

# Integrated CSR as a Corporate Communication Strategy for Overcoming Environmental Waste Problems in Makassar, Indonesia

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As the economic centre in Eastern Indonesia, the city of Makassar needs help with challenges. Economic growth, urbanization, and rising living standards accelerate the waste generation rate. Many companies in the city provide better accessibility, but they also cause environmental and social impacts, necessitating a balance between business profits and community welfare. Therefore, companies have adopted corporate social responsibility (CSR) programs to address this issue. This research aims to analyse the communication strategies of integrated CSR programs that contribute to solving environmental and social problems sustainably, thereby enhancing ethical behaviour values towards stakeholders. The research employed exploratory qualitative analysis, focusing on an in-depth single case study with an embedded single-case approach. The results indicate positive environmental and community benefits, increasing cleanliness awareness, and engaging stakeholders, although the implementation still needs to be optimal. In conclusion, optimizing CSR programs is necessary to enhance their positive impact more broadly and sustainably.

**Keywords:** Corporate Social Responsibility; Communication Strategy; Waste Management; Makassar; Indonesia

## 1. Introduction

A common problem faced by people living in big cities is waste. Moreover, Makassar City, the largest city in Eastern Indonesia, is not immune from this problem, along with economic growth and increasing population mobility. As in one area in Makassar City with a dense population, some people live in marginal settlements, with a population density of 200 heads of families or around 400 people in one big neighborhood. Some people live near the toll road area, bordered by a boundary wall approximately 2 meters high. The environmental conditions there, like other big cities, also have similar problems, namely the problem of environmental waste accompanied by vandalism of public infrastructure using graffiti and holes in the dividing walls to make it easier for them to throw rubbish into the toll road area.

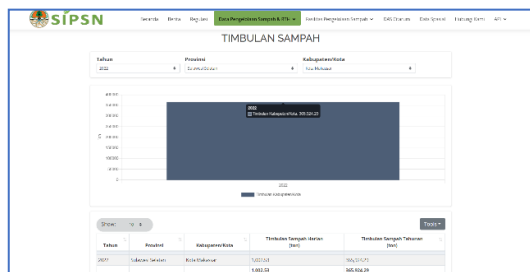


Figure 1. SIPSN data regarding waste generation

Source: [sipsn.klhk.go.id](https://sipsn.klhk.go.id)

From data above, it can be seen that in 2022, Makassar City, which is located in South Sulawesi Province, will face significant challenges related to waste management. Based on available data, the total daily waste generation in Makassar City was recorded at 1,002.53 tons. If calculated in one full year, the annual waste generation reaches a quite large figure, namely 365,924.29 tons. This figure shows the enormous burden that must be managed by the city government and various related stakeholders. Every day, Makassar City produces more than a thousand tons of waste, which in a year can accumulate to more than three hundred thousand tons. This number reflects the urgent need for an effective and efficient waste management system.

As a metropolitan city that continues to develop, Makassar certainly faces various challenges in terms of waste management infrastructure. The high volume of daily waste requires an adequate collection, transportation and processing system to prevent the accumulation of waste which can have a negative impact on the environment and public health. Current systems may require improvements or additional facilities to handle such large volumes of waste. The importance of good waste management is also related to the community's environmental impact and quality of life. Waste that is not managed properly can cause soil, water and air pollution, and has the potential to pose health risks such as diseases transmitted through waste. Therefore, continuous efforts are needed to improve the waste management system in Makassar City. This includes implementing waste reduction policies, sorting waste at source, and more effective processing and recycling.

Some areas of the toll road are filled with piles of rubbish from residents, causing blockages

in drains and creating a pungent order due to illegal rubbish dumping by residents. A large amount of scattered rubbish is also found in residential areas, one of which is due to the lack of rubbish disposal facilities in each house, as well as other things that contribute, such as rubbish transport facilities which are sometimes hampered, and residents' limitations in paying the monthly rubbish levy. Thus, Household waste is not transported regularly (Azzahra, 2023).

The company implemented a communication strategy through CSR by establishing a waste bank as a solution. The waste bank is a community-based waste management program that involves active community participation in selecting and recycling waste using the 3R principles (reduce, reuse, recycle) (Budiyarto et al., 2024). According to Permenlhk 14-2021 from the Ministry of Environment and Forestry of the Republic of Indonesia, waste banks are categorized into two types: main waste banks and unit waste banks. The main waste bank serves an area that covers the district or city administrative region, while a unit waste bank serves smaller administrative areas such as neighbourhoods, sub-districts, or villages. The waste collected is economically valuable, including items like plastic packaging, iron, and glass bottles, which are sold to collectors at prices determined by the type and weight of the waste. However, over time, this initiative failed due to insufficient assistance. Consequently, residents repurposed the waste bank as a storage facility for unused personal items (Regulation of the Minister of Environment and Forestry Number 14 of 2021, 2021).

As the CSR program is carried out, the program is also evaluated, the company carries out an integrated CSR communication strategy to improve the problem of residents' illegal waste disposal in a sustainable manner (Kucukusta et al.). The concept of CSR communication strategy refers to a company's efforts to build strong relationships with stakeholders, including the surrounding community, responsibly and sustainably. This strategy does not only aim to fulfil obligations corporate social, but also to create long-term positive impacts related to the environment, social and economic. By building transparent, inclusive and continuous communication, companies can strengthen their reputation, increase public trust and create added value for all parties involved. In this context, communication strategies in carrying out integrated CSR programs are not only about conveying messages, but also about building mutually beneficial and sustainable relationships between the company and society. This involves a two-way communication process that allows companies to listen to society's needs and interests and respond with appropriate and sustainable solutions (Wang et al., 2021). With an inclusive and participatory communication approach, companies can strengthen community involvement in planning, implementing and evaluating CSR programs, thereby creating a more positive and sustainable impact for all parties involved.

Furthermore, CSR is becoming increasingly relevant in the context of sustainable development. In the midst of the complexity of social and environmental challenges, companies need to realize the importance of contributing positively to society and the surrounding environment. One of the prominent CSR initiatives is how the company is present to answer the challenge of waste problems around the company's operational areas in an integrated manner. Apart from solving the waste problem in the company's operational areas in an integrated manner, local residents, including mothers, are also provided with education and skills to process waste into something of value, and children who are still in elementary school are given additional basic education (Welford, 2022). This program

integration is done by combining aspects of environmental awareness, community empowerment and education. The concept of sustainability is the main key and also a challenge to ensure this program can continue to be run and be successful. Through continuous communication and persuasion, the company is able to actively involve the community, build awareness of the importance of maintaining a clean environment, and promote sustainable practices in everyday life.

However, implementation is not easy. Various challenges and obstacles must be overcome, including the problem of ongoing active community involvement, and resistance to behaviour change. Therefore, a holistic and integrated approach is needed in designing an effective CSR communication strategy, which involves various stakeholders and takes into account local social and economic conditions. This research is limited to the analysis of integrated CSR communication strategies in Makassar City in the context of waste management, with a focus on programs involving companies and local communities. The proposed concept includes building strong and sustainable relationships between companies and stakeholders through transparent, inclusive and participatory communication. Its implementation will be explored in more depth and analyzed from various strategic aspects that are the basis for success of this program, and its impact on the community and surrounding environment (Rasche et al., 2017). This strategy aims not only to fulfill the company's social obligations, but also to create long-term positive impacts on the environment, social and economic aspects. Apart from that, this research also aims to evaluate the effectiveness of communication strategies in increasing public awareness and participation in waste management, as well as strengthening the company's reputation and public trust, thereby creating sustainable added value for all parties involved.

## **2. Literature Review**

In previous studies rapid industrialization, population growth, economic development and changes in living standards have generated more municipal waste in India (Balasubramanian, 2018). In order for waste management to run optimally, collaboration is needed between the government, companies and the community, which can be done through social activities such as corporate responsibility (CSR). In the context of CSR, an effective CSR program not only provides environmental and social benefits but can also improve a company's reputation and financial performance. According to Mitra et al (2018), the concept of CSR has a long and varied history in the extant literature. According to Murphy in the journal (Latapí Agudelo et al., 2019) classifies four CSR eras covering the period before and after the 1950s, where 1950 is popular as the beginning of the modern era of CSR proposed a definition of the four parts of CSR contained in the conceptual model of corporate social performance (CSP), where Murphy defined business social responsibility as encompassing economic, legal, ethical and societal expectations of the organization at a particular time.

Then CSR themes continued to develop and became the center of attention in the 1990s including: Corporate Social Performance (CSP), Stakeholder Theory, Business Ethics, Sustainability, and Corporate Citizenship (Carroll, 2008). These definitions have a micro scope, then (Rath and Gurtoo) states a more macro strategy CSR concept that reflects three different perspectives, namely shareholder value, community value and stakeholder value.

However, there is an opinion that the perception of a company's attitude towards CSR is influenced by the company's marketing efforts (Schiefelbein, 2012), on the one hand that (Mitra et al.) explain regardless of a company's philosophical perspective, developing a communications plan for an initiative is a best practice (Kotler and Lee, 2008).

### 1. *Theory and Concept*

Several theories and concepts related to CSR include persuasion theory, which emphasizes the importance of effective communication to influence people's attitudes and behaviour. This theory emphasizes that to build good relationships with stakeholders, companies must use clear, credible and relevant messages that can arouse attention and interest. In the context of CSR, persuasive communication can increase public awareness and participation in social and environmental initiatives implemented by the company. Apart from that, stakeholder theory also plays an important role in understanding the dynamics of CSR programs. This theory states that companies must consider the interests of all parties involved in or affected by their operations, including employees, customers, local communities, and the environment (Ilmu et al., 2022).

In the context of Makassar City, where the waste problem is a crucial issue, the integration of CSR communication strategies involving various stakeholders can help overcome this problem more effectively. This concept is relevant to the phenomenon in Makassar because companies can use a holistic approach that involves the community in planning, implementing and evaluating waste management programs, thereby creating a more positive and sustainable impact. This research seeks to explore how CSR communication strategies based on persuasion theory and stakeholder theory can be applied to overcome the waste challenge in Makassar, as well as improve the welfare and quality of life of the local community.

### 2. *Integrated CSR Program Concept*

Previous research on integrated CSR shows that a comprehensive CSR program, which includes environmental, social and economic aspects, can provide sustainable benefits for companies and society. In an international journal written by Vitolla et al (2016) in strategic management there are various contributions related to CSR integration. In an analytical perspective that links social success and financial profitability, (Porter et al., 2011) has highlighted the importance of integrating philanthropic responsibilities into business activities to achieve social and financial benefits simultaneously. (Camilleri, 2017) who believes that the basic idea of strategic CSR is the integration of philanthropic aspects into business strategy. The next perspective is related to the detection of conditions that lead to the integration of CSR into management. Comprehensively, the essence of the process of identifying external conditions at the macro-environmental level: macro-social phenomena (unemployment, development, globalization, environmental problems, crises and financial scandals) and pressure from the government (supranational, national and local), non-governmental organizations (NGOs) and corporate interest groups. (Schiefelbein, 2012) focus on external conditions related to the socio-environmental level in the competitive context. (Vitolla and Rubino, 2013) identify management philosophies related to CSR integration conditions. Another perspective relates to identifying the ways and stages at which CSR is integrated into management. (Sheehy and Camilleri, 2023) distinguish

between integration at the product strategy level and integration related to customer value strategy. Meanwhile, contextually this concept identifies four different options for linking CSR and strategy: shareholder strategy, which focuses on short-term financial goals; altruistic strategies, related to philanthropic activities; reciprocity strategy, which suggests that companies establish relationships with stakeholders that are mutually beneficial to both parties; citizen strategy, related to achieving the goals of responsibility, transparency, sustainability and accountability simultaneously.

This concept can be linked to persuasion theory, which emphasizes the importance of effective communication to influence stakeholder attitudes and behaviour, as well as stakeholder theory, which highlights the need for companies to consider the interests of all parties involved. In the context of the phenomenon in Makassar City, where the waste problem is a critical issue, an integrated CSR communication strategy can help overcome this problem by involving the community in planning, implementing and evaluating programs. This approach not only increases public awareness and participation in waste management but also strengthens the company's reputation and creates added value for all stakeholders, creating a sustainable positive impact (Hahn and Figge, 2011).

### *3. Environmental Waste Problems Concept*

According to Kruljac (2012), An issue that is often overlooked in discussions of sustainable development is urban solid waste management. But solid waste management encompasses all sustainable development goals: its management, or lack thereof, can have a major impact on the health of the environment, economy and society. According to (Golwala et al., 2021) microplastic pollution is one of the most pressing environmental problems of the 21st century.

Sources of microplastics primarily include landfill waste, sludge, and food waste. According to Han et al (2023) municipal solid waste has the potential to transmit human pathogens during waste collection, transportation, handling, and disposal. Workers and residents living near municipal solid waste collection or disposal sites are the most vulnerable groups, especially unprotected workers and scavengers. According to Sandhu and Khan (2017) the informal waste recycling sector has become an indispensable part. The results of his research found that the involvement of the informal waste sector is necessary in achieving sustainable waste management in the city.

Persuasion theory is crucial in this context, as effective communication has the power to influence people's behaviors, making them more conscious and proactive in waste management efforts. By employing persuasive techniques, messages can be crafted to resonate with individuals, encouraging them to adopt environmentally friendly practices and participate actively in waste reduction initiatives. This could involve highlighting the personal and communal benefits of waste management, using emotional appeals, and providing clear, actionable steps for individuals to follow.

Moreover, stakeholder theory underscores the significance of collaboration among all involved parties. Given that environmental impacts permeate various facets of life, it is essential for businesses, government agencies, non-profit organizations, and the community at large to work together towards common environmental goals. Each stakeholder brings



unique resources, perspectives, and expertise to the table, making collective action more effective than isolated efforts. For instance, businesses can contribute by implementing sustainable practices and investing in green technologies, while governments can create and enforce policies that promote environmental sustainability. Non-profit organizations can play a vital role in raising awareness and educating the public, and communities can drive grassroots initiatives and provide valuable feedback on the effectiveness of waste management programs.

By integrating the principles of persuasion and stakeholder theory, a comprehensive and collaborative approach to waste management can be developed. This approach not only motivates individuals to change their behavior but also ensures that all sectors of society are actively engaged in addressing environmental challenges. Through continuous dialogue and cooperation, sustainable waste management practices can be promoted, leading to a healthier environment and a more resilient community. Ultimately, the success of these efforts hinges on the ability to persuade individuals and mobilize stakeholders towards a shared vision of environmental stewardship and sustainability.

#### 4. *Waste Management Concept*

In research Guerrero et al (2013) it is said that increasing population levels, growing economies, rapid urbanization and improving people's living standards have accelerated the rate of urban waste accumulation in developing countries, (Latanna et al.). Makassar City, Indonesia, faces its own challenges related to collection, processing, transportation and landfill dependency. According to Fatimah et al (2020) through the use of the Internet of Things (IoT) as an integrator, sustainable waste management can be carried out by separating city waste, identifying waste characteristics and determining sustainable waste management technology. According to Singh et al (2014) even though waste management has made advances in technology, there are obstacles to making it sustainable due to the increasing complexity of product composition and variations in production and consumption systems. However, there are several examples of successful interventions, for example in the Montreal Protocol, where communities have demonstrated a high level of cooperation to achieve the common goal of preventing ozone depletion.

The role of persuasion theory in this context is very important to influence people's attitudes and behavior towards waste management, with clear and relevant messages that encourage active participation. (Egorova et al., 2022). In addition, stakeholder theory highlights the need for cooperation between government, companies and society to achieve common goals in managing waste sustainably. This approach increases awareness and strengthens relationships between companies and communities.

#### 5. *Stakeholder Involvement Concept*

Previous research on stakeholder engagement shows that active participation of various parties in environmental projects can increase the effectiveness and sustainability of the initiative. In the context of stakeholder involvement, according to Jun and Kim (2021) highlighting the importance of stakeholder involvement in achieving the Sustainable Development Goals (SDGs) (Turpyrn & Adiwitya, 2021). In Freeman's book *Stakeholders Theory*, it is explained that stakeholders are individuals or groups who can influence or be

influenced by the achievement of organizational goals.

Parmar et al (2020) this book provides an updated and comprehensive view on stakeholder theory, exploring the developments and new insights since Donaldson and Preston's foundational work. It discusses various approaches and critiques, including ethical considerations and practical applications in modern corporate governance.

Noland and Phillips (2010) said the impetus behind the use of the term engagement in stakeholder theory and CSR literature emphasizes that for companies, simply interacting with stakeholders is not enough, if in fact it ever is. Interaction with stakeholders is a logically necessary business activity. According to Guerrero et al (2013) waste management involves many different stakeholders, with different areas of interest. They all play a role in shaping a city's systems but are often only seen as the responsibility of local government. Nevertheless, according to Singh and Sharma (2016) to reduce the burden of plastic waste scattered/discarded, there is an urgent need to increase public awareness because society is the one responsible for the pollution caused by plastic.

Stakeholder theory underscores the necessity of considering the interests of all parties involved, whether directly or indirectly, at every stage of project planning and execution. This approach is particularly relevant in addressing the waste management issues in Makassar City. Implementing communication strategies that integrate the principles of persuasion and collaboration among stakeholders can significantly enhance public awareness and engagement in waste management initiatives (Devin and Lane, 2014).

By actively involving a diverse array of stakeholders, companies can design CSR programs that effectively tackle environmental challenges while also fostering enduring positive social impacts. Engaging stakeholders in the decision-making process ensures that multiple perspectives are considered, leading to more comprehensive and inclusive solutions. This collaborative effort can help build trust and a sense of shared responsibility among community members, local businesses, governmental bodies, and non-profit organizations.

In Makassar, where rapid economic growth and urbanization have exacerbated waste management issues, leveraging stakeholder theory in CSR initiatives can drive significant improvements. For instance, companies can organize community clean-up events, educational workshops, and campaigns that emphasize the importance of proper waste disposal and recycling. These activities not only address immediate environmental concerns but also instill long-term behavioral changes in the community.

Moreover, involving stakeholders such as local residents, environmental experts, and government officials in the planning and implementation phases of CSR projects can lead to innovative solutions that are tailored to the specific needs and challenges of the area. This inclusive approach ensures that CSR efforts are not just top-down mandates but are shaped by the very people they aim to benefit, resulting in greater acceptance and effectiveness.

### **3. Method**

The aim of this research is to analyze the CSR program carried out by a company in Makassar, Indonesia, as a form of communication strategy to overcome environmental waste



problems. This research used an exploratory qualitative approach, employing basic theory (Corbin and Strauss, 2015), which is a common method in qualitative research. Grounded theory is described as a qualitative research design in which the researcher develops a general explanation (theory) about a process, action, or interaction based on the views of a large number of participants (Creswell and Creswell, 2017).

This research method utilized a case study approach. In the case study analysis, the main activity of the researcher was to search for and investigate information about the research object, which in this case was a CSR program integrated as a corporate communication strategy. Interviews with informants, observations, and primary data obtained from companies were the main sources of this research. Using case studies helps limit the research object, making it easier for researchers to gather data (Hollweck, 2015).

In case studies, there were single case and multiple case research approaches. A single case focuses on one instance, while a multiple case approach examines more than one or many cases. According to Robert K. Yin, a leading researcher and writer in the field of case studies, a single case study research approach aims to thoroughly understand a particular phenomenon (Creswell and Creswell, 2017). This research adopted an embedded single case approach, a variation of the single case study that involves in-depth research on one case embedded in a broader context.

In this research, the researcher conducted in-depth interviews with various relevant stakeholders, including the initiator of the CSR program, the head of the community group running the program, the heads of the small and large neighborhoods, the head of the sub district, and CSR work partners who act as company representatives assisting residents in running the program. Data was also collected through direct observation and analysis of company documents related to the programs that had been implemented.

#### **4. Result and Discussion**

Based on the results of research on integrated CSR as a corporate communication strategy to overcome environmental waste problems in Makassar, Indonesia, it was found that environmental conditions are very worrying. Piles of rubbish reach two meters high, the gutter is filled with rubbish, causing the water to become blocked. Local residents throw rubbish illegally because there is no regular rubbish collection service. This condition was made worse by acts of vandalism where residents had scribbled graffiti on the boundary walls and made holes in them to make it easier to dispose of rubbish into the toll road area. To overcome this, the company had built a waste bank as a solution, but without adequate assistance, this initiative failed and the waste bank was only used as a warehouse by local residents.

##### *1. Integrated CSR Program*

Realizing the need for a more comprehensive approach, the company launched an integrated CSR program with the primary aim of addressing the waste problem and increasing public awareness and education about the importance of environmental cleanliness. The program is implemented in several phases to ensure its sustainability.

The first phase is waste bank revitalization, where previously inactive waste banks are brought back to life. Waste management training is provided to residents by a third party acting as a program companion. Additionally, the toll road dividing walls are painted with educational images to remind the public about the importance of disposing of rubbish in the proper place.

The second phase focuses on education and social activities. Public education is conducted through competitions related to waste management. The "*Sampahku Barokah*" program offers incentives in the form of basic necessities for residents who collect a certain amount of waste, encouraging citizen participation. Children are taught basic skills such as reading, writing, arithmetic and English course by teaching staff coordinated by program assistants. Mothers are also taught to make handicrafts from plastic waste, such as eco-bricks, which can be used to create simple furniture.

The third phase involves the provision of clean water and marks the transition to the independence phase, where local residents begin to manage the program independently.

Table 1 Conceptual Framework Based on Research Impact

Integrated CSR as a Corporate Communication Strategy for Overcoming Environmental Waste Problems in Makassar City, Indonesia	Field Facts	Garbage piles up to two meters. The sewer contains garbage to cause water to clog. Residents throw garbage illegally because there is no routine garbage collection service.
	Integrated CSR Program	Phase one: Revitalization of the waste bank and cleaning of the barrier wall by residents through cooperation. The second phase: Public education through reading, writing, arithmetic, English course, " <i>Sampahku Barokah</i> " competition related to waste management and receiving prizes. Phase three: Provision of clean water and transition to self-management by communities.
	Collaboration and Holistic Approach	Collaboration with third parties, such as CSR partners. Focus Group Discussion with stakeholders to identify problems and commitments in running the program. A holistic approach to address the issue of littering holistically.
	Program Impact and Results	Reduced piles of garbage around toll areas and residential areas. Increasing the skills of citizens. Increased income for residents due to the existence of a waste bank. Children get education in primary school lessons. People are more aware of cleanliness and protecting the environment. People are more active in managing their waste. Support from the local government. Build collaboration among stakeholders.
	Community Engagement Development Program	Education for children related to lessons for primary school. Waste management skills training. Social activities and competitions.
	Challenges to be faced	Ensuring that the program continues to run continuously. Improve public awareness about the importance of

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	maintaining a clean environment.
	Building a conceptual society that is independent and stands on its own feet because the company cannot always accompany the program.

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Source: Data Research

The CSR programs in Makassar are designed with an integrated structure, aiming to address environmental issues through a series of well-defined phases. The first phase focuses on revitalizing waste banks. In looking at the fundamental mapping of Corporate Social Responsibility (CSR) programs implemented by companies in city of Makassar, Indonesia, a CSR theory approach can be used to understand how these companies are trying to overcome environmental problems and increase public awareness about the importance of cleanliness. This CSR program follows an integrated structure that aims to create a sustainable impact through various phases, namely revitalizing waste banks, community education, and providing clean water. In this context, the revitalization of waste banks and waste management training provided by third parties is the company's response to the needs and expectations of the community. By involving citizens in the waste management process, the company shows its commitment to its social responsibility, which is in line with the principles of Stakeholder Theory (Carroll and Shabana, 2010).

CSR programs that involve public education and providing incentives such as basic necessities in the "*Sampahku Barokah*" program are companies' efforts to gain legitimacy by showing that they care about the welfare of the community and the environment. Social activities and skills training for mothers and children also reflect the company's efforts to build a positive image and adapt to prevailing social norms (DIAMASTUTI et al., 2021). In the phase of providing clean water and transitioning to community-management, the company demonstrated a long-term commitment to program sustainability. This is consistent with the conceptual theory regarding CSR that it must integrate economic, social and environmental aspects in the company's operational activities to ensure a sustainable impact. Viewed comprehensively, the CSR program implemented shows the application of CSR theories in practice. The program focuses not only on solving environmental problems but also on community empowerment, which helps companies fulfil their social responsibilities effectively and gain the legitimacy necessary for long-term success (Mitra et al., 2018)

2.        *Collaboration and Holistic Approach*

This CSR Program integration involves collaborating with various parties and third parties such as non-profit organizations/CSR partners. Assistance is crucial to ensure the program runs well and achieves its goals. Through Focus Group Discussions (FGD) with various stakeholders such as small neighborhood, big neighborhood, Police, and City Government, the company ensures that all relevant parties are involved and support this program. This holistic approach ensures that the central issue of illegal waste dumping can be addressed comprehensively. Focus Group Discussion (FGD) with various stakeholders, including small neighborhoods, big neighborhoods, police, and city governments, is the proper method for identifying problems, gathering input, and building broad support for CSR programs (Creswell and Creswell, 2017). The involvement of various parties creates a sense of ownership and collective responsibility for the program's success. This approach also aligns with the principles of effective CSR communication, which suggest that companies must

communicate transparently and involve all relevant parties to mitigate conflict and build strong relationships (Taghian et al.2015).

By adopting this holistic approach, the company focuses on waste management and creating a sustainable and inclusive system. This ensures that the various dimensions of the illegal waste disposal problem, from policy to daily practice, can be comprehensively addressed. Research shows that stakeholder involvement in CSR planning and implementation can improve social and environmental outcomes (Morsing & Schultz, 2017). Therefore, this integrated and collaboration-based CSR program can provide a more comprehensive and effective solution to the issue of illegal waste disposal.

### *3. Impact and Program Result*

Since the CSR program's launch, the company and the local community have felt a significant positive impact. Trash around the toll road area has been drastically reduced, creating a cleaner and more comfortable environment for motorists and residents. The education provided through this program has also succeeded in increasing public awareness about the importance of maintaining a clean environment. Communities are becoming more active in managing their waste. The "*Sampahku Barokah*" program and various other educational activities have succeeded in encouraging active community participation. Citizens are seeing direct benefits from their participation, both in the form of incentives and improved quality of life.

This program was also successful in getting support from the local government. The city government is starting to be more active in managing environmental cleanliness and supporting the implementation of the CSR program because it is also interested in advancing its region. Based on interviews with several residents and local community leaders, it was found that programs such as providing necessities to residents who diligently take their waste to the waste bank and making compost from organic waste have encouraged residents to be more active in managing waste. Public awareness of the importance of environmental cleanliness has also increased, as seen from active participation in community service and other cleanliness programs. Even children are involved in educational programs related to hygiene. Before this program, the surrounding environment was filthy. With this program, the environment becomes cleaner and more orderly.

### *4. Community Engagement Building Program*

Besides focusing on the waste problem, the company runs programs to build strong engagement with local communities. Some of the leading programs that have been carried out include (1) Education for Children. Under regular guidance, children are taught various basic skills such as reading, writing, arithmetic and English course. This program provides formal education and teaches the values of cleanliness and environmental awareness from an early age. (2) Skills Training for Mothers: Mothers in the community are taught to make handicrafts from plastic waste, such as eco-bricks, which are used to make simple furniture. (3) Social Activities and Competitions: Various competitions and social activities are held to increase community participation in maintaining a clean environment. Incentives in the form of necessities are provided as additional motivation, which helps strengthen social ties and a sense of belonging to this program.

Although this integrated CSR program has provided many benefits, several challenges remain. The main obstacle to implementing this program is limited CSR funds. Companies need to be wise and selective in allocating limited funds to ensure the program can continue to run. In addition, corporate partners who can support this program financially must be found.

Assistance from CSR work partners is also an essential factor that must be considered to ensure the program runs well and achieves independence. In terms of society, some residents still throw rubbish carelessly, especially in toll road areas. This is caused by several factors, such as lack of awareness, waste transportation needs to be carried out regularly, and bad habits that are difficult to change. Apart from that, the fact that the people around the toll road are immigrants who often move is an obstacle because it is difficult to carry out education consistently and continuously. Some programs no longer provide incentives such as necessities, which has resulted in reduced active participation from residents. However, there are still residents who are enthusiastic about participating without incentives. More active administrators and water problems need to be in managing the program.

## 5. Conclusion

Based on the findings, it can be concluded that (1) The communication strategy in the integrated Corporate Social Responsibility program has succeeded in overcoming the problem of waste in the environment and improving the quality of life of the local community. (2) By implementing an effective communication strategy, companies can increase public awareness of the importance of waste management, create active involvement from various parties, and build the image of a company that cares about the environment and community. (3) The research results also show that a comprehensive and collaborative approach between companies, local government, and the community can strengthen the effectiveness of CSR programs in reducing the impact of waste on the environment. While there are still some challenges to overcome, the success of this program shows that a holistic and sustainable approach is critical to addressing environmental issues and building positive relationships with communities.

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