

Employee Involvement in Corporate Social Responsibility and Employee Benefits

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ABSTRACT

This study aims to analyze the extent of employee involvement in the implementation of Corporate Social Responsibility (CSR) and its benefits for employees and the company. The research method used is qualitative with a descriptive approach. The research sample used was as many as 5 people with data collection methods were interviews, observation and documentation. The results showed that employees of Yayasan Hasnur Centre Banjarmasin have different duties and responsibilities in implementing CSR, ranging from the process of designing programs that must be tailored to the needs of the community in certain areas, the process of socializing programs to the community to ensuring that programs really have an impact felt by the community. The role of these employees provides enormous benefits for each employee himself. The benefits felt by employees with their involvement in CSR programs are the provision of assistance according to employee needs, for example the provision of educational scholarships. Community recognition of assistance obtained from CSR activities in the region allows the company to continue to run its business activities without social pressure from refusal to do business in the region

ABSTRAK

Penelitian ini bertujuan untuk menganalisis sejauh mana keterlibatan karyawan dalam pelaksanaan Corporate Social Responsibility (CSR) dan manfaatnya bagi karyawan dan perusahaan. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan deskriptif. Sampel penelitian yang digunakan sebanyak 5 orang dengan metode pengumpulan data yaitu wawancara, observasi dan dokumentasi. Hasil penelitian menunjukkan bahwa karyawan Yayasan Hasnur Centre Banjarmasin memiliki tugas dan tanggung jawab yang berbeda-beda dalam melaksanakan CSR, mulai dari proses perancangan program yang harus disesuaikan dengan kebutuhan masyarakat di daerah tertentu, proses sosialisasi program kepada masyarakat hingga memastikan bahwa program benar-benar berdampak dirasakan oleh masyarakat. Peran karyawan ini memberikan manfaat yang sangat besar bagi setiap karyawan itu sendiri. Manfaat yang dirasakan karyawan dengan keterlibatannya dalam program CSR adalah pemberian bantuan sesuai kebutuhan karyawan, misalnya pemberian beasiswa pendidikan. Pengakuan masyarakat atas bantuan yang diperoleh dari kegiatan CSR di daerah memungkinkan perusahaan untuk tetap menjalankan kegiatan usahanya tanpa tekanan sosial dari penolakan untuk melakukan usaha di daerah.



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INTRODUCTION

Corporate Social Responsibility (CSR) is a mandatory responsibility that companies are required to fulfil, as stipulated in article 74 of the most recent Limited Liability Company Law (UUPT), specifically Law Number 40 of 2007. Under this legislation, industries and other corporate entities are required to fulfil certain obligations. However, it is important to note that

these obligations do not impose excessive costs on the operations of organisations or enterprises, as they can be effectively managed through the implementation of various Corporate Social Responsibility (CSR) programmes. The Global Compact Initiative elucidates that the corporate social responsibility (CSR) perspective may be implemented through three fundamental pillars, commonly referred to as the 3Ps, which encompass profit, people, and planet. This perspective posits that the objective of business extends beyond just profit generation or pursuit of financial gain. It encompasses the provision of societal well-being and the preservation of our global ecosystem. (Liana, 2022; Mulyati, 2016). The firm is deemed to possess not solely economic and legal responsibilities towards its shareholders, but also social responsibilities towards stakeholders that hold an interest in the organisation. (Christina & Juniarti, 2016; Loyanaputra & Juniarti, 2017).

The implementation of CSR requires a series of benefits. Many researchers prove that socially responsible companies deliver results for business and society. García-Toraño et al (2015) confirm that the first benefit of CSR is improving the relationship between companies and communities. CSR must inspire public trust and make connections more open ethically. Effective corporate social responsibility is becoming a critical strategic business plan for the palm oil industry. In essence, CSR aims to align business values with the needs and expectations of broader stakeholders beyond just investors and shareholders. In oil palm, this requires taking responsibility for social and environmental impacts, often going beyond what is required by law, to build social and ecological capital in pursuing licenses to operate locally.

In addition, corporate social responsibility (CSR) is a type of business self-regulation to be socially responsible. There is no right way for companies to practice CSR; many CSR initiatives undertaken by companies seek to contribute to society, the economy or the environment positively. In today's socially conscious environment, employees and customers value their work and spend their money with businesses prioritising CSR. Kuttner et al (2020) studied family firms in Austria. They demonstrated that conceptual understanding of CSR could be enhanced, and CSR was found to be highly influenced by family members from corporate families. The main motives for CSR involvement in family companies are image and reputation issues, strengthening regional areas, and related employee improvement. However, not all CSR activities can be explained by environmental preservation because company family members often act as altruistic administrators. Another study by Bantun et al (2021) examined management's perceptions of CSR policies at PT. Petrochemical Gresik. The results of the research show that PT. The management of Petrokimia Gresik interprets the concept of corporate social responsibility as accountability to the government, accountability to shareholders, accountability to the public, accountability to the environment, accountability to employees, and accountability to customers.

Employee engagement, alternatively known as work engagement, is a commonly used term in the field. The concept can be delineated with respect to both physical and cognitive engagement in the workplace. (Lee et al., 2019). The advent of corporate social responsibility (CSR) initiatives has bestowed significance upon a company's commitment to ethical conduct, legal compliance, and contribution towards economic advancement. This aligns with efforts to enhance the well-being of employees and their families, as well as to uplift the quality of local communities and society at large. (Nurjanah, 2021). CSR programmes often target those residing in the vicinity of a company's operations, particularly in the context of mining activities. However, an intriguing instance unfolded within PT. Hasnur Group, a prominent corporation situated in Banjarmasin City, South Kalimantan Province. The primary operations of PT. Hasnur

Group commenced with river transportation, shipbuilding, and forestry sectors, and have since experienced growth and expansion in various areas. These include coal mining, the establishment of specialised coal roads and terminals, agribusiness, transportation, shipping, construction, ownership of professional football clubs, involvement in mass media, and provision of sports school education.

Besides operating a business enterprise, the Hasnur Group also actively engages in philanthropic endeavours through the Hasnur Centre Foundation. This foundation oversees many educational institutions spanning from early childhood education to tertiary level in the South Kalimantan region. Given the diverse range of enterprises under the company's ownership, it is evident that there is a substantial workforce comprising several individuals operating across different business sectors in the region of Kalimantan. The impetus for firms to persistently enhance their corporate social responsibility (CSR) initiatives stems from the need to cultivate public confidence in the organization's conducted endeavours, such as research efforts. Resnawaty & Dervish (2018). This study investigates the significant degree of public distrust and erroneous presumptions stemming from charges of damage caused by Newmont Minahasa Raya operations. Specifically, it focuses on the rejection of PT NNT's tailings work site permission by anti-mining non-governmental organisations (NGOs), despite the expectation of its resumption in 2005. A further issue emerged pertaining to the geographical region surveyed by Dodo in the Ropang sub-district, encompassing a total of nine villages. The locals of Labangkar made assertions regarding the burial of their forebears in Dodo, and afterwards requested recompense for the land and cemetery in question. As a consequence, the firm opted to cease its research endeavours within the vicinity. The fishermen assert that mining operations have led to a depletion in their fishing yields. To meet the aforementioned requests and rectify erroneous assumptions, PT NNT devised a corporate social responsibility (CSR) initiative aimed at enhancing its engagement with the development of local fishing villages. Additionally, in 2005, the company undertook a comprehensive survey of the fisheries in the area..

Phenomena that occur based on research from Faisal (2018), this statement elucidates the significance of implementing a Corporate Social Responsibility (CSR) programme. The adverse consequences incurred encompass not just tangible financial losses, but also the reputational damage inflicted upon the organisation. Hence, the CSR initiative implemented by the Hasnur Group company is of notable significance due to the establishment of a dedicated foundation serving as a platform for the execution of CSR programmes. The organisation responsible for overseeing all corporate social responsibility (CSR) initiatives is known as Yayasan Hasnur Centre. The CSR programme at the Hasnur Centre Foundation encompasses three primary focal areas, including community-based CSR initiatives, CSR initiatives directed towards employees, and CSR initiatives aimed towards the organization's directors. In contrast to other organisations that primarily focus on developing diverse corporate social responsibility (CSR) initiatives for the community, this particular corporation extends its support to both its employees and directors. The organisation places a strong emphasis on the well-being of its employees, with the aim of collectively fostering a more promising future, as reflected in its guiding principle of "mutual growth and future advancement." If we consider the concept and primary objective of corporate social responsibility (CSR) as a manifestation of corporate accountability towards the environment, it raises the question as to why PT. Hasnur Group also implements CSR initiatives targeting its employees and directors. This phenomenon is noteworthy due to the fact that Corporate Social Responsibility (CSR) is typically associated

with social initiatives, whereas directing CSR efforts towards workers, particularly directors, represents a distinctive approach.

Research Amadea & Dahesihsari (2014) The individual who additionally discovered information regarding employee satisfaction with the company's corporate social responsibility (CSR) initiatives unveiled that a sense of pride in the company's constructive involvement in the local community has motivated employees to enhance their personal growth by means of a robust introduction to the organisation. This is due to the fact that it fosters a positive self-perception, enabling them to become integral members of a company they can take pride in. Based on the detailed findings, it is evident that corporations can effectively apply good and well-coordinated Corporate Social Responsibility (CSR) programmes towards their employees as a strategic human resource management approach. The purpose of this research is to demonstrate that the implementation of Corporate Social Responsibility (CSR) by employees has a favourable influence on their well-being, despite the fact that the participants in the study, who were interviewed and surveyed, were not actively engaged in the execution of the CSR initiatives. This also prompts researchers to inquire about the perceived advantages that employees derive from corporate social responsibility (CSR) initiatives targeted towards them, as well as the consequential effects on the organisation. (Indriyani, 2020; Supriyadi et al., 2021). Therefore other research by Wajong et al (2020) The author suggested that employee engagement has a positive impact on employee creativity, since employees perceive their creative abilities to be enhanced when they experience a sense of involvement in their work. Based on the findings of this study, it can be inferred that there is a positive correlation between employee participation and employee creativity behaviour, suggesting that an increase in employee involvement is likely to result in higher levels of creativity among employees.

A prior study has examined the implementation of Hasnur Group's Corporate Social Responsibility (CSR) programme by Ayu, Rizkia & Rahmawati (2021) The concept of Corporate Social Responsibility (CSR) pertains to the execution of Hasnur Group's CSR initiatives within the community. The corporate social responsibility (CSR) initiatives undertaken by Hasnur Group have demonstrated a strong conceptual framework and have shown consistent growth in their execution throughout the years. The company's commitment to including the community in the decision-making process over necessary programmes is evident. Additionally, Hasnur has established a Village Forum to serve as an intermediary between the community and the company. The CSR initiatives of Hasnur Group encompass two distinct categories, namely the Partnership Programme and the Community Development Programme. However, it is noteworthy that there is a lack of explicit mention of CSR programmes specifically targeted towards employees.

RESEARCH METHOD

The present study employs a qualitative research methodology utilising a descriptive technique. A descriptive approach refers to a study methodology that aims to provide a detailed account of a symptom, event, or occurrence that takes place on a specific day. (Sudjana, 2020). The present study aims to investigate the corporate social responsibility (CSR) practises of PT. Hasnur Group Banjarmasin, serving as the focal point of this research endeavour. The participants in this study consist of employees engaged in corporate social responsibility (CSR) activities and company management directly involved in CSR programmes at PT. Hasnur Group Banjarmasin. The study will comprise a sample of five individuals, consisting of the general chairman of the Corporate Social Responsibility (CSR) programme at PT. Hasnur Group,

as well as four workers who are actively engaged in the execution of CSR initiatives. The data analysis employed in this study utilises a descriptive analysis technique. This approach involves processing the data collected in the field in a manner that yields systematic, factual, and precise information pertaining to the research subject at hand.

RESULTS AND DISCUSSION

The present study was carried out at a subsidiary of PT. Hasnur Group, specifically the Hasnur Centre Foundation. The duration of this study was approximately three months, during which data was collected through several approaches including indirect interviews, direct interviews, and documentation. The data acquired comprises a collection of photographs depicting the actions carried out as part of the Corporate Social Responsibility (CSR) programme. The findings of this study demonstrate the multifaceted advantages of corporate social responsibility (CSR) initiatives for both employees and organisations, while also shedding light on the challenges encountered by corporations in implementing and managing such programmes.

PT. Hasnur Group, a commercial entity with over five decades of operational history, presently operates six integrated Strategic commercial Units (SBUs). These SBUs encompass a diverse range of sectors, namely forestry, mining, agribusiness, services, media, and logistics. The prioritisation of the Corporate Social Responsibility (CSR) programme in this company is integral to its commercial operations. The organisation demonstrates its commitment and dedication to the community through the implementation of a Community Development (CD) method. This approach ensures that the programmes devised align with the community's specific needs and are feasible for implementation.

Various kinds of innovations in the company's CSR programs have been. They are still being developed for the benefit of society with the five pillars of development, namely the economic, education, socio-cultural, health, environment, and infrastructure through CSR programs with its business entities. Sulaiman (2014) in his research stated that the activities that have been carried out by the company related to the development of the community around the company are as follows:

1. Economic development, namely the development and improvement of the community's economic sector, be it activities in agriculture, animal husbandry, cooperatives and small and medium enterprises.
2. Health activities that can be carried out include counselling, treatment, nutrition for toddlers, and community sanitation programs.
3. Environmental management activities that can be carried out include waste handling, household waste management, reclamation, and handling of other environmental impacts.
4. Education, skills and training: These activities can be in the form of providing scholarships for students who excel or students who cannot afford it, apprenticeships, comparative studies, skills improvement, training and provision of educational facilities.
5. Social, cultural, religious and infrastructure activities in this field can be in the form of social, cultural and religious activities, as well as improvement of existing infrastructure in local community areas.

In realizing the company's CSR objectives, of course, it cannot be separated from the executors who formulate the program up to the evaluation process, and the community can feel the impact of all CSR programs. In this case, CSR implementers are some of the employees at the Hasnur Center Foundation, but this research focuses on corporate CSR in the social, religious

and youth sectors. The number of respondents who gave responses to this study was five people from various positions and different assignments, including the head of the CSR program in the social, religious and youth fields (Mr Wawan Prasetyo), who was tasked with designing programs together with his team and ensuring that all programs can run smoothly until it is certain that the community has felt the positive impact of the program being implemented. The second is the youth sector coordinator, whose job is to develop strategies, organize youth activities and empower youth to increase participation in social activities. The third is the coordinator in the religious sector, whose job is to coordinate and initiate the implementation of CSR programs in the religious sector and to manage the team of volunteers who are also assigned to implement religious programs. The fourth is the primary coordinator of the Hasnur Center Foundation's CSR program who is in charge of the learning home education program and reading stalls held in 16 Foster Villages of the Hasnur Center Foundation with the main task of implementing various social empowerment and social entrepreneurship programs in 16 Fostered Villages of the Hasnur Center Foundation, implementing programs education sector such as Learning Houses & Reading Stalls. The fifth is the program development officer from Muda Banua, who is also a CSR program from the Hasnur Center Foundation whose job is to help develop various programs both currently underway and those that will be implemented.

The Role of Employee Engagement in Corporate Social Responsibility Programme Implementation

Corporate Social Responsibility (CSR) is a concept that refers to the ethical and responsible behaviour of corporations towards society and the environment. It involves the voluntary actions taken by companies to address social and environmental issues, beyond their legal obligations. PT (Perseroan The Hasnur Group, which has been granted authorization by the Hasnur Centre Foundation for its operation, offers a range of community benefits through well designed programmes. The presence of community-run programmes is inherently intertwined with the individuals responsible for designing or assembling corporate social responsibility (CSR) initiatives, overseeing programme implementation prior to community launch, supporting the community during CSR activities, and conducting programme assessments. The presence of Human Resources (HR) within the Hasnur Centre Foundation is closely intertwined with the aforementioned circumstances, as the HR department consists of individuals who are employed by the Hasnur Centre Foundation.

In order to effectively implement community-oriented CSR management, the Hasnur Centre Foundation adopts a divisional approach, wherein work teams are established and managed by a designated coordinator in each respective field. The scope of the Hasnur Centre Foundation's corporate social responsibility (CSR) initiatives encompasses multiple domains. However, for the purpose of this study, the researchers have chosen to concentrate solely on the Foundation's CSR activities within the realms of social welfare, religious affairs, and youth development. This particular topic encompasses a broad range of activities, particularly those that include interactions with the broader social fabric. The social, religious, and youth corporate social responsibility (CSR) programme is facilitated by a coordinator who assumes the responsibility of ensuring the seamless execution of all programme activities until their culmination. The individual responsible for coordinating this field must possess exceptional agility in effectively navigating and surmounting any obstacles that may arise within the field or throughout their employment. Throughout the programme application process, several challenges may develop, encompassing both technical and non-technical aspects. The primary

challenge encountered by the programme coordinator in implementing CSR activities is navigating the complexities of community engagement. This necessitates the constant development of innovative approaches that are tailored to the specific needs and characteristics of the local community. Given the inherent diversity in cultural norms and individual perspectives across different regions, it is imperative for the coordinator to possess a deep understanding of the community in order to effectively engage with its members. The coordinator consistently endeavours to devise diverse strategies for engaging with the community in every programme. In accordance with the findings presented in the Indonesian Company Performance Information Media article accessed on Monday, May 1, 2023, it is crucial for individuals to demonstrate to the public that their employing organisation consistently prioritises, adapts, and endeavours to deliver satisfaction to the community. Another challenge in addressing this community is articulated by the CSR coordinator who oversees a range of social empowerment and social entrepreneurship initiatives in 16 assisted villages under the Hasnur Centre Foundation. The coordinator also administers educational programmes such as Rumah Belajar and Lapak Baca.

The corporate social responsibility (CSR) fund of the Hasnur Centre Foundation is derived from the Hasnur Group. During the implementation of the programme, the Hasnur Group emblem is prominently displayed on numerous banners. This has led to the perception among many individuals that the Hasnur finances are directly associated with the vested interests of a single party. In light of the current political climate, certain individuals perceive the execution of corporate social responsibility (CSR) initiatives as being driven by political motivations, notwithstanding the absence of any such intentions.

Overcoming such a dilemma is undoubtedly a challenging task, even for a large corporation like PT. Hasnur Group. In the event of encountering obstacles, the coordinator for social, religious, and youth affairs, along with their team, must endeavour to formulate a comprehensive evaluation and blueprint for a long-term corporate social responsibility (CSR) design. This will enable the CSR programme to operate in alignment with established guidelines and effectively ensure that the programme yields tangible benefits for its recipients. This assertion is not in accordance with Ardani & Mahyuni (2020) According to their study, it has been seen that the implementation of corporate social responsibility (CSR) initiatives fosters a sense of peace and mutual understanding between firms and the communities they operate in. The establishment of harmony within the company will exert an influence on the public perception of its image. The company will receive assistance and gain acknowledgement for its presence within the surrounding ecosystem. The voluntary provision of support by the community is attributed to the maintenance of positive ties with the surrounding environment. Thus far, the collective team has exerted significant effort in consistently delivering optimal outcomes to the community, notwithstanding the aforementioned predicament. The absence of a compelling rationale does not warrant the cessation of the Hasnur Centre Foundation team's efforts in serving Banua, which includes consistently offering patient guidance to the community. The programme coordinator and their team possess a diverse range of self-quality improvement training programmes in order to effectively navigate encountered challenges, including participation in workshops and the establishment of additional discussion spaces. In addition to the challenges encountered in the distribution of programmes to the community, internal issues are frequently encountered. However, it is noted by the Programme Development Officer of the Hasnur Centre Foundation that internal company problems can be resolved by enhancing the pattern of interaction or communication. The officer states, "The

difficulties encountered in programme implementation are associated with project manager management, as well as the lack of well-organized and distributed roles and responsibilities for each activity."

According to their perspective, the resolution of this matter can be achieved through the implementation of a monthly evaluation meeting. This aligns with the assertions made by Nurhayati et al (2022). In the context of investigating effective communication within organisations, it has been suggested that leaders should prioritise the act of actively listening to various forms of input, including suggestions, opinions, complaints, narratives, and problems from all teams. Additionally, leaders are encouraged to remain receptive to criticism and input as a means of addressing and resolving organisational conflicts. The establishment of effective teamwork is crucial for the successful attainment of organisational or commercial objectives.

The individual responsible for overseeing youth affairs conveyed his perspective on the matter he was managing. The individual responsible for designing strategic youth initiatives and facilitating youth empowerment initiatives emphasised that the dense scheduling of activities, without sufficient manpower, poses a potential threat to the long-term viability and success of the programme. Programme schedules occasionally overlap with activities in other divisions due to inadequate communication. This issue is prevalent among numerous established organisations, not limited to the staff at the Hasnur Centre Foundation, but rather experienced by a majority of organisations. According to the coordinating officer for religious affairs of the Hasnur Centre Foundation, one possible solution to address this issue is to develop a well-organized and comprehensive schedule of activities, thereby minimising the occurrence of impromptu agendas.

In addition to the aforementioned pair of employees responsible for overseeing the CSR programme, the management structure within the social, religious, and youth sectors exhibits a high degree of complexity. The individual occupying the position of general chairman of the Corporate Social Responsibility (CSR) programme assumes responsibility for overseeing the educational aspect of the programme. Additionally, this individual is tasked with supervising the performance of the CSR coordinator responsible for managing social, religious, and youth programmes. Presently, this role is fulfilled by Mr. Wawan Prasetyo. Moreover, he effectively collaborated with the subordinate teams, including the social programme coordinator, religious programme coordinator, and youth programme coordinator. All coordinators operate in alignment with their respective domains as specified in the aforementioned company profile. Each individual is responsible for supervising multiple teams and collaborating towards the achievement of the company's corporate social responsibility (CSR) objectives, with the aim of generating a tangible and positive influence on the community.

The advantages of corporate social responsibility (CSR) for both employees and companies are manifold.

The Hasnur Group, a corporate entity, actively contributes to the economic development of South Kalimantan through its implementation of Corporate Social Responsibility (CSR) initiatives. The beneficial influence experienced by the community is evident via the implementation of several programmes. Academic research indicates that Yeon (2014). The presence of corporate social responsibility (CSR) initiatives by oil palm plantation corporations has been observed to have a transformative impact on the social landscape of the surrounding communities. These initiatives have resulted in notable improvements in educational opportunities, public health conditions, and accessibility to healthcare services for the local

population. The presence of corporate social responsibility (CSR) initiatives within oil palm plantation firms has been observed to have a transformative impact on the economic circumstances of local communities. Specifically, it has been found to contribute to increased income levels and a reduction in economic losses experienced by these communities. An illustrative example of this is the prevention of fires, which can have detrimental economic consequences for the community. This instance serves as an illustrative example of research findings that highlight the favourable effects of PT, specifically in relation to the Hasnur Group. Numerous analogous investigations into additional domains of the organization's corporate social responsibility initiatives are also ongoing. However, the inquiry pertains to the perceived level of benefit derived from this programme by PT. Hasnur Group, particularly for individuals involved in the implementation of corporate social responsibility initiatives at the Hasnur Centre Foundation.

The findings of the interviews conducted in this study yielded disparate responses from multiple sources. The diverse demands of employees (teams) in the social, religious, and youth sectors result in varying perceived benefits among individuals. One employee reported that during his tenure as a team member at the foundation, he benefitted significantly from educational scholarship programmes, sometimes known as certification programmes, that aligned with his area of expertise. The individual was provided with support after a comprehensive evaluation conducted by the Foundation team, which took into account both the existing capabilities of the individual and the specific requirements of the organisation. The researcher was provided with the following statement: "I have received support from educational scholarship programmes and certification programmes that align with my area of specialisation."

This phenomenon undoubtedly contributes significantly to the self-development of employees, as its benefits extend beyond immediate gains and can be leveraged for future knowledge acquisition. This programme is offered by the company as a means of support for its employees. The absence of specific details regarding the duration and extent of the support provided implies that the company's corporate social responsibility (CSR) programme may have a dual effect on both the community and its employees. This aligns with the findings of study undertaken by Widyaningsih (2018) This study examines the allocation of scholarships to employees. Based on the findings of his research, one of the strategies employed by Abadi Hotel Jogja to enhance the professionalism of its employees is the provision of educational scholarships. These scholarships are awarded to exceptional employees who possess high school diplomas, enabling them to pursue D3 degrees. Additionally, scholarships are also granted to support the continuation of D4/S1 degrees. The hotel organises various training programmes, such as UP selling training, skill enhancement sessi According to the individual in question, this approach represents a managerial technique aimed at enhancing employee professionalism and bolstering employee morale.

The perceived advantages are not solely limited to tangible resources or financial aid for educational expenses. As articulated by the coordinator of the Corporate Social Responsibility (CSR) initiative in the domains of social welfare, youth development, and religious affairs, there are additional professional benefits derived from the programme, such as receiving a remuneration for the undertaken responsibilities. Furthermore, I was afforded the chance to foster a deeper connection with the local community, acquire knowledge on village construction techniques, and cultivate partnerships and synergy with relevant stakeholders and shareholders.

According to his account, apart from monetary compensation, he receives a range of appealing benefits and has the chance to enhance his competence through the construction of communities and, notably, by fostering collaborations with diverse stakeholders, including community members and other entities. The aforementioned sentiment is shared by another employee who expressed receiving numerous advantages from engaging in corporate social responsibility (CSR) initiatives. Specifically, these benefits include gaining valuable knowledge and expertise in executing CSR programmes that specifically target the youth demographic. Furthermore, it is imperative to enhance collaborations with communities, authorities, and companies that have a same commitment to enhancing the well-being of young individuals. Furthermore, it is imperative to enhance social value by direct engagement with the community. The coordinator responsible for education at the Hasnur Centre Foundation similarly expressed the notion that the corporate social responsibility (CSR) programme he developed may serve as a valuable learning experience, enhancing his proficiency in executing many social and educational initiatives inside the assisted village of the Hasnur Centre Foundation. This aligns with the findings of Suweko and Dwiantoro (2020) in their study on transformational leadership theory, which posits that job satisfaction refers to an individual's positive or pleasant emotional state derived from personal values or experiences. This suggests that employees develop attitudes towards their work by attentively considering their own feelings, beliefs, and behaviours. Transformational leadership has been found to have a beneficial impact on nurses' job satisfaction and can also help to the enhancement of the quality of care provided. This is achieved through the use of charismatic, inspirational, intellectually engaging leadership strategies, as well as the provision of individualised consideration to nurses.

In general, the importance of CSR programs is a form of company concern for the community around the company. These findings support what Campopiano dan De Massis, (2015) reported, that family companies are equal to non-family companies (public companies) in practising CSR to bring the company closer to the surrounding community. If associated with the six perspectives, it is clear that the top management of PT. The Hasnur Group study interprets CSR as a program that must be carried out. CSR actions are expected to strengthen the company's bargaining power in the eyes of the surrounding community (environment), employees (employees), suppliers and consumers (customers). Shareholders also have the same interests and provide support for CSR programs. Shareholders' concern is significant to underline, considering that CSR will somehow reduce the level of prosperity because part of the company's income is diverted to fulfil the rights of stakeholders regarding what the company has so far earned. This is by Oktaviani research (2012), which states that the implementation of CSR is a company's effort to consider the existence of stakeholders, in this case, the surrounding community, because stakeholders have the power to influence the survival or future of the company.

Practitioners and marketing professionals can benefit from this research by absorbing the fact that employees feel engaged, satisfied and motivated when they play a positive role to society through their work. It would be constructive for HR professionals to plan CSR strategies and involve employees both to the planning and the execution of those strategies. Another implication for businesses is to internalize CSR so that employees act as corporate volunteers, which may result in higher engagement and commitment scores. Lastly, we encourage companies to publicize Sustainability Reports and make sure that employees are aware of the firm's social stance in order to increase staff motivation.

CONCLUSIONS

The employees of Yayasan Hasnur Centre play a crucial role in the implementation of the company's Corporate Social Responsibility (CSR) initiatives. Their involvement begins with the initiation of programme design, which necessitates customization to suit the specific requirements of the population within a certain locality. In addition to programme design, they also engage in community outreach efforts to raise awareness about the established programmes. Furthermore, they undertake a mentorship process with relevant communities to guarantee that the company's presence genuinely yields benefits for the community. The employment of these individuals yields significant advantages for each employee individually. Certain employees are awarded educational scholarships based on their collective achievement in executing programmes and providing support to fellow colleagues. The implementation of corporate social responsibility (CSR) initiatives by personnel within the Hasnur Centre Foundation undoubtedly yields favourable outcomes for the organisation. The company's ability to sustain its economic operations in the region without facing social pressure to discontinue its activities is facilitated by the community's acknowledgment of the help received through corporate social responsibility (CSR) initiatives. The provision of support to diverse employees significantly contributes to firms' efforts in establishing an equitable and conducive work environment, hence mitigating the negative effects of employee underperformance.

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