

## ABSTRAK

Penelitian ini bertujuan untuk mengetahui manajemen tata kelola *Corporate Social Responsibility (CSR) Fuel Terminal Rewulu* di era Pandemi Covid-19 pada Program Pemuda Inovatif dan Mandiri (PETANI IDAMAN). Keberadaan praktik program CSR krusial untuk menunjukkan komitmen dari perusahaan kepada masyarakat dan *stakeholders*-nya. *Fuel Terminal Rewulu* sejak tahun 2012 sampai dengan 2021 konsisten melaksanakan CSR dan berhasil mendapatkan penilaian tertinggi yaitu emas pada penilaian yang dilakukan Kementerian Lingkungan Hidup dan Kehutanan (PROPER) sebanyak delapan kali berturut-turut.

Program CSR PETANI IDAMAN merupakan salah satu program yang mengantarkan *Fuel Terminal Rewulu* mencapai PROPER Emas. Latar belakang program PETANI IDAMAN berdasarkan dari hasil *social mapping* dan diperkuat dengan keadaan petani di Indonesia yang memperlihatkan urgensi regenerasi petani. Implementasi program berkaitan dengan tata kelola CSR untuk mendapatkan dampak yang lebih efektif namun saat ini dihadapkan pada Pandemi Covid-19. Untuk memahami dampak Pandemi Covid-19 terhadap tata kelola CSR, peneliti fokus pada interaksi perusahaan dan masyarakat dalam program PETANI IDAMAN. Interaksi perusahaan dan masyarakat dalam pengelolaan program PETANI IDAMAN merupakan fenomena yang lebih tepat untuk dieksplorasi dengan pendekatan kualitatif khususnya studi kasus. Pengumpulan data pada penelitian ini menggunakan wawancara (data primer) dan dokumen yang berkesesuaian dengan penelitian (data sekunder).

Hasil penelitian dari sisi tata kelola program memperlihatkan bahwa Pertamina mendorong partisipasi aktif pemuda dalam sektor pertanian melalui berbagai strategi peran yakni; (1) *Initiating*, (2) *Facilitating*, (3) *Capacity Building*,

(4) *Establishing Local Institution*, dan (5) *Connecting to The Market*. Berdasarkan teori *CSR implementation framework*, kelima strategi tersebut dapat dikelompokkan kembali dalam beberapa tahapan yakni *plan*, *do*, *check* dan *improve*. Tahap perencanaan (*plan*) dilakukan melalui berbagai aktivitas yang bertujuan untuk menginisiasi (*initiating*) program PETANI IDAMAN. Tahapan inisiasi tidak terpengaruh dengan adanya pandemi karena pelaksanaannya telah selesai sebelum Pandemi Covid-19. Pada tahap pelaksanaan (*do*), Pertamina melaksanakan berbagai aktivitas yakni *facilitating* (memfasilitasi), *capacity building* (peningkatan kapasitas), *establishing local institution* (membangun institusi lokal), dan *connecting to the market* (menghubungkan ke pasar). Tahap pelaksanaan (*do*) terdampak karena adanya regulasi terkait Pandemi Covid-19 seperti *social distancing*. Selain tahap pelaksanaan (*do*), tata kelola tahap *monitoring* (*check*) dan *improve* juga terpengaruh signifikan karena pandemi.

Kata kunci: CSR (*Corporate Social Responsibility*), Tata Kelola CSR, dan Pandemi Covid-19.

## ABSTRACT

The purpose for this research is to investigate the management of Corporate Social Responsibility (CSR) Fuel Terminal Rewulu in the Covid-19 Pandemic era in the Innovative and Independent Youth Program (PETANI IDAMAN). The existence of CSR program practices is crucial to demonstrate the commitment of the company to the community and stakeholders. Fuel Terminal Rewulu from 2012 to 2021 has consistently implemented CSR and managed to get the highest rating, namely gold in the assessment carried out by the Ministry of Environment and Forestry (PROPER) eight times in a row.

The PETANI IDAMAN program is one of the programs CSR that led Rewulu Fuel Terminal to achieve Gold PROPER. The background of the IDAMAN FARMERS program is based on the results of social mapping and is strengthened by the condition of farmers in Indonesia which shows the urgency of farmer regeneration. The implementation of the program is related to CSR governance to get a more effective impact, but currently facing the Covid-19 Pandemic. To understand the impact of the Covid-19 Pandemic on CSR governance, researchers focused on the interaction between companies and the community in the PETANI IDAMAN program. The interaction between companies and the community in managing the PETANI IDAMAN program is a phenomenon that is more appropriate to be explored with a qualitative approach, especially case studies. Collecting data in this study using interviews (primary data) and documents that are in accordance with the research (secondary data).

The results of the research in terms of program governance show that Pertamina encourages active participation of youth in the agricultural sector through various role strategies, namely; (1) Initiating, (2) Facilitating, (3) Capacity Building, (4) Establishing Local Institutions, and (5) Connecting to The Market. Based on the

theory of CSR implementation framework, the five strategies can be regrouped into several stages namely: plan, do, check, and improve. The planning stage (plan) is carried out through various activities aimed at initiating the PETANI IDAMAN program. The initiation stage is not affected by the pandemic because the implementation was completed before the Covid-19 pandemic. At the implementation stage (do), Pertamina carries out various activity namely: facilitating, capacity building, establishing local institutions, and connecting to the market. The implementation stage (do) is affected due to regulations related to the Covid-19 pandemic, such as social distancing. In addition to the implementation (do) stage, the governance of the monitoring (check) and improve stages was also significantly affected due to the pandemic.

Keywords: CSR (Corporate Social Responsibility), CSR Governance, and the Covid-19 Pandemic.