

# Communication Strategy of National Movement Program of Vulnerable Worker Protection through the Distribution of CSR Donations by Social Security Administration Body (BPJS) for Employment

Enjang Pera Irawan<sup>1</sup>\*, Merdy Ervina Rumintjap<sup>2</sup>

<sup>1</sup> Faculty of Communication Science, Mercu Buana University  
Indonesia

<sup>2</sup> Faculty of Social and Political Sciences, Social and Political Science College of Widuri  
Indonesia

Corresponding author's email: [enjang.irawan \[AT\] mercubuana.ac.id](mailto:enjang.irawan@mercubuana.ac.id)

---

**ABSTRACT---** *The title of this study is the identification of the management strategy of the national movement program concerned about the protection of vulnerable worker or called GN LINGKARAN through the distribution of CSR donations by BPJS for Employment. The concepts and theories that supported this research were the concepts of corporate social responsibility (CSR) public relations (PR), and public relations communication. This study used qualitative method with single case study design. The results showed that technically, GN LINGKARAN CSR program strategies were 1) adjusting all the CSR initiatives with BPJAMSOSTEK governance, 2) collaborating with related institutions such as Ministries / Institutions, Local Governments, Entrepreneurs, Trade Unions, Donor institution, Banks, individuals and other relevant institutions / organizations, 3) optimizing the function of the mass media to publish the GN LINGKARAN CSR program. The types of media used include printed media and electronic media (television, radio and social media), 4) Technically GN LINGKARAN CSR program always organizes programs with efficient principles, namely through digital facilities and infrastructure. This implication facilitated the interaction between BPJAMSOSTEK and donors and also beneficiaries, namely vulnerable workers.*

**Keywords---** CSR strategy, vulnerable worker, worker protection

---

## 1. INTRODUCTION

The Social Security Administration Body for Employment (BPJSTK) has carried out a national movement program to care for vulnerable workers with the abbreviation GN RENTAN in various regions. Surely the program should have received support from established companies in the economic field. This is because the program utilizes Corporate Social Responsibility (CSR) from companies for vulnerable workers around the work area.

A social movement program invites corporations and individuals to help vulnerable workers who cannot afford social security contribution. The movement is quite important considering that there are still many workers in this area who have not been able to pay labor contribution. This program is a form of corporate responsibility towards the surrounding community, especially in the field of underprivileged labor.

The uniqueness of the GN LINGKARAN CSR program is that BPJSTK as the organizer seeks to touch the collective awareness of BPJSTK partner companies and individuals to get involved in this CSR program. Technically, this CSR program is to accommodate the distribution of funds either private, BUMN / BUMD or individual community contributions to help vulnerable workers in order to be protected in the BPJSTK program. This is because not all vulnerable workers are able to pay BPJS for Employment contributions, so it is expected that other institutions can participate in channeling their CSR funds in the form of BPJSTK membership of vulnerable workers.

This program is socialized to vulnerable workers so they can register for the program, the company only needs to access the GN LINGKARAN at <https://bpucsr.bpjsketenagakoperasi.go.id>. Overall BPJS for Employment has responsibilities to members, so if there is a work accident, BPJS will make payment. The point of the national movement program is caring for vulnerable workers to get BPJS for Employment as the guarantee institution in providing collateral for death, accidents including burial costs.

BPJSTK's commitment in encouraging the protection of vulnerable workers also received appreciation from CSR Works International at the Asia Sustainability Reporting Summit. Evi Afiatin, Finance Director of BPJSTK along with 27 women leaders from 11 countries in Asia were chosen as one of Asia's Top Sustainability Superwomen. Asia's Top

Sustainability Superwomen is an annual nonprofit project organized by CSR Works International, as a form of recognition of the actions of women leaders who have contributed to make changes for the sustainability of the company and a better social life (Purba, 2019)

Conceptually, a company is not enough to just behave ethically, correctly, honestly, fairly, and responsibly, it is not enough to maintain the company's existence so it can be accepted by society. Companies are required to be more sensitive and aware of their responsibilities in accommodating the interests of stakeholders. The presence of the concept of corporate social responsibility (CSR) is the answer as well as one of the means for the company to be in direct contact in contributing as much as possible to stakeholders.

Various efforts undertaken by BPJSTK are the sensitivity of the company to the public interest and the main purpose is the implementation of CSR program. If the company is less sensitive to its environment, then this can make public to become resistance to the company. Indeed, companies must consider CSR as part of the public right that must be fulfilled. However Frynas (2009) identified that implementing CSR programs is part of a reason to meet the demands of internal and external interests of the company which include: 1) To comply with regulation, law and rule 2) As part of corporation social investment to get a positive image 3) Part of the company's business strategy 4) To obtain license to operate from the local community 5) Part of the company's risk management to reduce and avoid social conflicts.

For this reason, the Company's involvement to continuously provide added value to the environment in which the Company operates is a necessity and commitment that needs to be maintained. Thus, the Company can be a trusted partner for many parties, especially the community and government in developing the environment and community. In line with this, the Company must encourage the realization of improving the quality of life through the development of programs that support sustainable development including aspects of the economy, health, education and environmental management, involving the concern of workers, the local community, government and society generally.

The existence of a company is certainly not one of the reasons for implementing CSR. Basically CSR is part of a commitment to the community. This is realized by BPJSTK, which views that the company is committed to build and develop programs that support sustainable development including economic, health, education and environmental management aspects to improve the quality of life of the community, especially vulnerable workers.

Based on the description of the problem above, the researcher is interested in examining how BPJS for Employment strategy in managing the GN LINGKARAN CSR program collected from various donors from private companies, BUMN / BUMD or individual community contributions to help vulnerable workers to be protected in the BPJSTK program.

## **2. LITERATURE REVIEW**

### **2.1 Corporate Social Responsibility**

Corporate social responsibility (CSR) is variously defined. According to Kotler and Lee (2005) CSR is defined as a commitment to improve society for to be better through discretionary business practices and contributions from company resources. Kotler and Lee emphasize the discretionary component, which can be interpreted as a voluntary company in implementing business practices that benefit community welfare (Rahman, 2018:34).

From the definitions above, CSR can be defined as the commitment of an organization or company in giving contribution as a form of social responsibility to the community, with the aim of meeting the expectations of stakeholders, especially society in realizing sustainable development and improving the welfare of the community.

The motives of companies in conducting corporate social responsibility (CSR) are various. According to Michael E. Porter (2009), there are four motives that to be management basis to do CSR, which are as follows: 1) Moral obligation. Moral obligation is to achieve commercial success while respecting ethical value. 2) Sustainability. Sustainability means meeting current needs without ignoring future needs. The easiest example is the environment. Without environmental improvement, economic benefits cannot be obtained immediately. 3) Operating permit. Operating permit means building an "image" to guarantee the approval of the government and stakeholders. 4) Reputation. Reputation means that the CSR agenda is based on the motive for raising the brand and reputation with consumers, investors and employees (Rachman, 2011;86).

In the long term, CSR programs have benefits not only for program recipients, but for CSR program executor as well. The point is Kurucz et al. (2008) mentions that there are four benefits of implementing CSR program, namely: 1) cost and risk reduction; 2) competitive advantage; 3) reputation and legitimacy development; and 4) results for the common good through value creation and synergistic cooperation (Carroll & Shabana, 2010: 92). If it done seriously, the company will get various benefits from the CSR activities. The benefits are not a main motive or goal, but rather they are part of the positive effects that arise from CSR activities.

### **2.2 CSR Program Communication**

Conceptually CSR is a part of PR. Previously, public relations activities aimed at forming and maintaining the relationship with the community were called community relation and community development. Public relations activities through CSR are specifically for communities that need help in developing their performance and empowerment through various CSR pillars, such as: the pillars of education, economy, environment, human resources, security, health, culture, religion, and others (Rahman, 2018). However, in its implementation in the field, the concept of public relations in CSR activities needs to be translated in more detail based on the process and model of communication that will be applied in

the implementation of CSR program. This needs to be considered because the communication model adopted by the initiators of the CSR program will have an impact on the level of community participation in the CSR program.

To be able to support the success of CSR program, the right communication strategy is needed. One key component in CSR programs is communicating the purpose in an appropriate manner (Zéghal and Ahmed, 1990). Companies cannot expect the public to support and welcome CSR practices without first knowing and understanding the motives behind the reasons for implementing CSR. Therefore, companies must use appropriate CSR communication channels for all stakeholders (Tehemar, 2014:17).

Kellie McElhane (2009) stated that promoting corporate CSR practices that have been implemented and properly integrated can be an innovation as well as a good strategy for addressing critical parties both inside and outside of the organization. When a company communicates their CSR practices, it aims to provide information about the company's positive behavior, thereby gaining legitimacy from its stakeholders (Deegan dan Rankin, 1999; Hooghiemstra, 2000).

Every element of the communication process influences the effectiveness of communication because they affect the way the recipient interprets messages and motives. In general, there are seven principles that must be applied for effective business communication: 1) Clarity, 2) Conciseness (solid message content), 3) Objectivity, 4) Consistency, 5) Competence, 6) Relevance, and 7) Recipient's knowledge (Tehemar, 2014:18).

The process of public relations communication through CSR activities ideally uses a balanced two-way communication model. This model is able to solve and avoid conflicts by improving public understanding to build mutual understanding of support and benefits for both parties. It aims to develop and maintain the reputation and image of the company in the public view. Therefore, in CSR program, there are always aspects of how to arrange the message you want to convey to the community as well as what kind of media and how to deliver the message.

### **3. METHODOLOGY**

The approach used in this research was qualitative analysis in specified cases. In the Study, researchers tried to elaborate various findings related to the national movement program strategy concerned with protecting vulnerable workers or the GN LINGKARAN through the distribution of CSR donation by the BPJS for Employment as the focus of the study. A more specific understanding is built on the development of theory, which is a collaboration of specific theories (Gioia et al., 2013). Qualitative analysis was also chosen to use in this research related to the need to explore and explain phenomena and to develop theories.

The primary data in this study got from the executor of the CSR program and the recipients of the GN LINGKARAN CSR program of 6 people. Data collection methods in this study were carried out in two ways, namely focus group discussion and observation. The reason for choosing the focus group discussion related to the role of the informant. They were considered important in research because they could provide information on research subjects, they could offer advice on other sources of evidence that support existing data and they could develop access to related sources. The second data collection method was done by a kind of direct observation and non-participant observation, especially when applied direct observation and participant in research as: (1) Direct observation, namely by observing interactions between CSR program manager and CSR program recipients (2) Observation participants, namely researchers joined in the process of implementing the CSR program.

To ensure the data obtained were valid data, the researchers conducted the data validity stages from Miles and Huberman with three concurrent activities: data reduction, data presentation, and drawing conclusions (verification). Then to determine the validity of the data, the researchers conducted a triangulation of source technique (Haryati, 2019: 607) namely through stages: (1) comparing observational data with interview data (2) comparing the consistency of the interviewees' answers, namely by comparing what the resource person said in public for example, with what is said in private (3) comparing a person's perspective with others in the work team.

### **4. DISCUSSION**

The Social Security Administration Body for Employment (BPJAMSOSTEK) implemented a corporate social responsibility (CSR) program due to the number of informal workers who have limitations while their work has very high risk of work accident and death, then it became a stimulus in developing a program that focused on it. For that reason, the efforts taken by BPJAMSOSTEK in addressing this matter were by trying to organize a program that was built as a mean for the community or companies who want to donate and paid contributions for independent workers who were unable to pay BPJS Employment contributions in order to get work accident insurance and collateral death at work where the program was named the National Movement concerned about the protection of vulnerable workers (GN LINGKARAN). The GN LINGKARAN program sought to manage the company's CSR funds to pay contributions to informal workers who have limitations while their work has very high risk of work accident and death. Based on that background, the solidarity movement was carried out as an effort to reduce the burden of contribution fees for participants of the Social Security Administration Body for Employment (BPJSTK)

In completing the explanation above, the researcher explained the scheme in a chart of the fund distribution scheme in the GN LINGKARAN CSR program as follows:

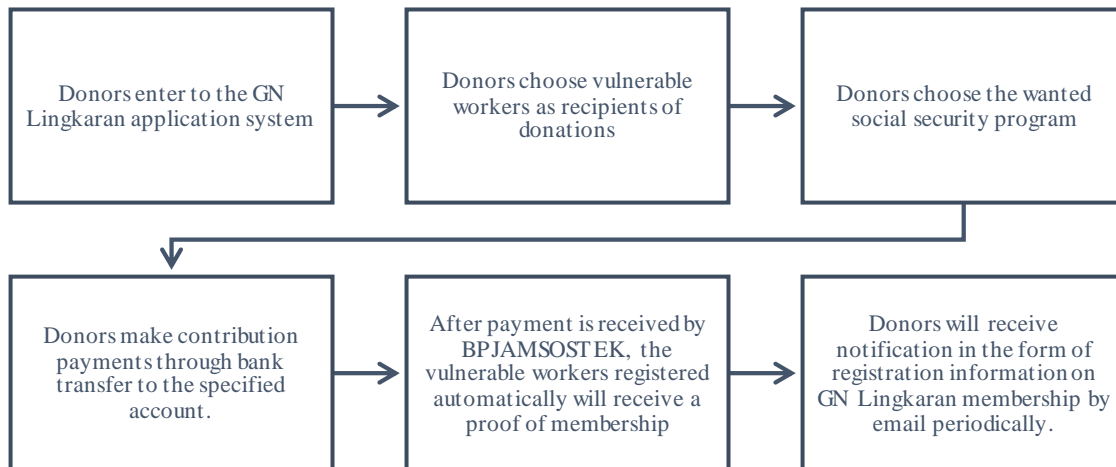


Table 1. CSR Fund Distribution Scheme

One of the success factors of CSR programs is determined by the process of communicating CSR message to stakeholder. The CSR program carried out by BPJAMSOSTEK was public participation. To develop the GN LINGKARAN CSR program, it required the active role of the organizer, namely BPJAMSOSTEK to socialize the GN LINGKARAN CSR program to the public. In making a publication, PR of BPJAMSOSTEK practitioners have used a communication strategy to achieve the targets of the activities.

Technically, the GN LINGKARAN CSR program strategies were 1) adjusting all the CSR initiatives with BPJAMSOSTEK governance, 2) collaborating with related institutions such as Ministries / Institutions, Local Governments, Employers, Trade Unions, donor agencies, banks, individuals and institutions / other relevant organizations, 3) optimizing the function of the mass media to publish the GN LINGKARAN CSR program. The types of media used, either print media and electronic media (television, radio and social media), 4) Technically the GN LINGKARAN CSR program organized programs with efficient principles through digital facilities and infrastructures. This application facilitates interaction between BPJAMSOSTEK, donors and beneficiaries, namely vulnerable workers.

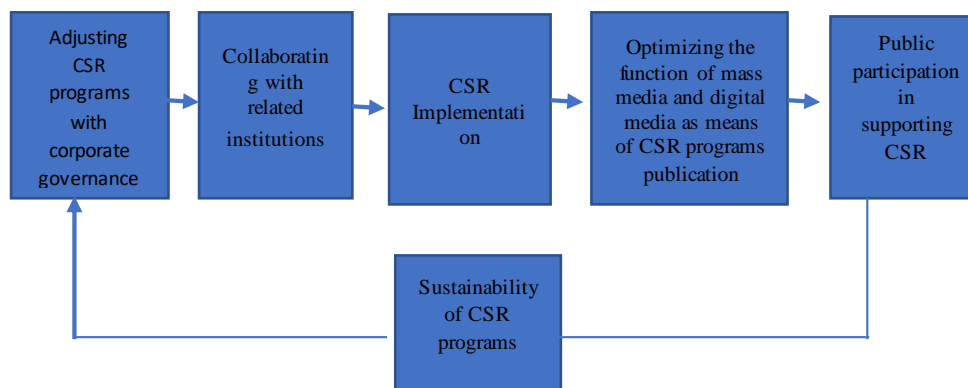


Table 2. Schema of CSR Communication Strategies

The requirements for a successful CSR communication framework according to Tememar (2014) were leadership commitment, transparency culture, organizational strategy with clear CSR goals and objectives, the presence of CSR department or CSR committee with clear responsibilities, the presence of hierarchical solid organizational structure, organizational committee structure presence with clear reporting mechanism, clear understanding of community culture, proper stakeholder identification and mapping, focusing on the interests of each sector, active Total Quality Management department, established data management process, and the right difference between public relations and CSR activities.

In this context, BPJAMSOSTEK has implemented committed leadership in supporting CSR programs, then companies have implemented transparency culture to the public, organizational strategy with clear CSR goals and objectives which was to help vulnerable workers who are lacking in their safety guarantees because they could not afford guarantees work, has a solid hierarchical organizational structure tasked with organizing CSR programs, the company also



has an organizational committee structure with a clear reporting mechanism to the public, has a clear understanding of the culture of society, has carried out identification and mapping of appropriate stakeholders, be able to focus on the interests of each sector, the company also has an active Total Quality Management department, then the data management process has been established as an instrument for implementing CSR, and the right difference between public relations and CSR activities.

As a Public Legal Entity that directly responsible to the President of the Republic of Indonesia in terms of protection of workers, BPJAMSOSTEK sought to socialize the GN LINGKARAN program through the role of PR division. The duty of PR in the GN LINGKARAN CSR Program was to carry out the role of executing program publication by compiling a communication strategy both internally with technical socialization of the implementation of the GN LINGKARAN CSR program to all work units and externally with all external parties, in this matter to all working communities through various media publications that can be used such as social media, print media, electronics, online news portals and direct socialization activities in the field which were coordinated with teams in Regional Offices and Branch Offices.

Referring to the research data, the researcher identified the implementation of the PR function in the GN LINGKARAN CSR Program, which was to carry out the role of executing program publications by compiling communication strategies both internally with technical socialization of the implementation of the GN LINGKARAN CSR program to all work units and also externally with external parties in terms of all working communities through various media publications such as social media, print media, electronic media, online news portals and direct socialization activities in the field coordinated with the team in Regional Offices and Branch Offices.

If viewed from the opinion of Wilcox (2006), the roles of BPJAMSOSTEK's Public Relations in the process of implementing GN LINGKARAN CSR program were 1) as a sensor for Social Change, in this context BPJAMSOSTEK sensitively captured various needs of vulnerable workers and then responds with the development of CSR programs, 2) as an Institutional conscience, BPJAMSOSTEK moved to contribute and synergize with stakeholders in supporting the creation of a sense of security and comfort of workers in carrying out their duties and obligations, 3) as a communicator, trying to listen to and respond to the needs and desires of stakeholders, as well as bridging the two parties who interrelationship, namely donors as donors of funds and donates as recipients of funds, and 4) as an institution monitor, identified various problems in the community and then formulated solutions that were suitable for the community. The problem of the limitations of vulnerable workers in ensuring their safety because they were unable to pay for work guarantees would get solution through the GN LINGKARAN CSR program.

Institutionally, the GN LINGKARAN program could support the positive image of BPJAMSOSTEK in implementing the employment social security program with overall protection for all workers. If properly utilized and able to educate companies on a larger scale, it is not impossible to eliminate social inequalities in obtaining protection rights on labor social security. Since the GN LINGKARAN CSR program was launched in 2016, this program has recorded positive results. This reflects that the philosophy of the program can be well received by the stakeholders and the broader community. Seeing the extent of the objectives of this CSR program, namely vulnerable workers, BPJAMSOSTEK needs to make more optimization to be able to protect workers in this sector. Therefore, until now BPJAMSOSTEK continues to encourage other parties to be able to join the GN LINGKARAN program. This comprehensive protection must be achieved immediately so workers could achieve social welfare and independence. This could reduce poverty levels at the national level and of course also lead to an increase in the macro economy in Indonesia.

Various studies have shown that CSR programs if implemented properly would have a positive impact on companies, both profit and non-profit companies. Theoretically Kurucz (2008) explains that CSR programs can benefit both the community and the company itself. There are four benefits, namely 1) cost and risk reduction; 2) competitive advantage; 3) reputation and legitimacy development; and 4) results for the common good through value creation and synergistic cooperation.

If it done seriously, the company would get various benefits from the CSR activities. The benefits were not a main motive or goal, but rather they were part of the positive effects that arise from CSR activities. Conceptually, CSR was a part of PR. Previously, public relations activities aimed at forming maintaining relationships with communities and company stakeholders. To support CSR programs, the communication process should use a balanced two-way communication model. The results of this study showed that this model was able to solve and avoid conflict by improving public understanding to build mutual understanding of support and benefit both parties. It aimed to develop and maintain the reputation and image of the company in the public eye. Therefore, in a CSR program there were aspects of how to arrange the message you want to convey to the community, as well as through what media and how to deliver the message. The research findings showed that BPJAMSOSTEK has implemented two-way communication with relevant stakeholders, both directly and by using digital application facilities.

## **5. CONCLUSION**

Technically, the GN LINGKARAN CSR program strategies were 1) adjusting all the CSR initiatives with BPJAMSOSTEK governance, 2) collaborating with related institutions such as Ministries / Institutions, Local Governments, Employers, Trade Unions, donor agencies, banks, individuals and institutions / other relevant organizations, 3) optimizing the function of the mass media to publish the GN LINGKARAN CSR program. The types of media used include print media and electronic media (television, radio and social media), 4) Technically the GN LINGKARAN CSR

program organized programs with efficient principles through digital facilities and infrastructure. This application facilitated interaction between BPJAMSOSTEK and donors and beneficiaries, namely vulnerable workers.

The task of BPJAMSOSTEK's Public Relations in the GN LINGKARAN CSR program was to carry out the role of implementing program publications by compiling a communication strategy both internally and externally with technical socialization of the implementation of the GN LINGKARAN CSR program to all work units and also to external parties in this case to all working communities through various media publications such as social media, print media, electronics, online news portals and direct socialization activities in the field which were coordinated with the team in Regional Offices and Branch Offices.

## 6. REFERENCES

- Archie B. Carroll and Kareem M. Shabana. 2010. The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews*.
- Deegan, C. and Rankin, M. 1999. 'The environmental reporting expectations gap: Australian evidence', *The British Accounting Review*. 31 (3):313–346.
- Frynas, J.G. 2009. *Beyond Corporate Social Responsibility, Oil Multinationals and Social Challenges*. Cambridge: Cambridge University Press.
- Gioia, D.A., Corley, K.G. and Hamilton, A.L. 2013. Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 16(1), 15-31.
- Haryati, Syerli. 2019. The Communication Process Analysis of Corporate Social Responsibility Program of Ancol Zero Waste. *International Journal of Scientific and Research Publications*. 9 (11): 604-608
- Hooghiemstra, R. 2000. 'Corporate communication and impression management – new perspectives why companies engage in corporate social reporting', *Journal of Business Ethics*. 27(1/2):55-68
- Purba, Gervin Nathaniel. 2019. Direktur Keuangan BPJS Ketenagakerjaan Raih Asia's Top Sustainability Superwomen [Online. Accessed on <https://www.bpjsketenagakerjaan.go.id/berita/25959/Direktur-Keuangan-BPJS-Ketenagakerjaan-Raih-Asia's-Top-Sustainability-Superwomen>
- Rachman, Efendi dan Wicaksana. 2011. *Panduan Lengkap Perencanaan CSR*. Jakarta: Penebar Swadaya.
- Rahman. 2018. The Implementation of the CSR Program as an Effort to Improve the Environmental Quality through the Empowerment of Scavengers. *International Journal of Management Sciences and Business Research*. 7 (8): 32-39
- Tehemar, Sherif A. Zaki, 2014. *Communication in the CSR Context* 1<sup>st</sup> edition. bookboon.com
- Crane In A. et al. (Eds.). 2008. *The Oxford Handbook on Corporate Social Responsibility*. Oxford: Oxford University Press.