried out by NGOs implementing the program, not company initiatives. NGOs included non-formal forums in their concept notes because they were related to program communication strategies. However, if companies were invited, they usually attended a cultural forum.

For non-formal forums used by the company was an interpersonal communication model with NGOs through *jagong* (hanging out) at a coffee shop. The goal was to absorb aspirations/input from NGOs. Another cultural communication was carried out in the form of friendly football matches with various elements of society, such as NGOs, government agencies, mass organizations, the mass media, and mass media associations. While the program communication techniques used were most informative and persuasive.

Both were used depending on the communication situation and with whom they faced. If it was related to program socialization in the Musdes (village-level meeting) forum, it tended to use informative communication, with the aim that the program delivered was understood by the beneficiaries. When it came to planning Musdes (village-level meetings), they tended to use persuasive communication techniques because companies and NGOs implementing the program needed support from all parties for program implementation.

## 5. CONCLUSION

The research aimed to understand, analyze, and find two-way CSR communication patterns between companies and the surrounding community based on sustainable development (SDGs). Based on the data analysis results, PPM communication generally runs smoothly. However, some notes needed to be taken seriously. **First**, the company was substantively committed, and PPM was in line with the global commitment to achieving the SDGs. This was demonstrated by the company's commitment to implementing PPM by focusing on three pillars: economy, education, and health. Many forms of elaboration of the three pillars led to the achievement of the SDGs.

**Second**, the pattern of CSR communication built by oil companies tended to be elitist and formal, especially during the process of exploring community needs. Program communication seemed less active and less participatory, so some programs did not meet the community's needs. This was the impact of CSR communication messages that had not been fully developed in the program recipient communities. Researchers call this pattern grey communication. It took the right communication pattern, two-way (interactive dialogue), so that CSR communication ran well.

**Third**, two-way CSR communication with a cultural approach was still minimal. For this reason, media and cultural-based communication platforms that were non-formal and local wisdom were needed so that the program's substance could be communicated properly. Cultural forums such as *jagongan klobot*, *yasinan*, *tahlilan*, *jumatan*, *cangkrukan*, *sedekah bumi*, and others had long developed in the community should be adopted as part of the PPM communication strategy to build better company-citizen relations and achieve program communication goals.

This research contributed to CSR communication, especially in oil and gas companies, which presented data qualitatively at the level of direct dialogue communication. Since this research was limited to qualitative data, it was suggested that future research explore the CSR communication of oil companies with another approach to the effectiveness of CSR communication at the level of direct dialogue or other channels.

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