



Development of the Minapolitan Village CSR Program Model Pertamina Ltd. RU II Dumai

Made Devi Wedayanti¹, Moris Adidi Yogia¹, Panca Setyo Prihatin³, Bobby Indra Pulungan¹, & Desriadi²

¹Universitas Islam Riau, Riau, Indonesia

²Universitas Islam Kuantan Singingi, Kabupaten Kuantan Singingi, Indonesia

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ABSTRACT

The research aims to analyze the development of the Minapolitan Village CSR Program Model, Pertamina Ltd., RU II Dumai, for the Tuna Fishermen Group. The research method uses qualitative methods. The findings on the leadership indicator are implemented, the proportion of assistance indicator is quite implemented, the transparency and accountability indicator is implemented, the area coverage indicator is implemented, the planning indicator is implemented, the stakeholder engagement indicator is implemented, the sustainability indicator is not implemented enough, and the real results indicator is quite feasible. This study concludes that the development of the Minapolitan Village CSR Program model by Pertamina Ltd. RU II Dumai for the Tuna Fishermen Group is more maximized on indicators that are pretty implemented and not implemented.

Keyword:

Development; Corporate
Social Responsibility; Model;
Program.

INTRODUCTION

Riau Province is one of the regions in Indonesia that has been given regional autonomy to manage all its regional potential. The potential management carried out has made Riau Province one of the wealthiest provinces in Indonesia, with natural wealth, oil and gas, industry, trade, and so on.

This fact is supported by (Asri & Insari, 2020) which emphasizes the strength of Riau Province in carrying out autonomy in general, namely: first, natural resources and industrial capacity as capital owned to finance all development activities, government, and improve people's welfare. Second, a strategic geographical location as capital to open bilateral relations in the economic, social, and cultural fields with neighboring countries to seize investment opportunities to encourage growth in Riau Province

The implementation of autonomy carried out by the regions provides an opportunity for the regions to manage their own natural resources or collaborate with other parties. This fact also occurs in Riau Province in managing its oil resources, where there is a state company, namely Pertamina Ltd., RU II Dumai.

E-mail address: madedewiwedayanti@soc.uir.ac.id

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PT. Pertamina RU II Dumai is a state-owned enterprise (BUMN) engaged in oil and gas production. Pertamina Ltd., RU II Dumai, manages crude oil into fuel oil (BBM) and non-fuel oil (Non-BBM). The existence of Pertamina Ltd., RU II Dumai, which operates in the midst of society certainly has several things that can be studied and discussed through findings that researchers can see through observation and asking directly to the community in implementing corporate social responsibility. According to the results of the survey conducted, Pertamina Ltd., RU II Dumai, is a closed company and is not open to the information provided. Researchers got information from the public that the community felt some of the impacts of the presence of Pertamina Ltd. RU II Dumai, namely the hot air temperature as a result of the torches of Pertamina Ltd. RU II Dumai and the smell of rotting gas coming from the Pertamina RU II Dumai Refinery, which felt very stinging to the local residents.

Researchers also found an article that stated that people who live near the Pertamina RU II Dumai refinery, to be precise, in Tanjung Palas Village, East Dumai District, are now living in anxiety. The root cause of the problem is related to particles left over from the burning of green coke flying around residents' homes. The secretary of LPMK Kelurahan Tanjung Palas, Mr. Dahlan, responded to this by saying that green coke dust has been a problem for a long time. No doubt, the impact of green coke dust pollution has a direct impact on settlements to the point where residents are harmed. The black and green coke dust grains are quite alarming for the public's health. (Wahana Riau.Com)

Hendrik in (Yogia et al., 2019) argued that corporate social responsibility (CSR) is a company's or business world's commitment to contribute to sustainable economic development by paying attention to CSR and focusing on a balance between attention to economic, social, and environmental aspects. In implementing corporate social responsibility programs, companies must, of course, apply the basic principles of corporate social responsibility, according to Elkington in (Yogia et al., 2019) which mentions the 3P concept in the form of, Profit, People, Planet.

Profit is defined as the company must remain oriented to seek economic benefits that allow it to continue to grow. People are defined as the company's obligation to raise community awareness of the company. And Planet is defined as a company that must pay full attention to the sustainability of biodiversity. The form of corporate social responsibility carried out by Pertamina Ltd. RU II Dumai is poured into the Corporate Social Responsibility program.

Table 1 shows that there are four CSR programs implemented by Pertamina Ltd. in the field of community empowerment. Where one of them is the Minapolitan Village Program targeting Tuna fishermen groups. Although there are several CSR programs run by Pertamina Ltd., RU II Dumai, researchers are more inclined to explore the implementation of the Minapolitan Village Program targeting TUNA Fishermen Groups (Tanjung Palas Whole Native Fishermen).

The Corporate Social Responsibility program aims to develop a Minapolitan village based on capture fishing and fish farming in Tanjung Palas Village, which has an impact on the economic independence of fishing communities. The program starts in 2018 and runs

Table 1. List of Pertamina Ltd. RU II Dumai CSR Programs

No.	CSR Programs	Target
1.	Minapolitan Village	Tuna Fishermen Group
2.	Dewi Gatra	Paman Jaya Farmers Group
3.	Creative Economy Business	Mitra Persada grop and Keberkahan Bersama group
4.	Healthy Pertamina	Healthy Posyandu group

Source: Pertamina Ltd. RU II Dumai

until 2022 as a form of corporate social responsibility to the community by contributing to improving the welfare of the fishermen's community.

The TUNA Fishermen Group is a CSR-fostering partner of Pertamina Ltd., RU II Dumai, in Tanjung Palas Village, Dumai City. There are 15 fishermen who are members of the Tuna fishermen group. Pertamina Ltd., RU II Dumai, cooperates with the Maritime Affairs and Fisheries Office of the City of Dumai in terms of assisting TUNA Fishermen groups for cultivation. The role of the Maritime Affairs and Fisheries Service of Dumai City in the Minapolitan Village Program is to provide counseling and assistance to the TUNA Fishermen Group in Tanjung Palas Village.

Based on a book entitled *Development of the Minapolitan Area*, published by the Secretariat General of the Ministry of Maritime Affairs and Fisheries (Martínez et al., 2016). Minapolitan consists of the word *Mina* and the word *Politan* (*polis*). *Mina* means fishery and *Politan* means city, so it is interpreted as a city of fisheries, a city in the area of fisheries, or fisheries in the city area.

In the Secretariat General of the Ministry of Maritime Affairs and Fisheries (Martínez et al., 2016), It is stated that Minapolitan is a superior commodity-based economic development concept from upstream to downstream, where cross-sectoral synergy is needed from both the government, the private sector, and the community.

Whereas in the Secretariat General of the Ministry of Maritime Affairs and Fisheries (Martínez et al., 2016), Minapolitan Area Development is an approach to developing rural areas through efforts to spatialize rural areas and grow urban service centers (urban function centers) that can lead to the formation of cities. -a fishery-based small town (Minapolis) as part of an urban system with the aim of increasing rural area income (regional income).

The form of assistance channeled by Pertamina Ltd., RU II Dumai, for the Minapolitan Village Program with the target of the TUNA Fishermen Group in Tanjung Palas Village is as follows:

Table 2. Forms of Assistance for the Minapolitan Village Program

No.	form of assistance	Years
1.	Purchase of fishing gear and ship repair, as well as catfish farming.	2018
2.	Purchasing fishing gear and other equipment, developing fish ponds, as well as cultivating aquaponic plants, cultivating maggot (natural feed).	2019

Source: TUNA Fishermen's Group

Based on table 3 above, it can be seen that the form of assistance provided to fishermen groups for the Minapolitan village development program has been since 2018. Facts in the field show that the Minapolitan village development program has indicated that it has not made the right contribution to the results desired by the TUNA fishermen group. As well as the form of assistance provided, there were many failures; for example, in 2019, the TUNA fishermen group did not benefit from fish farming, and aquaponic plants also did not grow well, so the yields were not as expected.

The purpose of this study was to analyze the development of the Minapolitan Village CSR Program Model of Pertamina Ltd., RU II Dumai, for the Tuna Fishermen Group. This study is worth researching given the importance of developing the Minapolitan Village CSR Program model at Pertamina Ltd. RU II Dumai is a program that has an impact on technology for the implementation of the activities of the Tuna Fishermen Group. In addition, this research deserves to be examined because of the high expectations of the Tuna Fishermen's Group for CSR assistance from Pertamina Ltd. and RU Dumai to improve the welfare of the fishermen community.

Suhandari in (M. Wedayanti et al., 2021) argues that corporate social responsibility is the commitment of companies or the business world to contribute to sustainable economic

development by paying attention to CSR and focusing on a balance between attention to economic, social, and environmental aspects.

Based on the ISO 26000 draft document, the definition of "social responsibility" is ethics and actions related to organizational responsibility that consider the impact of organizational activities on various parties in ways that are consistent with the needs of society. Meanwhile Yogia et al., (2019) argues that corporate social responsibility is the commitment of companies or the business world to contribute to sustainable economic development by paying attention to corporate social responsibility and emphasizing the balance between attention to economic, social and environmental aspects.

The world Business Council for Sustainable Development (WBCSD) in (M. D. Wedayanti et al., 2019) , defines corporate social responsibility as a business commitment to contribute to sustainable economic development through collaboration with employees and their representatives, their families, the local community, and society. general purpose to improve the quality of life in a way that is beneficial to both business and development.

Table 3. Four stages of CSR according to Wibisono in (M. D. Wedayanti et al., 2019)

No.	Stage of CSR	Information
1.	Planning stage.	This stage consists of three main steps: awareness building, CSR assessment, and CSR manual building. Awareness building is the main step to building awareness of the importance of CSR and management commitment; this effort can be in the form of seminars, workshops, and others. CSR assessment is an effort to map the condition of the company and identify aspects that need priority attention and appropriate steps to build a corporate structure that is conducive to the effective implementation of CSR. The next step is to build a CSR manual, which can be done through benchmarking, exploring references, or asking for help from independent experts from outside the company. This guideline is expected to be able to provide clarity and uniformity of mindset and action patterns for all elements of the company in order to achieve an integrated, effective, and efficient program implementation.
2.	Implementation stage	At this stage, there are several points that are important to note, namely: organizing (organizing) resources, staffing, direction (direction), supervision or correction (controlling), implementation according to plan, and evaluation (evaluation) level achievement of objectives. This implementation phase consists of three main steps: socialization, implementation, and internalization.
3	Evaluation phase.	The evaluation phase needs to be carried out consistently from time to time to measure the effectiveness of CSR implementation.
4	Reporting	Reporting is required in order to build an information system, both for decision-making purposes and for disclosing material and relevant information about the company.

Hinggis in Pasalong (2016: 57), defines implementation as a summary of various activities in which human resources use other resources to achieve strategic goals. Sustainable development in (Interaksi et al., 2022) , is defined as a development process that optimizes the benefits of natural resources and human resources by aligning natural and human resources in development. Meanwhile Mannion in (Yu et al., 2020) , states that the concept of sustainability development is a necessity in order to reconcile economic development, quality of life, and the environment within various political frameworks that are interrelated at the international and global levels.

The concept of long-lasting or sustainable development is also expected to facilitate environmental problems that occur. Therefore, sustainable development is a development paradigm that is directly related to the balance of nature or the environment.

Sustainable development is an action taken consciously to change a living condition for the better. (Ali et al., 2020). Meanwhile (Humairah, 2022) defines sustainable development as conscious planning work that incorporates environmental, social, and economic aspects into development strategies. The goal is to ensure environmental integrity, safety, capacity, well-being, and quality of life not only for contemporary people but also for future generations.

In essence, sustainable development is a process of change in which all activities such as resource exploitation, investment direction, technological development orientation, and institutional change are in harmony and enhance present and future potential to meet human needs and aspirations. So the goals of economic and social development must be pursued with sustainability. (Asri & Insari, 2020)

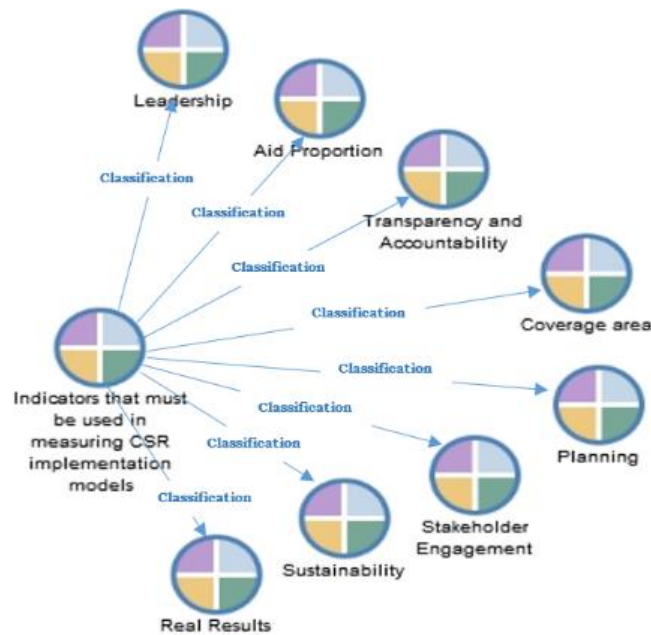


Figure 1. indicators that should be used in measurement for the CSR implementation model by Kartini (2013: 54).

Source: Processed by researchers using Nvivo 12 Plus, 2023

In essence, CSR indicators form the basis for assessment in sustainable development. Violent development is a process of change in which all activities such as resource exploitation, investment direction, technological development orientation, and institutional change are aligned and enhance present and future potentials to meet human needs and aspirations. So the goals of economic and social development must be pursued with sustainability. (Carroll, 2021).

METHODS

This article uses a qualitative approach with a descriptive analysis method. The qualitative approach was chosen because of its ability to gain a deep, authentic, and basic understanding of the phenomena being observed. The descriptive analysis method is used because the data collected focuses on the actual phenomenon or problem through data collection, preparation, processing, and drawing conclusions. This method describes the objective empirical state of the studied phenomenon or problem. While the data collection techniques used are interviews and observation.

Data sources were obtained from 14 informants consisting of Community Development Officer RU II Dumai (1 key informant), Head of TUNA Fishermen's Group (1 informant), Members of TUNA Fishermen's Group (5 informants), Head of RT 02 Tanjung Palas Village (1 person informant), Dumai City Fisheries Service Secretary (1 person informant), Tanjung

Palas Village Head (1 person informant), East Dumai Sub-District Head (1 person informant), CSR Forum (1 person informant), Member of Regional Legislative Council Commission III City of Dumai (Informant 1 person), Secretary of the Council of Indigenous Density Riau Malay Traditional Institute Traditional Density Assembly City of Dumai (Informant 1 person). Data analysis techniques in this research use the N Vivo 12 application.

RESULT AND DISCUSSIONS

The development of the Minapolitan Village CSR program model, Pertamina Ltd., RU II Dumai, will be discussed using 8 indicators according to Kartini in (Maroun, 2020) namely leadership, proportion of assistance, transparency and accountability, area coverage, planning and monitoring and evaluation mechanisms, stakeholder involvement, sustainability, and real results.

Based on the research results from interviews and observations that were processed using the Nvivo 12 application, the following research results were obtained:

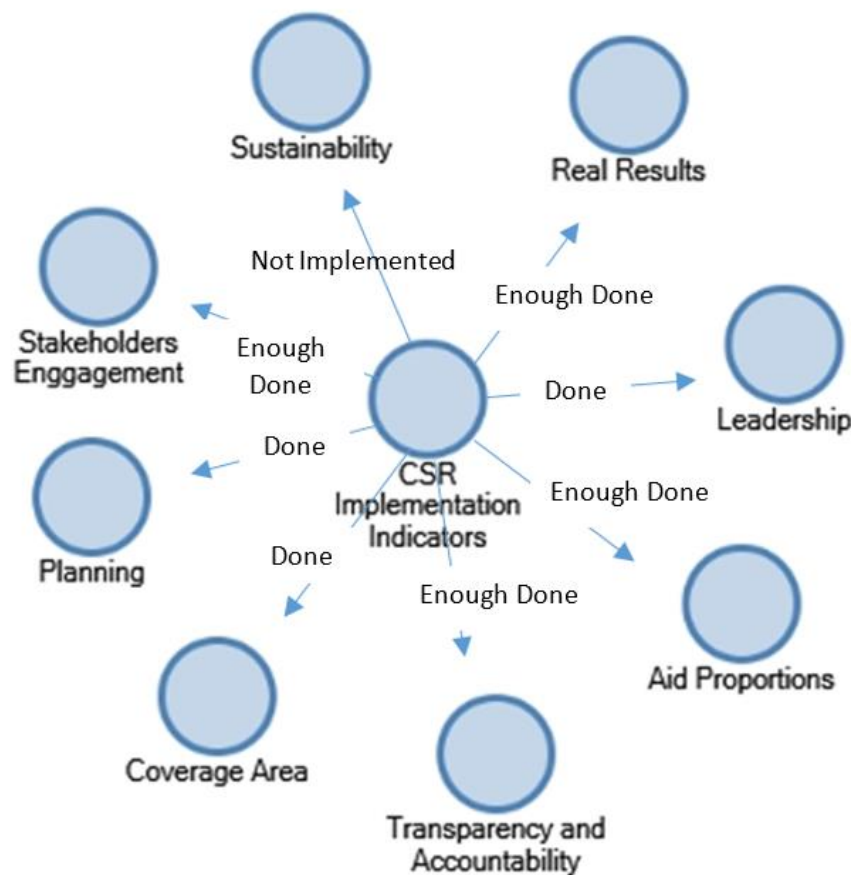


Figure 2. Result of PT. CSR implementation model Pertamina RU II Dumai

Source: Processed by researchers using Nvivo 12 Plus, 2023

1. Leadership

According to James Black in (Yohana, 2021) , Leadership is the ability to convince other people to work together under their leadership as a team to achieve or carry out a certain goal. Look at the extent to which the leadership of the bureaucracy or facilitator between the company and the TUNA Fishermen Group implements and supports the implementation of the Pertamina Ltd. RU II Dumai CSR program, and see the extent to which the company's leadership states consciously that the implementation of corporate social responsibility is important for the continuity of the company.

The implementation of the Pertamina Ltd. RU II Dumai corporate social responsibility program received support from company leaders and also received support from the Regional Government related to the implementation of the Minapolitan village program in the Tanjung Palas sub-district. The support provided by the Regional Government was in the form of permits granted to For companies to carry out this program, the regional government provides support for every activity or CSR program carried out by the company because it concerns the welfare of the community and the activities carried out are also positive.

Implementation of the Corporate Social Responsibility program carried out by Pertamina Ltd. RU II Dumai for the Minapolitan Village Development Program is not known by the CSR Forum because the Dumai City CSR Forum has not been running in accordance with the Local Government Regulation of Dumai City No. 1 of 2018 concerning the management of CSR; however, this Minapolitan Village Program has the support of company leaders and also the local government. Support from company leaders is in the form of funds and directions given related to the program being implemented, while the Regional Government, such as the Camat, Lurah, supports this program in the form of permits granted for the implementation of the Minapolitan village program, and the Maritime Affairs and Fisheries Service of Dumai City supports this program in the form of gifts the data of the TUNA fishing groups and the guidance given to the TUNA Fishermen groups, so it was concluded that it was carried out because the CSR program received support from the Regional Government and also the Company Leaders, as well as company leaders from Pertamina Ltd. RU II Dumai indeed has philanthropic awareness, as evidenced by the existence of CSR programs implemented by the company.

2. Aid Proportions

In the implementation of corporate social responsibility, the suitability of the company's uptake of the implemented CSR program must be considered. In the Regulation of the Minister of State-Owned Enterprises Number 5 of 2007 concerning the Partnership Program for State-Owned Enterprises with Small Businesses and the Community Development Program in Chapter III, Article 9, it is stated that 2% of the company's profits are for partnership and community development programs, which are the common practice of implementing CSR. The implementation of CSR must also be in accordance with the profits obtained by the company (Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises). Implementing the Corporate Social Responsibility program of Pertamina Ltd., RU II Dumai, the company only provides CSR programs to people who have groups or communities, while people who do not have groups or communities do not receive CSR programs.

Implementation of the Corporate Social Responsibility program of Pertamina Ltd. RU II Dumai, the company admits that it has maximized CSR funds even though the company has suffered losses, but inversely proportional to the information provided by several other informants stating that The CSR program issued by the Company is only for a few community groups, while people who do not have groups do not receive a CSR program, based on the Regional Regulation of Riau Province Number 6 of 2012 concerning CSR in Riau Province, for Limited Liability Companies that carry out their business activities in the field and/or relating to natural resources must carry out CSR at a cost that is budgeted and calculated as the company's operational costs by taking into account propriety and fairness based on business size, scope of stakeholders and overall performance the money, but it is felt that the company has not fully spent program funds even though the programs issued are not only in the field of fisheries but there are still many types of CSR programs from Pertamina Ltd. RU II Dumai and from some parties feel that the submission of CSR funds is mostly not in accordance with the expectations of the community, so that in implementing the Minapolitan village

program, the program implementers also realized the insufficient funds issued by the company to run the program, it can be concluded that the Implementation of the CSR Program by Pertamina Ltd. RU II Dumai has been quite implemented because based on information from the Company that even though the Company is experiencing losses in its business, Pertamina Ltd. RU II Dumai continues to carry out CSR programs in several fields according to the company's capabilities, but in terms of the budget issued by the Company for implementing the Minapolitan Village program the budget spent is relatively small and does not match the proposals of the target group, Pertamina Ltd. RU II Dumai also still covers the portion of assistance that should be provided.

3. Transparency and Accountability

Transparency is an important principle for external parties. Transparency relates to the reporting of company activities to external parties.

Transparency, as a principle, means that the external impact of the actions of the organization can be ascertained from that organization as reporting and pertinent packs as are not this guised within that reporting. The effect of the action of the organization, including external impacts, should be apparent to all from using the information provided by the organization's reporting mechanism (Pratiwi et al., 2021).

This means that the principle of transparency means that the external impact of organizational activities can be known from the organization's reporting and that no facts are hidden in the reporting. The company's external impact must be made clear to all parties using information derived from the organization's reporting mechanism. Transparency is an important matter for external parties, whose role is to reduce information asymmetry, misunderstanding of information, and accountability for various environmental impacts. Meanwhile, accountability is an open company effort and is responsible for the activities that have been carried out. Accountability is required when the company's activities affect or are affected by the external environment. This concept explains the quantitative influence of company activities on external and internal parties. (Lee, 2022). Accountability can be used as a corporate medium to build an image and network with stakeholders.

Implementation of the Pertamina Ltd. RU II Dumai CSR program, the Transparency and Accountability indicators are only at the internal level of the Company and the Central Government, for the Regional Government itself, there is still a lack of coordination regarding reporting where the reporting will be given only if requested and only limited to reporting in general, so that the company's involvement with the local government is not so bound for reporting that it can even confirm the implementation and accountability of the program itself and from several informants it was also found that only team reporting field from the internal company only, there is no involvement of the government and the community itself, and for accountability the company has a special period of time given for the implementation of a given program, namely 5 years, if 5 years have been used maximize the program well, it will continue in accordance with the results obtained from the program where every year it has been set according to the road map that has been determined so that after helping the community with the CSR program it is hoped that in the following year the community can be more independent and only continue developing other programs, which of course the community must be able to properly manage the CSR program assistance itself so that the program objectives desired by the company are achieved and the government is assisted by policy in developing human resources and increasing competency and economic capacity. \

The implementation of transparency and accountability is quite implemented because, in terms of accountability, the company is responsible for the sustainability of this Minapolitan village program within a period of five (five) years, and within that period, the

TUNA fishermen group has become a foster partner of Pertamina Ltd. RU II Dumai, but in terms of transparency, Pertamina Ltd. RU II Dumai does not submit an annual report of this Minapolitan village program to the local government, so the local government does not know to what extent this program has an impact on the people it helps; the annual report is only for the company's internal.

4. Coverage Area

Rings are areas that are likely to receive top priority in the implementation of CSR activities that have levels. According to Samsidik & Nurhayana (2022), the determination of the ring can be broken down as follows: Ring 1 is the area that receives the greatest impact; Ring 2 is the area that receives a medium impact; and Ring 3 is the area that receives the least impact or no impact at all.

Implementation of the Minapolitan Village program in Tanjung Palas Sub-District carried out by Pertamina Ltd. RU II Dumai is in accordance with the company's operating area because Tanjung Palas Sub-District and Pertamina RU II Dumai Refinery are only adjacent to the company's fence, and usually the local people call it "ring 12, but not all the people in Tanjung Palas Village received the program, the CSR program implemented by Pertamina Ltd. RU II Dumai is only intended for people who have joint business groups.

Implementation of the CSR program of Pertamina Ltd. RU II Dumai, within the scope of the area, the accuracy of the implementation of the CSR program is appropriate because Pertamina Ltd. RU II Dumai which is directly adjacent to Tanjung Palas Village which can be categorized as Ring 1 where the area is a priority because it is directly affected by the existence of the company itself, while regarding the accuracy of program implementation, there is still a lack of coordination and communication which is felt as a form of rejection measuring stakeholder involvement where the CSR program should also have an impact on the government's convenience in community development but with miss communication the government did not find an implementation report of the program, so the Regional Government did not know whether the program was appropriate and the government was assisted by the existence of the program, However, other informants stated that the people who received the Minapolitan village program felt helped because the work of the people who went to sea felt easier and more effective because of the assistance received by the TUNA group, based on Based on the explanation above, the researcher concludes that the area coverage indicator is implemented because the company has implemented the Minapolitan village program in the Tanjung Palas sub-district, which is the area closest to the company and in accordance with the company's operating area. This is because Tanjung Palas is a ring 1 area and an area that requires the existence of the program, and precisely the TUNA fishermen group as recipients of the Minapolitan village program, because this TUNA fishermen group is the only group of fishermen closest to the company.

5. Planning

According to Siswanto in (Moekahar, 2019), planning is a process and a series of activities to set goals in advance for a certain period/period and the stages/steps that must be taken to achieve these goals. One way to find out whether a CSR program is successful or not is to do an evaluation. Evaluation is a must for every program or activity carried out to determine the effectiveness and efficiency of the program (Stanislavská et al., 2020) Program evaluation is an activity that aims to find out how high the level of success of the planned activities is (Crowther & Seifi, 2018).

Implementation of the Corporate Social Responsibility program of Pertamina Ltd. and RU II Dumai for the Minapolitan Village program starts with coordination, monitoring, and evaluation carried out by Pertamina Ltd. Dumai Bill II is very intensely coordinating with the Maritime Affairs and Fisheries Service of the City of Dumai where it is the responsibility of

the Fisheries Service to provide guidance to the TUNA group itself, besides that the company also cooperates with students from the Dumai Marine and Fisheries Polytechnic as experts to reduce the budget and facilitate the Company, while for self-monitoring, the company also often makes visits as a form of observing the sustainability of the program once a month, often even if there are activities that are considered important and necessary, for self-evaluation, the company does not involve too many stakeholders, the company only does internal evaluations, in this evaluation it also provides changes for subsequent activities such as for food needs, but companies often do not listen to evaluations from TUNA groups where TUNA groups are only sufficient to accept and carry out only and for the government itself where the Fisheries Service which oversees the TUNA Group often provides guidance only, from the above the researcher concludes that the implementation of the CSR program on planning indicators and monitoring and evaluation mechanisms is implemented because in the implementation of this Minapolitan village program Pertamina Ltd. RU II Dumai coordinating with relevant agencies and recipient groups, as well as efforts from the company to oversee the sustainability of this Minapolitan village program in the form of monitoring once a month, and the RU II Dumai Fisheries Service routinely conducts coaching for TUNA fishermen groups, as well as an evaluation of the program from company.

6. Stakeholder Engagement

According to Waddock and Graves (Bachrach et al., 2022) Stakeholders consist of two, namely primary stakeholders and secondary stakeholders. Primary stakeholders consist of company owners, company employees, customers and suppliers. Meanwhile, secondary stakeholders consist of non-governmental organizations (NGOs), activists and academics, the community, and the government.

In the implementation of the minapolitan village program, the company involved the Maritime Affairs and Fisheries Service of the City of Dumai and the TUNA Fishermen's Group in the implementation and action, but the Lurah and Camat were not directly involved in implementing the minapolitan village program in the Tanjung Palas sub-district. The company also involved recipient groups, namely the TUNA fishermen group, the Maritime Affairs and Fisheries Office of Dumai City, and academics, in the evaluation process expected by the recipient group of the Minapolitan village program, namely the company is willing to accept input submitted by the TUNA Fishermen group.

Implementation of the Minapolitan Village Program involves the stakeholders involved in implementing the program, namely the Dumai City Maritime and Fisheries Service and academics from the Dumai Maritime and Fisheries Polytechnic as experts who provide training to fishermen groups in using detection devices such as fishfinders. Stakeholders who were involved in implementing the Minapolitan village program were also involved in the evaluation, but the inputs submitted were not fully received by the company.

Stakeholder involvement, in the implementation of the Company's CSR program it involves stakeholder elements, for example academics and related agencies, but the Dumai City Regional Legislative Council which is also part of the Regional Government feels that it has never been involved at all in any the form of activity and even actual reports can make it easier to synchronize existing policies with the programs being implemented, the program involves more of the Maritime Affairs and Fisheries Service of the City of Dumai where the TUNA group itself is also under the auspices, as well as involvement in the evaluation, the Government and the TUNA group themselves are only given a forum to provide suggestions related to future progress, but the TUNA Group will only carry out in accordance with the company's internal final decision, the researcher can conclude that the implementation of stakeholder engagement is sufficiently implemented because of the In the implementation and action for the Minapolitan village program, the company involved the Maritime Affairs

and Fisheries Service of the City of Dumai as a cooperation partner, the company also involved the Maritime and Fisheries Polytechnic of the City of Dumai as an expert to conduct training for groups of Tunai fishermen in using advanced technology provided by companies such as fish finders. , in the evaluation the company did involve the Maritime Affairs and Fisheries Service of Dumai City and the TUNA fishermen group, but the company did not receive input and suggestions from the target group and Related Services for future improvement, because the final decision rests with the company internally, so input and suggestions and wishes from the group this goal was not met.

7. Sustainability

Sustainability is a must for a program, and the government, as a facilitator, is expected to provide guidance, exercise control over the program, and evaluate the program. Implementation of the Minapolitan village program carried out by Pertamina Ltd. RU II Dumai has not shown better progress; this can be seen from the lack of development of the cultivation business provided by Pertamina Ltd. RU II Dumai to the TUNA Fishermen group so that the cultivation business is not continued. The TUNA Fishermen group, who are fishermen whose expertise is at sea, feel that they are not compatible with the cultivation business provided by the company because fishing and aquaculture are different skills.

On the indicators of sustainability, it can be concluded that Pertamina Ltd., RU II Dumai, continues to make changes every year, but the problem remains that there are still many gifts given by the company that are not based on requests from the TUNA group (p. This is what makes the TUNA group required to be able to follow the policies given by the company, and as a result, the TUNA group feels they have not experienced much progress focusing on just one gift, but the distribution of CSR program funds is small for program implementation, which is the cause of the program objectives not being achieved. This is also supported by several assistance programs from Pertamina Ltd., RU II Dumai, which are not on target every year, and it is felt that there will be no better progress in the future, for example, fish ponds that were originally made of tarpaulin even though now they have become full-fledged ponds. made of cement, but there is no better progress because the fish pond is now abandoned and is no longer used by fishermen. According to the acknowledgement of the TUNA group, the fish pond has not progressed because it often experiences losses, which if continued will make even more losses. So the fish pond is now no longer functional, so it can be concluded that the sustainability indicators have not been implemented because the needs of the TUNA fishermen groups have not been fulfilled optimally, and the progress of the Minapolitan village program is still the same, not showing better progress because the fish farming business carried out is not continuing today.

8. Real Result

There are outcomes that are obtained or generated after the implementation of the program and provide benefits for the community and companies. The real outcome indicators have not fully provided the expected results for the TUNA fishermen group because they have not yet affected the economic impact of the program provided.

Implementation of the Corporate Social Responsibility program of Pertamina Ltd. RU II Dumai, namely the Minapolitan Village, provided benefits to the TUNA Fishermen's group, the Fishermen's group felt helped by the CSR funds issued by the company for program implementation, but this Minapolitan Village program has not been able to make a significant change for the TUNA Fishermen group because the cultivation business that has been carried out has failed, and the fish finder tool provided by the company is less effective when used to detect fish in the sea, because what is detected with this tool are small fish which cannot be caught with nets or longlines so that these tools are less useful for the TUNA Fishermen's group.

Based on the results of the interviews and observations that the researchers conducted with several informants, the indicators of real results can be said to be successful if the objectives of the implemented program are achieved, the real results needed by the TUNA group will be found, for the purpose of implementing the Minapolitan Village Program by Pertamina Ltd. RU II Dumai, namely increasing people's income, but when the researchers asked the TUNA group, the income while the CSR program was implemented still did not increase, this happened because the performance of the TUNA group itself was also not efficient because the tools provided by Pertamina Ltd. RU II Dumai also did not support increasing fishermen's performance at sea, but with the funding from the CSR program itself, the TUNA group feels helped because they usually buy equipment to catch fish or even to repair ships, which previously used private funds by ad only this program can ease the burden on fishermen to buy fishing gear and ship repairs using CSR funds, but the cultivation business carried out within the CSR Program itself does not give the results expected by the TUNA Fishermen group, from this it can be concluded that fishermen's income is expected to increase from cultivation but failed and also because the funds for implementing this program were not that large to support the performance of fishermen when the CSR program funds were issued, fishermen only got a small portion to support their fishing business activities and researchers concluded that for real results it was quite implemented even though it was not the objectives of the program were achieved, but this target group was helped to purchase fishing gear and ship repair, so that it can be concluded that this indicator was quite implemented.

CONCLUSION

The conclusions of this study are: indicators of achieved victory, proportion of assistance indicators implemented sufficiently, transparency and accountability indicators implemented sufficiently, area coverage indicators implemented, planning indicators implemented, stakeholder success indicators implemented sufficiently, sustainability indicators are not sufficiently implemented, and real outcome indicators are sufficiently feasible. So it is necessary to have a development model for the Minapolitan Village CSR Program by Pertamina Ltd. RU II Dumai for Tuna Fishermen Groups that maximizes indicators that are sufficiently implemented and not sufficiently implemented. The recommendations in this study are that, first, the CSR Forum must immediately carry out its duties and functions in accordance with the Regional Regulation of the City of Dumai Number 1 of 2018 concerning the Management of Corporate Social Responsibility so that the CSR programs implemented by the company have a more real impact on society. Second, the Regional Government and the Company must improve communication and work together to support the implemented CSR programs so that the Regional Government also knows the extent of the Company's contribution to the communities around the Company's operational area. Third, companies must be more transparent about the portion of aid that should be disbursed annually for the ring 1, 2, and 3 areas and the annual report on the implementation of each program so that the government can assess the success of the programs being implemented. Fourth, the company must improve follow-up coordination with regional governments such as the village chief and head of district after the change of regional head so that the new Lurah and Camat can be aware of the existence of the CSR program in their working area. Fifth, the implementation of CSR activities should pay more attention to and be careful about the assistance that is really needed by the community so that the results achieved are in line with expectations to produce a creative and independent society.

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