

The Effectiveness of the Pertamina Cirebon Hospital CSR Program as A Form of Communication Between the Company and the Surrounding Community

Firda Fadillah Jaladri, Dinda Maeli Maulidiyah, Rafa Amalia, Mukarto Siswoyo

Universitas Swadaya Gunung Jati, Indonesia

*e-mail: firdafadillahjaladri@gmail.com, dindamaulidiyah8@gmail.com,
rafaamalia127@gmail.com, mukarto.siswoyo@ugj.ac.id

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ABSTRACT

This study explores the effectiveness of the Corporate Social Responsibility (CSR) program implemented by RS Pertamina Cirebon in fostering engagement and improving health outcomes within the surrounding community. The CSR initiative primarily targets low-income families, aiming to enhance public health and strengthen the hospital's relationship with local residents. Employing a descriptive qualitative approach, data were collected through community satisfaction surveys, observations, and in-depth interviews with beneficiaries and hospital stakeholders. Monthly surveys involving up to 1,700 respondents were utilized to evaluate program relevance and effectiveness. The findings indicate that the CSR program has significantly contributed to public health improvement, increased trust between the hospital and the community, and supported the hospital's brand positioning. Moreover, the study underscores the importance of symmetrical two-way communication in CSR implementation to ensure community needs are met and sustainable outcomes are achieved. Critical success factors include timely execution, transparent cost planning, and the establishment of long-term impact indicators. The research provides practical insights into how healthcare institutions can structure CSR initiatives to deliver both social value and institutional benefits. These findings are relevant not only for RS Pertamina Cirebon but also for other healthcare providers aiming to develop socially responsive and community-centered CSR strategies.

INTRODUCTION

Corporate Social Responsibility (CSR) has become an increasingly vital commitment for large companies, including State-Owned Enterprises (SOEs) such as PT Pertamina Persero. Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies (PP 47/2012) This law further explains the CSR obligations for companies, including how the company must carry out social and environmental responsibilities that must be carried out based on the annual work plan (Krisna Sanarta, 2023; Mazaya et al., 2021; Sutiknya & Sesario, 2021; Verlina, 2022; Zaenab & Azis, 2018). Pertamina has a great social responsibility to

improve the quality of life of the community around its operating locations. The health program offered by Pertamina Cirebon Hospital is a form of Pertamina's CSR.

Cutlip, Center, and Broom state that PR is part of the management task that is responsible for determining, building, and maintaining favorable relationships between an organization or company and various public entities. These public entities are factors that determine the success or failure of an organization or company. Public Relations (PR) is an important part of managing corporate communications, including delivering Corporate Social Responsibility (CSR) programs to the public (Anggraeni et al., 2014; Herlangga, 2021; Kusumo & Setyawan, 2023; Rahman, 2023; Syafaat & Wahyudin, 2020). CSR has a strategy that aims to provide social benefits and build a positive image of the company in the eyes of stakeholders and society (Abuya, 2016; Alifa et al., 2018; Muttakin et al., 2015; Susanto & Ardini, 2016; Vallaster, 2017). CSR is packaged in campaigns and activities that are published through mass media, social media, and other communication channels as part of communication. PR ensures that the company's message not only shows its commitment to social and environmental issues, but also strengthens relationships with the community, increases community loyalty, and builds public trust. In other words, PR serves as a liaison that effectively communicates CSR initiatives, allowing companies to reap stronger reputation benefits while making a positive impact on society.

The Excellence Theory, popularized by James E. Grunig and Todd Hunt, emphasizes the importance of symmetrical two-way communication between a company and its public to build a mutually beneficial relationship between a company and its stakeholders in the long run. With this method, companies can not only communicate one-way, but also allow for constructive discussions and feedback.

Pertamina Cirebon Hospital has implemented the Corporate Social Responsibility (CSR) program as part of social responsibility and communication with the community. However, it is unclear how effective the program will be in creating positive relationships and trust in the surrounding community. Many CSR programs are carried out administratively but the benefits are not felt by the community or are not conveyed properly. This research is very important to find out how effective the Pertamina Cirebon Hospital CSR program is because it can be seen that several aspects have not run optimally, from planning to implementation. This research is expected to provide a more comprehensive picture of how effective this program is as a means of communication between the company and the community and be the basis for future evaluation and improvement.

This study helps understand how Pertamina Cirebon Hospital CSR programs work, especially in terms of improving the health of low-income people and building a positive image of the company. However, there are some research gaps that can be fixed. First, this study focuses on how CSR programs are successful in the health sector, but has not studied their long-term impact on socio-economic change in society. Second, although community satisfaction surveys are conducted regularly, this study has not explained how this feedback can be used to improve sustainable programs. Third, because this study was conducted through a descriptive qualitative approach, the results tend to be exploratory without conducting an in-depth quantitative analysis. The purpose of this study is to determine the relationship between CSR implementation and increased community loyalty to hospitals. In addition, this study has not compared Pertamina Cirebon Hospital's CSR program with similar programs from other institutions. This can provide insight into best practices or innovations that can be implemented. Opportunities for more comprehensive follow-up research arise as a result of this shortage.

Health is a fundamental right for every individual and is one of the important indicators in the development of a nation. However, there are still many people, especially those living in remote areas or with low economic levels, and do not have adequate access to quality health services. In this context, the health CSR program held by Pertamina Cirebon Hospital is expected to make a significant contribution to improving the health status of the community.

Prior studies have explored the impact of CSR in the healthcare sector. For instance, research on government hospitals in Medan, Indonesia, demonstrated that CSR activities positively influence hospital reputation, patient loyalty, and overall hospital value. Another study assessed the social performance of 752 accredited hospitals in Indonesia, revealing moderate levels of social responsibility across various hospital classes. The novelty of the current study lies in its focus on a state-owned enterprise hospital, RS Pertamina Cirebon, and its specific CSR initiatives aimed at improving community health.

The purpose of this study is to analyze the effectiveness of the Corporate Social Responsibility (CSR) program implemented by RS Pertamina Cirebon in improving public health, particularly among low-income communities, and to examine how symmetrical two-way communication contributes to the success of CSR implementation in strengthening community trust and enhancing the hospital's reputation. The benefits of this research include providing valuable insights for healthcare institutions, especially state-owned enterprises, in designing and implementing impactful CSR programs, offering strategic recommendations for improving communication and engagement with target communities, and serving as a reference for future policy formulation and evaluation of CSR effectiveness in the healthcare sector.

METHOD

This study employs a qualitative descriptive approach, which is appropriate for exploring complex social phenomena—specifically, the implementation and community impact of RS Pertamina Cirebon's Corporate Social Responsibility (CSR) program. A qualitative approach is selected to capture the nuanced experiences, perceptions, and interpretations of stakeholders involved in or affected by the CSR program. Descriptive analysis allows the researcher to examine each aspect of the program in-depth and to contextualize findings within real-life settings, making it suitable for evaluating both communication processes and community responses.

Participant selection was conducted purposively, targeting informants who are directly involved or impacted by the CSR initiative. These include: (1) the Head of Public Relations at RS Pertamina Cirebon, Mr. Ruswadi, S.Kep, who provides insight into strategic communication and CSR planning; (2) several nurses, who represent operational implementation; and (3) members of the surrounding community, especially those who have benefitted from CSR health services. This selection ensures that data are gathered from multiple perspectives to enrich the analysis.

The research adopts the interactive model of data analysis proposed by Miles and Huberman, which includes four iterative stages: (1) data collection through semi-structured interviews and field observations; (2) data reduction by organizing key themes; (3) data presentation in narrative and matrix form; and (4) drawing conclusions based on thematic patterns. To ensure the validity of the findings, triangulation of data sources was applied, comparing interview responses across different stakeholder groups to verify consistency and credibility. This comprehensive methodological design strengthens the reliability of the study and its relevance for CSR communication and evaluation.

RESULT AND DISCUSSION

Pertamina Cirebon Hospital's CSR program, especially mass circumcision activities, is well designed to meet the needs of the community, especially low-income families. Based on interviews with resource persons, this program showed success in its implementation.

Ruswadi, S. Kep, Ners., as Public Relations of Pertamina Cirebon Hospital, explained that this program is planned and evaluated systematically through regular meetings twice a month. The program is determined based on the needs of the community, such as mass circumcision carried out at the end of the year to accommodate the children's leave schedule. Long-term impact evaluation is also carried out to increase hospital brand awareness. A community satisfaction survey with up to 1700 respondents per month is an indicator of the success of the program.

From the beneficiary side, Sarsinih expressed his satisfaction with the implementation time that did not interfere with children's activities and services in accordance with the initial promise. He felt appreciated for being given the opportunity to provide feedback through a satisfaction questionnaire. The same thing was conveyed by Suniah, who assessed that this program is very helpful for low-income families in meeting the health needs of their children. Program information is clearly conveyed through village devices and WhatsApp groups, so that it is easy for the community to understand.

Asna also appreciated the smooth running of the program and the direct benefits felt by the community. The implementation of mass circumcision is considered organized and in accordance with initial information. The opportunity to provide input is considered important as a form of community participation in program evaluation.

Overall, Pertamina Cirebon Hospital's CSR program has successfully met the needs of the community and has a positive impact on the health and welfare of low-income families. In addition, this program also supports the purpose of hospital branding so that it is more widely known by the public.

Timeliness, cost, measurement, choice, thinking, orders, goals, and goals are some of the aspects of effectiveness used to assess the Corporate Social Responsibility (CSR) Program of Pertamina Cirebon Hospital.

a. Timing accuracy

A study on the effectiveness of the Corporate Social Responsibility (CSR) program at Pertamina Cirebon Hospital shows that the right time is very important to improve public health. The hospital's PR stated that in all their CSR initiatives, timeliness is a top priority. Their assistance remains relevant and effective if the project is completed on time.

The team said in interviews that they can predict and anticipate obstacles with detailed planning and a clear schedule. In addition, activities are regularly monitored to ensure that everything goes according to plan. The team is ready to address any issues so that the project can run smoothly. From the community's point of view, the implementation of the program must be in accordance with their needs so that the benefits can be fully felt. This is in line with Makmur's theory, that punctuality is the key to business success. Therefore, the application of the principle of punctuality in the implementation of CSR programs at Pertamina Cirebon Hospital not only increases the effectiveness of the program but also provides benefits to the community that is the target of the program.

In conclusion, timeliness is very important in the implementation of CSR programs at Pertamina Cirebon Hospital to ensure the relevance and effectiveness of the assistance provided and to optimally meet the needs of the community. This method uses a planned and responsive program to demonstrate that the hospital is committed to improving public health.

b. Accuracy of cost calculation

According to the analysis, the correct cost calculation in the Corporate Social Responsibility (CSR) program of Pertamina Cirebon Hospital greatly affects the effectiveness of the program. Public Relations emphasizes the importance of planning and controlling costs to maximize social impact. They avoid wastage by using standard costs as a reference, which makes it easy to monitor and evaluate expenses.

When standard costs are used, transparency and accountability in CSR implementation increase, and teams can evaluate and adjust budgets as needed. This is in line with research conducted by Lim Ade Nasa, who found that the implementation of standard costs can improve the performance of CSR programs by management.

So, the right cost calculation is very important for the Pertamina Cirebon Hospital CSR program. By implementing standard costs, PR can manage budgets effectively, ensure planned spending, make a positive impact on society, and strengthen the company's commitment to social responsibility.

c. Accuracy in measurement

The purpose of the performance evaluation of the Corporate Social Responsibility (CSR) program of Pertamina Cirebon Hospital is to find out how well the formal goal is achieved, namely improving public health. One of the speakers, Mr. Ruswadi, said that the evaluation was carried out periodically with meetings twice a month and success measurement was carried out through a community satisfaction survey involving up to 1700 respondents every month. This shows the hospital's commitment to evaluating how effective their CSR programs are.

Rubin and Babbie's theory, emphasizes that program evaluation concentrates on effectiveness in achieving formal goals. Watson & Whitley, on the other hand, emphasize that outcome-based measurement is essential. Pertamina Cirebon Hospital in this situation not only assesses the output of the program, but also evaluates its long-term impact on the community by selecting a program that suits the needs of the community and assessing its impact to increase the hospital's brand awareness.

The result is that the evaluation of the effectiveness of the CSR program at Pertamina Cirebon Hospital has been carried out appropriately. This has improved our understanding of the benefits of the activities undertaken and the amount of value generated for society.

d. Accuracy in choosing

To choose the Corporate Social Responsibility (CSR) program, Pertamina Cirebon Hospital uses a systematic analysis approach that focuses on community needs such as health counseling and mass circumcision. Mr. Ruswadi explained that the community satisfaction survey and long-term impact evaluation determine the success of the program.

This method is in line with Kusdi's theory of decision-making complexity, which emphasizes how important it is to consider both short- and long-term impacts. Pertamina Cirebon Hospital actively conducts continuous evaluations to ensure that their CSR programs are relevant and beneficial to the community.

The result is that the CSR program at Pertamina Cirebon Hospital has been chosen appropriately through clear goal setting and continuous evaluation. As a result, it increases the effectiveness and positive effects of CSR programs. An in-depth analysis process is essential in designing social programs that have an impact on society.

e. Precision thinking

Within the framework of the Corporate Social Responsibility (CSR) program of Pertamina Cirebon Hospital, accuracy in thinking is very important for the effectiveness of program implementation. Precision thinking, according to Iskandar, is intellectually oriented reasoning that involves the analysis of information based on observation and empirical experience. Mr. Ruswadi said that evaluations are carried out twice a month to evaluate the program's goals and implementation. Success indicators are measured through community satisfaction surveys and the selection of programs that suit the needs of the community.

According to this analysis, Pertamina Cirebon Hospital uses an analytical approach when making decisions about CSR. Hospitals can change their programs by utilizing periodic evaluations and community feedback. Iskandar's theory of precision of thought supports the idea that making choices based on data analysis and previous experience increases the effectiveness of the program.

In addition, the Pertamina Cirebon Hospital CSR program seeks to provide accurate information to the public to increase their understanding. The result is that CSR programs have been implemented correctly and have a sustainable positive impact on public health. This analytical method emphasizes the importance of critical thinking when creating and assessing CSR initiatives to provide maximum benefits to society.

f. Precision in executing commands

Analysis of the accuracy of the implementation of the Corporate Social Responsibility (CSR) program at Pertamina Cirebon Hospital shows that efficient communication is vital for the success of the program. Mrs. Sarsinih, a beneficiary of the program, stated that information about the implementation of mass circumcision is clearly explained through a WhatsApp group, which makes it easier to understand. Setting the right implementation time also ensures that it does not interfere with children's routines, as well as providing direct benefits to the community.

Henri Fayol's theory of precision in command affirms that clear and on-time communication is the key to success in achieving organizational goals. If the instructions are not understood correctly, the chances of failing to achieve the program's goals become greater. In this situation, Pertamina Cirebon Hospital managed to communicate instructions effectively, increase community involvement, and ensure that each individual understood their responsibilities.

In essence, the accuracy in the implementation of instructions at Pertamina Cirebon Hospital has been carried out efficiently through appropriate communication channels and transparent information delivery, contributing to the success of CSR programs and having a positive impact on the community.

g. Precision in defining goals

Pertamina Cirebon Hospital has succeeded in determining detailed and specific goals in their Corporate Social Responsibility (CSR) program, in line with Locke's theory which emphasizes the importance of specific and challenging goals to improve performance. Program selection is based on community needs, such as mass circumcision and health counseling, and is measured through community satisfaction surveys and long-term impact evaluations.

Mr. Ruswadi explained that success indicators are assessed through surveys involving 1,700 participants every month, confirming the hospital's commitment to meeting the needs of the community and increasing brand awareness. With an emphasis on routine assessments, Pertamina Cirebon Hospital guarantees that CSR programs are not only related, but also provide real benefits for the community.

Overall, the determination of the CSR program objectives of Pertamina Cirebon Hospital is carried out carefully through the setting of specific targets and ongoing evaluations, providing a positive influence on the community and increasing the efficiency of CSR initiatives.

h. Target accuracy

Pertamina Cirebon Hospital has shown success in the Corporate Social Responsibility (CSR) program that prioritizes the accuracy of targets. The selection of programs, such as mass circumcision and health counseling, was determined based on community needs as measured through a community satisfaction survey involving 1,700 respondents every month. To increase the hospital's brand awareness, the long-term impact is also evaluated.

Budiani's theory about the accuracy of the target as a benchmark of success is very precise, the success of CSR programs can be seen from its ability to touch and meet the needs of the community. By setting the right goals and continuously evaluating, Pertamina Cirebon Hospital has ensured that its programs are not only relevant, but also provide concrete benefits.

In conclusion, the implementation of the CSR program at Pertamina Cirebon Hospital has been carried out well, providing a positive impact and increasing the effectiveness of CSR initiatives thanks to a deep understanding of the needs of the community.

CONCLUSION

The Corporate Social Responsibility (CSR) program of Pertamina Cirebon Hospital has shown good results in meeting the needs of the community, especially low-income families. Using periodic surveys and evaluations, the program is designed based on the needs of the community. The implementation of the program is carried out systematically by considering things such as timeliness, transparent cost calculations, measurement of success through community satisfaction surveys, and selection of relevant programs. To increase the hospital's brand awareness, a long-term impact evaluation was also carried out. As a result of interviews and community responses, the program was considered very useful, well organized, and provided direct benefits to the health of children from underprivileged families. This CSR program improves the image of Pertamina Cirebon Hospital as an institution that pays attention to the welfare of the surrounding community in addition to having a positive impact on the community.

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