

CSR Communication Relationship Management of Djarum Foundations's Social Service in the LKSA Program for Orphanages in Kudus

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ABSTRACT

Keywords

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Companies have an important role in their surrounding environment through Corporate Social Responsibility (CSR). PT Djarum is one of the private companies that established the Djarum Foundation as a CSR foundation, one of which is engaged in social activities, namely Bakti Sosial. This study focuses on the Program for Improving the Quality of Child Social Welfare Institutions (LKSA) because the fulfillment of children's rights is in line with the objectives of the Sustainable Development Goals (SDGs). This study uses Relationship Management Theory, which aims to determine how the Djarum Foundation's Bakti Sosial CSR communication relationship management in the LKSA program affects the orphanages it supports in Kudus. This study uses qualitative methods and data collection techniques through Focus Group Discussions (FGD) and In-Depth Interviews consisting of 36 individuals. The informant selection technique uses purposive sampling. Data validity was tested using source triangulation. The data analysis technique used was the Miles and Huberman model, which consists of three stages, namely data reduction, data presentation in the form of descriptive narratives, and conclusion drawing or verification. The results of this study explain that the management of the Djarum Foundation's Bakti Sosial CSR relationships with LKSA in Kudus has implemented the dimensions of trust, commitment, satisfaction, and control mutuality, which are manifested through two-way communication, transparency, responsibility, and program consistency.

1. Introduction

Indonesia is one of the five most populous countries in the world. According to Indonesia's Central Statistics Agency (BPS), the country's total population is projected to reach 284,438,800 by 2025 (Saptoyo & Galih, 2025). This very large and diverse population presents complex social challenges, one of which is the fulfillment of children's rights. One group particularly vulnerable to social inequality is children living in orphanages. In 2024, the Central Java Statistics Agency recorded that approximately 1,167 children in Kudus were living in orphanages (*Badan Pusat Statistik Provinsi Jawa Tengah*, 2024). Children in orphanages still face limitations in the fulfillment of the basic rights they should receive, whether in terms of caregiver competence, inadequate facilities, or access to education and healthcare (Intan & Pancawati, 2025). Article 34 of the 1945

Constitution states that the state must be responsible for the poor and neglected children, including those living in orphanages (Kusumaputra, 2024).

If this situation is not resolved promptly, it may hinder the growth and development of foster children and potentially widen social disparities in the future. Meanwhile, the fulfillment of children's rights is closely linked to the objectives of the Sustainable Development Goals (SDGs). According to Mahendra (2022), regulations regarding the implementation of the SDGs in Indonesia are outlined in Presidential Regulation No. 59 of 2017, which focuses on social, economic, and environmental sectors (Apriliani et al., 2025). In this context, this relates to several SDGs, namely SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-Being), and SDG 4 (Quality Education). These issues cannot be resolved by the government alone but require collaboration with various parties, including both private and public companies through Corporate Social Responsibility (CSR) programs.

Corporate Social Responsibility (CSR) is a form of a company's sustainable responsibility to contribute to improving the quality of life both internally and externally within the company (Melissa & Sari, 2020). According to Sukananda (2018), the implementation of CSR is also a legal obligation as it is based on Law No. 25 of 2007 on Investment and Law No. 40 of 2007 on Limited Liability Companies (Apriliani et al., 2025). CSR programs can be implemented across various sectors, such as education, the environment, social welfare, and several other sectors. Some companies' CSR initiatives are not limited to a single sector, as is the case with PT Djarum. PT Djarum is a company operating in the tobacco industry and is one of the largest cigarette manufacturers in Indonesia. PT Djarum does not prioritize profit alone, but also strives to contribute to social welfare in order to advance Indonesia.

PT Djarum has a foundation dedicated to Corporate Social Responsibility (CSR) programs, namely the Djarum Foundation. The Djarum Foundation was established on April 30, 1986, with the aim of serving the community and the nation, as well as contributing to several of the Sustainable Development Goals (SDGs). The Djarum Foundation has five main pillars: educational service, social service, sports service, environmental service, and cultural service. Under social service, one of the programs implemented is the initiative to improve the quality of the Child Welfare Institution (LKSA) in Kudus. This program aims to assist the orphanage under its care through facility support, social activities, and the empowerment of the children in its care.

According to Carroll and Brown (2018) in their study (Hlatshwayo et al., 2025) Corporate Social Responsibility (CSR) refers to an organization's ethical and social responsibilities toward society that go beyond its financial obligations. From a social perspective, CSR is significant because it holds companies accountable for their actions while encouraging them to act in the common interest. If CSR is neglected, it can have negative consequences for the company as it risks creating a negative public image (Maf'ulla & Rachmawati, 2024). Thus, CSR is viewed as essential for companies to ensure business sustainability while addressing social demands. One of the primary benefits of CSR is its ability to build or enhance a company's positive image. CSR ensures that a company is not merely perceived as a profit driven business but also as a stakeholder that cares about social issues in its community. This aligns with the view (Vega Prasiska et al., 2017) that emphasizes CSR can serve as a vital tool in enhancing public trust and strengthening a company's reputation.

The concept of CSR itself focuses on a company's obligation to address the needs and expectations of stakeholders regarding social issues in its surrounding community (Hutomo & Saleh, 2023). According to Dewantara (2017) as cited in (Hutomo & Saleh, 2023), the success of a CSR program can be measured through three key indicators, community participation which signifies active engagement by beneficiaries, targeting accuracy which ensures the program is truly directed toward those in need, and success rate which indicates the extent to which the program's objectives have been achieved. Thus, CSR is not merely a social obligation but also a communication strategy to build mutually beneficial relationships between the company and the community over the long term.

The existence of CSR can help companies understand external stakeholders' perceptions of the company as a form of evaluation (Melissa & Sari, 2020). CSR is not merely about fulfilling legal obligations but also serves as a corporate strategy to maintain a positive corporate image and build

good relationships with various stakeholders (Amanda & Edlina, 2024). However, both internal and external challenges can hinder the implementation of CSR programs, especially since PT Djarum is a tobacco company in an industry that is highly contradictory to health which generates significant public perception. This presents a specific issue in this study, how a tobacco company's communication management with external parties in the social sector is structured to maintain a positive image and foster long term relationships.

Companies need to maintain the consistency of their CSR programs and develop the capabilities of their CSR and PR teams so they can review and evaluate each program (Amanda & Edlina, 2024). Program evaluation is crucial for monitoring participants' responses to the program. CSR implementation is not limited to program distribution but must also be managed through effective communication so that its benefits can be felt sustainably (Muda, 2018). Effective CSR communication strengthens the company's relationship with orphanages as external stakeholders and ensures that the program is not merely viewed as an obligation but as a genuine expression of care (Muda, 2018).

A study conducted by Muda 2018 titled "Establishing long-term partnerships to achieve effective partnering. Is it necessary?" examined CSR partnerships with orphanages in Malaysia. The study revealed that most programs implemented by companies tend to be ceremonial and short-term in nature. The study also emphasized that long-term partnerships are more sustainable and have a significant impact on the well-being of children in orphanages. On the other hand, a study by Hlatshwayo 2025 titled "Determinants of Effective CSR Strategy Implementation in Sports Organizations" discusses how the success of effective CSR in sports organizations is influenced by several factors, such as the company's internal awareness of CSR, continuous evaluation, and communication between the company and relevant stakeholders. These findings emphasize that CSR should not merely be carried out as a corporate formality but must be strategically managed through communication management and stakeholder engagement. Of course, there are differences in factors and challenges between sports organizations and tobacco companies when it comes to building relationships with external parties. Therefore, the researcher was motivated to conduct this study because the implementation of CSR should not merely consist of ceremonial activities but also focus on how communication is managed to foster long term relationships with external stakeholders from the perspective of Relationship Management Theory.

Building and maintaining good relationships between a company and its surrounding community is essential. This can be examined through the Relationship Management Theory developed by Ledingham and Burning, which serves as the primary theoretical foundation of public relations. This theory states that through effective and sustainable management, relationships between an organization and the public based on shared interests and goals can foster mutual understanding and benefit both parties (Ledingham, 2003). According to Ledingham & Brwain (1998), PR practitioners, as managers of the relationship between the two parties, can carry out their work through a four step management process: analysis, planning, implementation, and program evaluation.

PR experts have identified the dimensions of Organization-Public Relations (OPR), and there are indicators for measuring these dimensions. In the study by Dhanesh (2014), it is noted that Ledingham (2008) identified the indicators proposed by Hon and Grunig (1999), which are the most widely used indicators for measuring OPR dimensions within Relationship Management Theory. Indicators can assess how the relationship between the organization and the public unfolds during program implementation. According to Hon and Grunig (1999) in the study (Waters, 2008), there are several indicators for maintaining relationship quality, namely:

- a. Trust, the belief that the organization will implement the program in accordance with procedures. In this context, this is assessed by how the CSR team can build trust with the orphanage through the LKSA quality improvement program.
- b. Commitment, maintaining the relationship between the organization and the public is crucial. In this context, this can be assessed through the consistency of the CSR team in implementing the program.

c. Satisfaction, the public feels satisfied because they receive more positive impacts. It is not just about shortterm results, in this study, it is hoped that we can examine how the CSR team can provide long term impacts on the orphanage.

d. Mutual Control, there is no power imbalance between the organization and the public. The collaboration established is not carried out by just one party. It focuses on how the CSR team can involve the orphanage in this program.

This study examines the perspective of Djarum Foundation's management in implementing communication strategies to assess the quality of relationships from the perspective of the beneficiaries, namely orphanages. The research questions for this study is: What kind of relationship has been formed between the Djarum Foundation and the orphanages it supports through this program? In this study, the researcher employed a qualitative method.

2. Method

In this study, the researcher employed a constructivist paradigm. This paradigm was chosen because the study aimed to understand the reality of the Djarum Foundation's CSR communication management within the LKSA Social Service Program as it builds relationships with the LKSA organizations it supports in Kudus. In the constructivist paradigm, reality is considered relative, depending on the experiences and perspectives of the individuals and groups involved. Therefore, the researcher employed a qualitative method. A descriptive qualitative approach was used because this study focuses on the content, meaning, and communication processes in the implementation of CSR. Qualitative methods allow the researcher to delve deeply and provide an understanding of the communication strategies implemented as well as how the relationship between the company and its stakeholders is formed. Qualitative research results emphasize meaning over generalization.

The informants for this study were individuals involved in the Djarum Foundation's Social Service Program at LKSA in Kudus, which comprises 7 LKSA facilities. The informants consisted of 36 individuals, including 2 caregivers, 3 children at each LKSA, and 1 CSR staff of Djarum Foundation's Social Service. The informant selection technique used purposive sampling, which involves selecting informants deemed to possess relevant and in-depth information regarding the CSR program. The primary research instrument was the researcher themselves, supplemented by guidelines for In Depth Interviews and Focus Group Discussions (FGDs). Data collection methods included both primary and secondary data. Primary data was obtained through interviews. Meanwhile, secondary data was obtained through literature in the form of books, articles, and journals related to CSR.

Data validity was tested using source and method triangulation, which involved comparing data from interviews to produce a rich, in-depth description that was consistent with the research context. The data analysis technique used was the Miles & Huberman model, which consists of three stages: data reduction, presentation of data in the form of descriptive narratives, and drawing conclusions or verification. The research was conducted in Kudus, focusing on LKSA organizations supported by the Djarum Foundation through the Social Service Program. The research was conducted in 2025-2026 in accordance with the implementation of the CSR program.

3. Result and Discussion

3.1 Result

The results of the selection and reduction of interview data are presented through direct quotations to reinforce the findings. Data analysis from the seven supported LKSAs and the CSR staff indicates that the success factors of the Djarum Foundation's Social Service CSR communication relationships can be examined through four key dimensions in building relationship quality: Trust, Commitment, Satisfaction, and Mutual Control.

a. Building Trust Through Accountability and Transparency

Trust is built through the targeted fulfillment of needs, accountability, and transparency. Overall, the LKSA believes that the assistance provided by the Djarum Foundation is given sincerely to improve the quality of the LKSA. This was emphasized by a caregiver at LKSA Darussalamah, who noted that the programs provided can drive progress for both the children in care and the caregivers.

“I respond to Djarum’s programs because they are designed for progress. So there’s no such thing as ‘giving and then stopping,’ but rather it’s ongoing.” (Caregiver 1 at LKSA Darussalamah on November 22, 2025)

In line with this, a caregiver at LKSA Budi Luhur stated that trust grows because the programs provided deliver tangible results for the children’s future.

“Just look at the results here at this LKSA. The impact of what Djarum provides is immediately visible. Here, two children have successfully completed their bachelor’s degrees at UT from Djarum’s guidance.” (Caregiver 1 at LKSA Budi Luhur on November 22, 2025)

This statement was also supported by a caregiver at LKSA Samsah, who noted that the assistance provided is not merely material aid but also training programs. This has become one of the factors fostering trust among LKSA staff that the assistance is not merely ceremonial.

“Djarum doesn’t just give money. It’s more about skills whether that’s training or other things needed at the LKSA. Ultimately, what we receive isn’t just financial support, but rather productive individuals. So, we accepted the partnership offer from Djarum because Djarum truly understands the actual conditions at the LKSA.” (Caregiver 1 at LKSA Samsah on November 29, 2025)

Additionally, caregivers at LKSA Dzikrul Hikmah and Tunas Muria emphasize the aspect of corporate responsibility in implementing programs as a foundational element in building partnership relationships. This, in turn, enhances the company’s credibility in the eyes of its partners.

“The Djarum Foundation always takes responsibility for its programs. We as caregivers also feel supported.” (Caregiver 1 at LKSA Dzikrul Hikmah on November 23, 2025)

“It turns out that Djarum brings programs that I think are truly extraordinary for the children, ranging from physical assistance and healthcare to training. Djarum Foundation isn’t just present in name only, it also plays an extraordinary role.” (Caregiver at LKSA Tunas Muria on December 1, 2025)

Meanwhile, LKSA Melati conducted its own verification of the track record of the programs offered before entering into a partnership with the Djarum Foundation’s Social Service program. This was done as an initial trust building process to ensure that the partnership’s objectives were carried out sincerely to assist the community in the social sector.

“At first, we were advised not to partner with Djarum. There were concerns. After we checked or looked for evidence of previous collaborations with Djarum, it turned out there were no issues at all. They were purely and sincerely helping LKSAs across Central Java. Finally, when Djarum offered that assistance, we accepted it with an agreement.” (Caregiver 1 at LKSA Melati on November 29, 2025)

For the children at LKSA Aisyiah, trust can grow through a sense of security while participating in the programs. Every program is always supervised by professionals in their respective fields and attended in person by the Djarum Foundation’s Social Service Team.

“The team is nice, actually. Very nice in all activities. Besides tutoring and the 5R program, there are also training sessions. The speakers and the team are always great.” (Children 1 of LKSA Aisyiah on December 11, 2025)

From the perspective of the CSR staff, the Djarum Foundation's Social Service Team emphasizes that the team implements programs in accordance with procedures and consistently strives to build trust with the LKSA through transparency in the program development process, a personalized approach, and regular monitoring of ongoing programs all as a demonstration of the team's integrity toward the LKSA.

"First, we conduct a data driven assessment because we never run a program based solely on assumptions. This assessment is a psychological assessment. Here, we collaborate with a team from Unika Soegijapranata so we understand the actual challenges they face. Who is assessed? First, the children in their care, and second, the caregivers. The second step is regular mentoring. Through this regular mentoring, we ensure that a team of psychologists visits each LKSA. Third, we provide training to the children in care. Those are the methods we employ, that is the foundation of our approach." (Djarum Foundation CSR Staff, December 9, 2025)

The Djarum Foundation's CSR Staff also noted that trust cannot be built overnight. The approach begins with gatherings involving all LKSA to facilitate discussion, ultimately enabling partners to accept the initiative and look forward to future programs.

b. Commitment to Long Term Empowerment

Commitment is reflected in the company's efforts to maintain cooperative relationships with partners through the continuity of programs over the long term. Unlike other CSR initiatives that are merely ceremonial, the Djarum Foundation's Social Service demonstrates a strong commitment to implementing CSR through proven consistency over the year of very long term partnerships. This aligns with the statement provided by the caregiver of LKSA Budi Luhur.

"We've been partnering with Djarum for a long time, starting in 2015 until now. They helped build the second and third floors, provided with basic necessities, hygiene supplies, monthly health checkups for the children, training, tutoring programs, and monitoring regarding their path to higher education or employment. Additionally, the caregivers receive training on how to guide the children and understand their conditions and abilities." (Caregiver 1 of LKSA Budi Luhur on November 22, 2025)

In line with this, a caregiver at LKSA Tunas Muria noted that this commitment is reflected in the regular delivery of basic necessities and phased monitoring across all programs.

"Djarum has visited here in person several times for program outreach, such as checking the progress of the 5R program or asking about the distribution of basic necessities. They also checked on the children's progress and the results from the training agenda." (Caregiver at LKSA Tunas Muria on December 1, 2025)

Meanwhile, the caregiver at LKSA Melati emphasized that the company's commitment is clearly evident in its desire to provide sustainable programs. The programs do not stop at physical assistance but extend to the development of soft skills and education.

"Djarum's programs are truly designed to provide assistance to LKSA. It's not just one time and then it's over. They want to keep connecting the next programs. Once one program is finished, they want to create another. They don't want to cut ties with LKSA." (Caregiver 1 at LKSA Melati on November 29, 2025)

Not only that, efforts to maintain the quality of the relationship between partners and the company are carried out through routine evaluations every semester. The structured scheduling of evaluations reflects the company's responsibility to follow up on every program implemented. This aligns with what was stated by LKSA Dzikrul Hikmah and Darussalamah.

"All program evaluations are usually conducted for the semester. Since there are two semesters in a year. So, there's usually an evaluation every six months to see what needs to be improved." (Caregiver 1 at LKSA Dzikrul Hikmah on November 23, 2025)

“Evaluations are also usually conducted at the end of specific events. For example, after a previous activity, there’s an evaluation, and following that, plans are made for the next activity.” (Caregiver 1 at LKSA Darussalamah on November 22, 2025)

Even the programs provided, especially those related to health continued to run amidst the COVID-19 pandemic, a time when many companies could not survive the crisis. However, Djarum Foundation’s Social Service initiatives maintained the resilience of these relationships throughout the crisis until now, serving as strong evidence of the company’s commitment to providing the best for its partners. This aligns with the statement made by the caregiver at LKSA Samsah.

“I remember back during the COVID-19 pandemic, it was in 2020. I was invited to Djarum, it was about management assistance for administrative matters during the pandemic because the LKSA was really struggling. Actually, even before 2020, we had already received help starting from waste management support, including trash bins. During the pandemic, we received more support in terms of health and nutrition.” (Caregiver 2 at LKSA Samsah on November 29, 2025)

One of the company’s efforts to maintain these relationships is by providing a quick response whenever a partner needs help. This aligns with what was shared by a caregiver at LKSA Aisyiah.

“Whenever we really need help from Djarum, they always respond. This has been the case year after year. Djarum is extremely responsive. They’re very good at following up immediately.” (Caregiver 1 at LKSA Aisyiah on December 11, 2025)

According to the CSR staff at Djarum Foundation’s Social Service program, the commitment to maintaining relationships with partners is demonstrated through the consistency of sustainable programs implemented over the long term, rather than merely ceremonial initiatives.

“All the programs we run from Perintis, Bestari, to Berdaya are long term in nature. In the Perintis program, health checkups are conducted three times a year, we also provide milk assistance continuously, then there’s the 5R program with scheduled visits every two weeks. For the Bestari program, there are caregiver and children training sessions. The participants constantly change and the values we instill must adapt to the times. These new children come from diverse backgrounds. Sometimes caregivers feel they’ve never encountered a specific case before, that’s where the psychologist steps in to provide guidance on how to handle it. Finally, the Berdaya program, such as the scholarship, also runs every year. Each year, new students join while the older students continue their studies. So this program is like a “rolling” process, it never stops and the number of participants naturally keeps growing.” (CSR Staff of Djarum Foundation’s Social Service Program on December 9, 2025)

The programs provided are not merely short term benefits but represent long term investments. This is evident in the company’s consistency in tailoring programs to the needs of each LKSA not only addressing current needs but also adapting to the evolving times.

c. Satisfaction with the Quality of Life

Satisfaction will be achieved if partners feel that their working relationship with the company has a greater positive impact and one that extends beyond the short term. In fact, the caregivers reported that the assistance provided exceeded their expectations for improving the quality of life of the children in their care.

“As far as I knew, Djarum’s assistance used to be in the form of physical support, such as building security posts and installing stairs. I thought that was all. At that time, we were surveyed on what we needed. But in the last few years, there have been training sessions. So we were surprised that Djarum actually thought of us to that extent, even going beyond what the government does.” (Caregiver 2 at LKSA Melati on November 29, 2025)

“So regarding assistance from Djarum and Wings, the specific needs are indeed discussed first. But outside of those discussions, yesterday we were suddenly given five electric fans without any communication before. So, Djarum and Wings’ approach is to directly observe conditions on the

LKSA. They didn't just ask and we didn't request anything either, but the items were simply provided out of the blue." (Caregiver 1 at LKSA Budi Luhur on November 22, 2025)

"Additionally, regarding their education, they're always monitoring. Even if a child is falling behind compared to others, a child psychologist comes. I really admire that. Really, Djarum's assistance has been a huge help to us." (Caregiver 3 at LKSA Samsah on November 29, 2025)

Satisfaction isn't limited to the caregivers' perspective, the children also feel it because the programs provided have a positive impact on their daily lives.

"For me, the most impactful part was the mental health training. You know, some kids tend to be very emotional. After I participated in that, I could control my emotions better, and my future feels more focused." (Children 1, LKSA Melati, on November 29, 2025)

"For me, I've started leading groups more often and feel more confident when there are competitions to represent my class." (Children 3, LKSA Budi Luhur, on November 22, 2025)

This is supported by a statement from a caregiver at LKSA Tunas Muria regarding changes in the children's behavior, becoming more disciplined and responsible.

"In our first year participating in the 5R competition, Tunas Muria immediately won Best Progress. When I first came here, I was also surprised. Back then, the place looked like it was abandoned. Then, eventually, the 5R program arrived. The children and I agreed, 'Let's work together to protect the environment. After all, a clean environment benefits our health,' I told them. Eventually, we all worked together with the children to make positive changes." (Caregiver at Tunas Muria LKSA on December 1, 2025)

The children also felt a deep sense of satisfaction regarding the tutoring program, which was highly beneficial in helping them overcome learning difficulties at school. Several children from various LKSAs explained how the program made their learning process easier

"Usually, when we study on our own, we get confused and don't know who to ask. With tutoring, we can be taught more deeply and broadly. So if we don't understand, they'll explain it again. They're really patient when teaching us." (Children 2 of Darussalamah LKSA on November 22, 2025)

Additionally, the tangible impact of this satisfaction is evident in the improvement of the children's academic grades and the sharpening of their memory. Without the tutoring program, the children feel their understanding of school material would decline.

"Because if there's no tutoring, I might rarely study. If, for example, there's no tutoring, some of my grades would also drop." (Children 1 of LKSA Dzikrul Hikmah on November 23, 2025)

"When it comes to tutoring, I really feel the benefits, like memories don't always stick, and school subjects don't always click. But tutoring helps us review what we've previously learned, so we understand it better. If there were no tutoring, those memories would probably just fade away. With tutoring, it really helps sharpen our minds." (Children 2 of LKSA Tunas Muria on December 1, 2025)

Although overall satisfaction is high, there are suggestions from both caregivers and children regarding certain programs, both educational and health related.

"We recently requested a tutoring program for Javanese language, but it still needs to be reviewed and evaluated because finding tutors is difficult." (Caregiver 1 at Dzikrul Hikmah LKSA on November 23, 2025)

"I'd prefer the tutoring sessions to be on Fridays. Because on other days, sometimes we have group work or school activities, and we get home too late to attend tutoring." (Children 2 of LKSA Darussalamah on November 22, 2025)

"Health services are the worst. The dentist just checks for a moment, then gives medicine. For example, if there's a cavity or something, they don't offer advice or follow up." (Children 1 of LKSA Melati on November 29, 2025)

d. Control Mutuality Through Collaborative Decision Making

Control mutuality refers to an equal decision making process without power imbalances. Although there are structural power differences between the company and its partners, a quality relationship requires a division of roles in decision making. A caregiver at LKSA Budi Luhur noted that there is a division of roles in program implementation.

“When there’s a training session here, we’re given the same date and time, but we’re not allowed to prepare anything. So everything is prepared by Djarum whether it’s training materials or snacks. The LKSA just provides the venue.” (Caregiver 1 at LKSA Budi Luhur on November 22, 2025)

In line with this, caregivers at LKSA Darussalamah and Aisyiah noted that during the program planning phase, the LKSA felt involved due to discussions regarding the LKSA’s capacity to implement the program.

“Usually, before running a program, we’re invited to discuss whether it’s feasible or not? Will the participants respond or not? Only after that is the activity held.” (Caregiver 1 at LKSA Darussalamah on November 22, 2025)

“Usually, they inform us about Program A, then mention there will be a follow up with Program B, and explain its purpose. That’s usually how it goes. We’re invited to discuss it first.” (Caregiver 2 at LKSA Aisyiah on December 11, 2025)

An informant from LKSA Melati also stated that the company actively seeks input for future program development, indicating the existence of equal, two way communication.

“Djarum also asked for input from us. ‘Sir, what else could Djarum do to help the LKSA?’ Among the things we proposed was child psychology. That was immediately responded to, addressed, and implemented.” (Caregiver 2 at LKSA Melati on November 29, 2025)

On the other hand, the involvement of the LKSA is also evident in how the company handles complaints. A caregiver at LKSA Tunas Muria shared their experience in providing feedback regarding the objectivity of the 5R competition’s evaluation to ensure fairness for shelters with limited facilities.

“I did mention that objectivity should be based on the process. If the judges only come at the end and only assess the final result, that’s what concerns me, it feels unfair.” (Caregiver at LKSA Tunas Muria on December 1, 2025)

Finally, informants from LKSA Dzikrul Hikmah and Samsah confirmed that the relationship is two way, and the LKSA is given the opportunity to voice their opinions.

“So Djarum has a program, and they offer it to us. If we feel the program isn’t relevant to the children or doesn’t align with our needs, we can choose not to implement it.” (Caregiver 1 at LKSA Dzikrul Hikmah on November 23, 2025)

“From the very beginning, how we joined the LKSA, and how we want to shape it moving forward, it doesn’t have to follow Djarum’s directives. Djarum gives us space. They don’t just impose it, ‘Djarum wants it this way, so the LKSA must be this way.’ Instead, it’s a collaborative effort, so we don’t stray from the LKSA’s scope, but Djarum can still be involved.” (Caregiver 2 at LKSA Samsah on November 29, 2025)

3.2 Discussion

Research findings indicate that the Djarum Foundation’s CSR communication management with LKSA is implemented in accordance with the four main dimensions of Organizational Public Relations (OPR) within Relationship Management Theory.

a. Building Trust Through Accountability and Transparency

In CSR implementation, trust cannot be built instantly but requires a lengthy process. (Muda, 2018) states that building trust is one of the key elements in maintaining a company's CSR relationship with its partners. Based on the research findings, Djarum Foundation's social service initiatives have successfully built trust among the seven supported LKSAs because the transparency, accountability, and quality of the programs provided positively influence the LKSAs' progress. This aligns with (Rizqie et al., 2025) which notes that transparency and responsive communication are key aspects in maintaining public trust. However, one of the LKSAs conducted its own verification before accepting a cooperation offer from the Djarum Foundation's Social Service program due to the company's background in the tobacco industry. The consistency of the program across all supported LKSAs serves as a positive track record that can dispel such doubts.

Self-development programs are more effective in building trust and emotional bonds between the company and its partners compared to temporary aid (Tati & Wijaya, 2019). Beyond high quality programs, the CSR team actively participates and plays a significant role throughout the program by conducting data driven assessments and adopting a personalized approach toward each LKSA to identify their specific needs. The integrity of the Djarum Foundation's Social Service team instills a sense of security in the LKSA during every program implementation. This aligns with (Waters, 2008), which states that effective relationships as Relationship Management Theory are built through trust encompassing integrity, credibility, and competence. (Mustaqim et al., 2024) states that the roles and functions of LKSAs extend beyond merely providing housing, they also involve caregiving, education, and entrepreneurship guidance.

Consequently, the research findings indicate that there remains a gap in the implementation of the Djarum Foundation's Social Service CSR program, specifically regarding entrepreneurship guidance. This gap can be addressed through training programs for caregivers and foster children focused on developing entrepreneurial soft skills. This program can be implemented to enhance partners' confidence that the company demonstrates a strong commitment to their future. Such training can foster the LKSA's self-reliance in the future should it no longer collaborate with the company. Additionally, it is expected to equip the children with the necessary skills for their future once they have completed their studies at the LKSA.

b. Commitment to Long Term Empowerment

Building trust requires a strong commitment from the company. A commitment to CSR can be considered successful if the relationships formed go beyond formal obligations (Ledingham, 2003). This aligns with the statements from all LKSA organizations that the Djarum Foundation's social service programs are long term and sustainable. Assistance is not only financial but also includes soft skills for future personal development. Through the Perintis, Bestari, and Berdaya programs, partnerships can be sustained over the long term. In contrast, (Muda, 2018) states that long term partnerships are not always effective. The journal emphasizes that short term partnerships can also be effective in achieving program objectives, though they have limited impact on behavioral changes in the children under care, even if they can be considered effective.

In fact, (Wagiu et al., 2024) states that ceremonial programs can have immeasurable impacts over the long term. According to (Waters, 2008), CSR is one of the functions of relationship management, not merely limited to publicity or one way communication. Therefore, the Djarum Foundation's Social Service CSR team consistently conducts routine monitoring of every program to ensure the sustainability of its impact. Not only that, the Djarum Foundation's Social Service program was able to support LKSA during the COVID-19 crisis by providing assistance in health, nutrition, and administrative support. Despite the crisis, many companies prioritized their own interests to survive.

Furthermore, the implementation of routine evaluations every semester demonstrates the company's commitment to addressing LKSA's needs. These routine evaluations reflect structured relationship management, aligned with the process tracking model developed in (Ledingham, 2003), where monitoring and evaluation are crucial to ensuring that implemented programs foster stronger relationships. The key to a program's success lies in continuous program improvement, making ongoing evaluation and communication among stakeholders essential (Hlatshwayo et al., 2025).

c. Satisfaction with the Quality of Life

All LKSAs stated that they have experienced tangible benefits from the programs provided. A CSR program is considered successful if it improves the standard of living of the community and has the ultimate goal of empowering the communities surrounding the company (Savitri & Yuniningsih, 2023). Programs based on the needs of partners will generate mutual satisfaction and benefits because the assistance is targeted effectively (Ledingham, 2003). This aligns with statements from all LKSAs both from the caregivers' and the foster children's perspectives that the Djarum Foundation's Social Service Program meets the needs of LKSAs and even exceeds expectations. One LKSA expressed admiration that the Djarum Foundation's Social Service Program provides additional facilities without prior discussion, but rather based on initiatives arising from direct observation.

Unlike the (Savitri & Yuniningsih, 2023) study, which focuses on optimizing infrastructure and facilities to support social institution activities, the Djarum Foundation's Social Service program targets psychological support for children and soft skills training, demonstrating that the company is making a long-term investment in the future of the children in care. This aligns with (Frazee, 2016) which states that educational CSR for children will be more effective if it incorporates psychosocial aspects and is implemented over the long term. The benefits of the program are directly felt by the children in terms of behavioral changes, ranging from discipline, responsibility, emotional management, and increased self-confidence. Additionally, the children also experience improved academic performance, enabling them to pursue undergraduate education.

According to (Dhanesh, 2014) CSR that addresses personal development creates deeper and more meaningful emotional fulfillment. These findings indicate that the relationships formed have a lasting impact on the quality of life of the children in care. Although all LKSA felt satisfied, there were also suggestions from the LKSA, such as adding local content subjects, adjusting the tutoring schedule, and improving dental health services, indicating that the relationships built are mutually beneficial. In accordance with the principles of Relationship Management Theory, a relationship can be categorized as effective if it provides benefits to both parties or mutual benefit (Ledingham & Bruning, 2000).

d. Control Mutuality Through Collaborative Decision Making

Trust can be achieved when a company implements a two way symmetrical communication pattern, where the company transparently accepts feedback from its partners (Yunita et al., 2016). This communication pattern is achieved when the company demonstrates a well balanced distribution of control with its partners, enabling mutual adaptation for the common good (Apriliani et al., 2025). Although companies often hold more power than the beneficiaries. However, by giving partners the space to voice their opinions, a balance of control can be created. This analysis aligns with Ledingham's Relationship Management Theory, which emphasizes that high quality relationships occur when both parties feel they have equal influence over the course of the relationship.

This is consistent with what all LKSA representatives stated that the Djarum Foundation's Social Service program opens up discussion spaces and does not force partners to always implement the programs offered. According to (Ledingham, 2003) this is important to foster a transformation from a mere giver recipient dynamic into a collaborative partnership. Furthermore, as noted by (Ledingham, 2003), when both parties feel they have balanced control, it helps avoid or minimize conflicts. Not only is a space for discussion provided, but the company also plays a role in role sharing, as stated by one of the LKSA representatives in the implementation of a program, the LKSA provides the venue while the company facilitates logistics. This is reinforced by (Dhanesh, 2014) argument that the public, when they feel their opinions are considered valid, will have a higher perception of mutual control toward the organization. Djarum Foundation has achieved an effective partnership, with program success driven by shared responsibility grounded in trust, commitment, satisfaction, and mutual control.

4. Conclusion

This Based on Relationship Management Theory, the Djarum Foundation's CSR social service programs have appropriately and well implemented the dimensions of trust, commitment, satisfaction, and mutual control. The LKSA representatives stated that the trust dimension has consistently improved because the company implements its programs through data driven processes and regular monitoring. Additionally, throughout the program's implementation, the company has consistently maintained transparency and accountability regarding all programs. Although one LKSA conducted its own verification before accepting the cooperation offer, all LKSAs stated that this approach was deemed effective as it fosters trust and confidence that the programs are genuinely aimed at improving the quality of care for the children. Meanwhile, the commitment dimension was found to be strong because the partner demonstrated that the programs provided are long term, consistent, and sustainable, even during the COVID-19 pandemic crisis.

The satisfaction dimension was also strongly felt by the LKSAs because the programs provided exceeded the partners' expectations. They not only provided physical assistance but also support in the form of healthcare, education, and training, which benefited the foster children by fostering behavioral changes toward greater discipline and self-confidence. In decision making, the company did not make unilateral decisions but involved the partner. The success in implementing the mutual control dimension is considered effective due to partner involvement from providing discussion forums to clearly defining roles ensuring the balance of control in the relationship is well maintained.

Thus, the communication relationship between the Djarum Foundation's Social Service program and the supported LKSA in Kudus is classified as effective. However, there are suggestions for further optimization in implementing CSR programs from both the company's and the partners' perspectives. Djarum Foundation's Social Service program could incorporate entrepreneurship mentoring to foster the self-reliance of the LKSA and its wards in the future, should they no longer collaborate with Djarum Foundation. Additionally, there are suggestions from caregivers and wards regarding the addition of local curriculum subjects, adjustments to tutoring schedules, and improvements in the quality of dental examinations to receive further guidance. Meanwhile, from the LKSA's perspective, they can optimize their participation in the programs already implemented to ensure the programs run as effectively as possible. This study focuses solely on the Djarum Foundation's CSR relationship management with the supported LKSAs in Kudus. In future research, the researcher can focus on discussing the communication strategies used in implementing CSR, both in person and digitally with the LKSAs in Central Java.

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