



Green Leadership and Corporate Social Responsibility: Study of Community Responses to CSR Activities PT. Pertamina Fuel Terminal Boyolali

Widiartanto^{1,*}, Fendy Eko Wahyudi², Bayu Pradika³, Bima Adistya⁴, Amni Z. Rahman⁵, Satwika Paramasatya⁶

¹Departemen of Business Administration, Universitas Diponegoro, Semarang, Indonesia

^{2,6}Departemen of International Relations, Universitas Diponegoro, Semarang, Indonesia

^{3,4}PT. Pertamina Fuel Terminal Boyolali, Indonesia

⁵Departemen of Public Administration, Universitas Diponegoro, Semarang, Indonesia

*Email: widiartanto@live.undip.ac.id

Abstract: This research is motivated by the phenomenon that in order to strengthen corporate sustainability, the concept of Corporate Social Responsibility (CSR) Sustainability prioritizes corporate responsibility to society with the concept of sustainable development. Means that companies need to pay attention to environmental, community, and stakeholders that emphasize the implementation of sustainable programs. This study aims to determine the implementation of green leadership in the company and determine the satisfaction and independence of the beneficiaries of PT. Pertamina Fuel Terminal Boyolali. The research locations are in the villages of Tawang Sari, Mojolegi, Teras, and Blumbang which are assisted villages. This type of research is descriptive quantitative with a sample of 146 people spread across 12 CSR programs. The results of the study show that the implementation of green leadership in companies has been going well, both within the company and community through CSR activities. Overall, the Community Satisfaction Index Score from 2017 to 2020 is a very good category, between the intervals of 81.26 to 100. Meanwhile, in terms of independence, 12 CSR programs in 2018 have produced a good level of independence. Proof that 70% of CSR programs are at high independence.

Keywords: CSR, Green Leadership, Community Satisfaction Index, Level of Community Independence

Introduction

In the last few decades, the existence of the business sector has experienced its greatest challenges. Various company activities are labeled as exploitation practices, especially for businesses engaged in the extractive industry. This condition certainly resulted in the industrial world being in the spotlight of various parties. Starting from the issue that the business world pays little attention to the interests of consumers, labor exploitation, worsening social order, does not have an ethical decision-making mechanism, and does not care enough about the issues of minority communities or vulnerable groups and the environment. This view results in a higher demand for companies to be more active in carrying out Corporate Social Responsibility (CSR) programs (Carroll, Brown, and Buchholtz, 2018).

By implementing CSR activities, it is hoped that negative views and the spotlight on company activities can be overcome. A number of academics have even stated that CSR practices are nothing more than a Social License to

Operate (SLTO) mechanism for companies in which the company operates (Demuijnck and Fasterling, 2006). The SLTO phenomenon actually originates from the fact that every company operating in an area requires explicit permission from the government, community, and a number of stakeholders to be able to carry out its business activities (Porter and Kramer, 2002). However, the company's CSR program that focuses on achieving SLTO does not yet have a clear academic justification.

On this basis, then the implementation of CSR is mostly directed at CSR activities that are more focused on sustainability or sustainability aspects. The concept of sustainability can be defined as implementing CSR activities that place greater emphasis on the environment and serving the needs of the community. Brundtland stated that sustainable development can be interpreted as an effort to meet current needs without compromising the ability of future generations to meet their own needs (Porter and Kramer, 2006). What's more, the CSR approach that prioritizes sustainability aspects is a major

concern for several business sectors, especially those engaged in the extractive industry.

In order to strengthen corporate sustainability, the concept of CSR Sustainability puts forward corporate responsibility to society with the concept of sustainable development. Based on this concept, company programs need to pay attention to environmental, community, and stakeholder aspects that emphasize implementing sustainable programs. It is also listed in the ISO 26000 Guidance Standard on Social Responsibility which is intended to assist companies in contributing to sustainable development to promote shared understanding in the field of social responsibility. In ISO 26000 there are 7 main issues of CSR activities: community development, consumers, practices of healthy institutional activities, environment, employment, human rights, and organizational governance.

Based on this background, a mechanism is needed to measure the extent to which the level of public acceptance of the implementation of CSR activities in a region is associated with the implementation of green leadership by companies. These measurements can be seen from two aspects. First, how far is the level of community satisfaction with the implementation of CSR activities that they get. It is important to know how the relationship between the business sector and society through CSR activities. Second, the extent of the impact of CSR activities carried out on the perception of community independence regarding the CSR programs they have received. Measuring the impact of CSR activities on community self-reliance is important because in a CSR approach that prioritizes sustainability aspects, it is not enough to present a program that makes people satisfied. CSR activities that are only oriented towards pursuing community satisfaction are still characterized by a CSR approach with the SLTO approach. However, if CSR has prioritized aspects of sustainability, then paying attention to the impact of CSR programs that foster a spirit of independence and sustainability in the midst of society must really become a goal for CSR actors.

This paper discusses the results of research on the implementation of green leadership in

companies as well as the level of satisfaction and independence of the communities receiving CSR programs. The selection of business sector used is PT. Pertamina Fuel Terminal Boyolali because the CSR activities carried out by the company received the Gold PROPER award as one of the prestigious awards in the field of CSR implementation in Indonesia.

Literature Review

Green Leadership

The concept of leadership that has undergone changes has resulted in the role of leaders who care about the environment is also needed in both business-oriented and non-profit organizations. The term green leadership has become a familiar term when it comes to the role of a leader who is concerned with caring for the environment; not only pursuing profits, but also having concern for the maintenance of a sustainable environment. Green leadership also requires a leader who has enthusiasm, proactive, full of initiative, and creative in the interests of the people and the environment. These forms of concern greatly impact the development and life of the organization in the future. Green leadership can be interpreted as the ability of a leader to influence and mobilize members of the organization to jointly carry out activities that are pro-environmental preservation, but can also be interpreted as an effort in practice that the organization produces environmentally friendly products with minimal environmental pollution. Green leadership is leadership that takes sides or is oriented toward environmental sustainability.

Green leadership is the ability of a leader to influence people and move the organization to determine policies and realize a vision of pro-environmental sustainability in the long-term (Martin et al., 2020). This green leadership capability will encourage an eco-strategy that is very much needed in running a company so that it is not only limited to achieving efficiency but also eco-efficiency.

The world of business and industry is very complex. Business goals continue to grow. Leaders and professionals should not only focus on the economic responsibility of the company, but must also respect ethical, philanthropic, and environmental responsibilities. Green

leadership can inspire employees to get involved and practice green behavior when carrying out tasks in order to promote sustainable development. Green leaders promote green beliefs and attitudes by modeling pro-environmental behavior and communicating standards of sustainability ideals to their employees. Green leaders as role models set an example in acting pro-socially and being environmentally responsible.

Green leadership more specifically as an individual charismatic leadership ability aims to change and persuade others to get involved in pro-environmental actions. Leaders with green leadership make an individual have skills that are very important in helping companies accelerate and broaden understanding of real business issues related to sustainability.

There are three characteristics of green leadership (Lee et al., 2014). First, openness to change. Green leadership must be open to changes that are happening today. The influence of technological developments, digitization, the influence of a country's economy, and other factors are supporting elements for these changes. Therefore, green leaders must be open to making significant changes in implementing green, social, and organizational values for a sustainable company. Second, self-improvement or self-enhancement. A green leader must have and hold the values of self-priority in achieving organizational environmental goals. A green leader is not easily influenced to get out of the priority values that are in favor of environmental sustainability.

Corporate Social Responsibility

CSR as a concept that has become increasingly popular recently, does not yet have a single definition that can be applied within a company. However, there are several definitions that can be used as a reference in CSR disclosure. First, The World Business Council for Sustainable Development (wbcscd.org, 2020) defines CSR as “continuing commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large”. Kotler and Lee (2005) provide the

formulation of CSR as a commitment to improving community well-being through discretionary business practices and the contribution of corporate resources. Meanwhile, according to the Limited Liability Company Law Number 40 of 2007 Article 1 Paragraph 3, social and environmental responsibility is the company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the company, the local community, and society at large. A definition according to ISO 26000 (Prastowo and Huda, 2011) CSR namely "responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization and practiced in its relationship.

Community Satisfaction

Community satisfaction is part of the evaluation results which are based on a comparison between experience and expected expectations (Pan & Nguyen, 2015). Meanwhile, satisfaction is also a positive response from customer fulfillment (Oliver, Rust, & Varki, 1997). In Indonesia, public satisfaction is regulated in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 14 of 2017 concerning Community Satisfaction Surveys. There are 9 indicators that will provide an evaluation of the score of community satisfaction in government institutions. There are many guidelines for conducting community satisfaction surveys, one of which is SERVQUAL put forward by Parasuraman et al (1988). SERVQUAL consists of 22 sub-dimensions of a total of 5 service dimensions: tangible, reliability, responsiveness, assurance, and empathy. In implementing the CSR program, an assessment of community satisfaction is carried out as part of the monitoring and evaluation process (Islam et al., 2021). This is done by the company to find out that the CSR program is right on target and

implemented effectively. In addition, the CSR programs carried out also help maintain the

characteristics of the subjects studied, with the population and sample shown in Table 1.

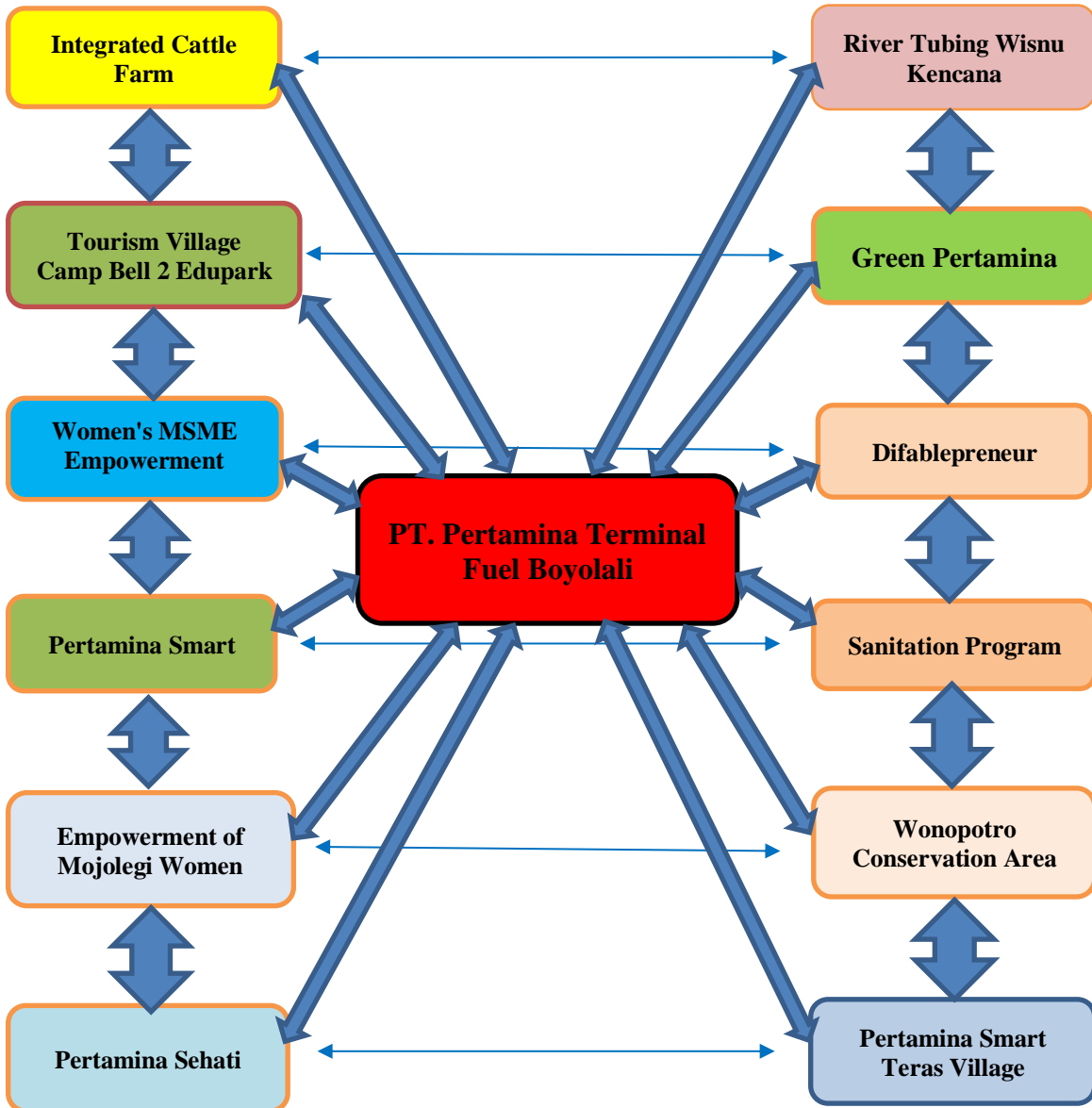


Figure 1. Model of Linkage Between CSR Programs of PT Pertamina Fuel Terminal Boyolali

company's reputation (Lii & Lee, 2012). This also indicates that there is an effective collaboration between University-Industry-Government in the process of formulation, implementation, and evaluation in the implementation of CSR programs (Rahman, Wahyudi, & Widiartanto, 2018).

Method

The type of research used in this study is descriptive quantitative, which aims to explain a phenomenon using numbers that describe the

The sampling technique used purposive sampling. Primary and secondary data were used in this study with data collection techniques using questionnaires and interviews. Assessment of Community Satisfaction Index (IKM) in the Implementation of CSR PT. Pertamina Fuel Terminal Boyolali was carried out with a Community Satisfaction Survey (SKM) based on Minister of Administrative and Bureaucratic Reform Regulation Number 14 of 2017 which was adjusted to the CSR conditions that had been carried out in the area of PT. PFTB.

The variables to be examined are 1) CSR program implementers which include competence, courtesy, and friendliness of program implementers in each village; 2) Implementation of CSR programs that include accuracy, clarity, clarity of planning, monitoring and evaluation, openness to the role of the community, as well as compliance with community expectations; 3) The impact of the CSR program which includes increasing income, the level of community welfare, and the sustainability of the program in the future.

Table 1. List of Population and Satisfaction Index (IKM) and Self-Reliance Survey Samples

Village	Program	Population	Sample
Tawang Sari	Disabledpreneur	18	12
	PMT Posyandu Elderly	150	14
	Pertamina Green	10	7
	Tawang Sari Women's Group MSME Empowerment	34	22
	Empowerment of Cattle and Dairy Processing	10	7
	Tourism Village: Campbell Edupark	11	7
	2		
Mojolegi	Pertamina Smart Sanitation Program	70	11
	Mojolegi Women's Group Empowerment	11	5
	Bumbang Wonopetro Conservation Area	19	12
Teras	Healthy Pertamina	33	21
	Pertamina Smart	16	10
Total		409	146

Source: PT. PFTB, 2020

The types of questions raised in this Self-Reliance Survey activity include the level of financial independence from program implementation; the level of community understanding to initiate program sustainability; the ability of the community to manage and develop institutions and organizations; the technical skills of the recipient community of the CSR program; the community's ability to build partnerships; the ability of the community to conduct outreach with related parties; ability to mobilize community resources; program

sustainability level; and the readiness of community groups receiving CSR. To assess the community satisfaction index, the researcher first uses a weighted average value with the following formula:

$$\text{Weighted NRR} = 1/n$$

Next is to determine the average value per indicator with the following formula:

$$\text{NRR per indicator} = \text{sum of values per indicator} / \text{number}$$

Meanwhile, to measure the weighted average value using the following formula:

$$\text{Weighted NRR} = \text{NRR per indicator} \times \text{NRR weight}$$

To get the IKM value, then the following formula is used. The number 25 is the width of the interval used in the category.

$$\text{IKM} = \text{total weighted NRR} \times 25$$

Meanwhile, a more complete category of community satisfaction can be seen in Table 2.

Table 2. Categories of Community Satisfaction

Perceived Value	SMI intervals	Community Satisfaction	Implementation of CSR Programs
1	25.00-43.75	D	Not good
2	43.76-62.50	C	Not good
3	62.51-81.25	B	Good
4	81.26-100.00	A	Very good

Source: Menpan RB Regulation Number 14 of 2017

Meanwhile, regarding the preparation of the Community Self-Reliance Index, the measurement method is based on sustainability indicators released by the International Fund for Agricultural Development. These indicators are compiled in order to measure the level of sustainability of a community empowerment program. The data collection technique for compiling the Independence Index is carried out through an independence survey involving communities receiving CSR activities, community organizations or groups, relevant stakeholders and the Community Development

Officer of PT. PFTB. Based on a number of existing indicators, categories of community independence can be arranged starting from Low Independence (LI), Medium Independence (MI), High Independence (HI), and Sustainable (S).

Table 3. Community Self-Reliance Category

Perceived Value	Independent Interval	Category
1	9-15	Low Independence (LI)
2	16-22	Medium Independence (MI)
3	23-29	High Independence (HI)
4	30-36	Sustainable (S)

Source: Primary Data, Processed (2020)

Results and Discussions

In the implementation of green leadership, PT. PFTB is one of the business units that participate in contributing to the community in four villages, namely Tawangsari, Mojolegi, Teras, and Blumbang Villages which are located in Boyolali Regency through CSR activities. In 2019, PT. PFTB has carried out several CSR programs centered on community development programs by upholding the principles of sustainable development. Broadly speaking, the CSR programs carried out by PT. PFTB in the four villages can be classified into five main categories, namely economic, educational, health, social, and environmental. The five categories are developed into superior programs that are tailored to the potential and needs of the community and are assisted by Community Development Officers (CDO) placed in companies and communities. CDO functions as a facilitator bridging PT. PFTB with community groups.

Tawangsari Village is located in the Ring I area of PT. PFTB. Tawangsari Village has sufficient potential in agricultural and animal husbandry resources so that the majority of the village's population works in the agricultural and animal husbandry sectors. Therefore, the community development program implemented is oriented towards the economy, the environment, and socially by taking into account the village's potential. To support the economic

potential of the Tawangsari Village community, several economic programs have been carried out, namely the program to improve the community's economy through Cattle Farming Training using the Integrated Livestock System (SPT) method. Training and strengthening of the cattle breeder business are oriented towards the use of zero-waste farming so that it does not have a major impact on the environment. Besides that, economic programs include the development of the Campbell II Educational Park Tourism Village and the CSR program that provides Kipolik water treatment (Hydraulic Pump Wheel). In addition to the development of the Campbell II Edu Park area, the utilization of the village's potential is also supported by the Kali Pepe watershed program: River Tubing Wisnu Kencana.

These programs are integratively an effort to develop Tawangsari's potential as a tourism village by combining its economic and natural potentials. In the environmental field, PT. PFTB implements the Green Pertamina Program which uses the principles of Household-Based Waste Management. In the social field, community development programs are directed at Empowering Persons with Disabilities, namely Difiablepreneurs. Apart from assisting people with disabilities, the CSR program that has been implemented is also in the form of empowering women through MSMEs.

Mojolegi Village is in the Ring I area of PT. PFTB, is an area that is geographically close to the company's operations. The social and economic conditions of the people of Mojolegi Village are dominated by the middle to lower economic groups who work as farmers, agricultural laborers and industrial workers. The CSR program implemented in this area is focused on toddler and elderly groups in the health sector, namely the Pertamina Sehati Program. The program includes the Provision of Supplementary Food (PMT) for toddlers and the elderly as well as the provision of Posyandu supporting equipment. These two activities are in the form of CSR programs in the form of charity and capacity building with the aim of making the community aware of the nutritional adequacy of children and the elderly.

Teras Village is in the Ring I area of PT. PFTB, is an area geographically close to the company's operational area. The CSR programs implemented in this area are focused on groups of toddlers, children and the elderly in the education and health sectors. In the education sector, the company has implemented a program in the form of charity in the form of strengthening early childhood education through Pertamina Smart. The program is implemented by providing teaching staff assistance, scholarships, reading books, and educational aids. In the health sector, Pertamina implements programs in the form of charity and capacity building through the Pertamina Sehati Village Teras Program to support the improvement of public health.

Blumbang Village is located relatively further from the center of Boyolali City than the three assisted villages which are located in Teras District. Blumbang Village is located in Klego District and is in the Ring III area of PT. PFTB. Blumbang Village is a dry area with potential for biodiversity in the form of teak forests and wild animals such as deer. Based on the potential of the area, Pertamina's CSR program is focused on developing supporting infrastructure and capacity building through the Wonopoto Ecoedutourism Program. The infrastructure development program at Wonopoto Ecoedutourism is the construction of enclosures for deer, monkeys and snakes as well as a playground. To support ongoing conservation, training activities for deer care and conservation management are carried out.

The processing results of Community Satisfaction Index Scores and Sustainability Index Scores in the CSR Program of PT. PFTB, shown in Table 4 and 5.

Overall, the IKM scores from 2017 to 2020, both in terms of the dimensions of the IKM (program implementers, program implementation, and program impact) and the overall IKM are in the very good category, which is between the interval 81.26 to 100. The score of the dimension of program implementation shows an ever-increasing trend from 2017 to 2020 with an average growth of 1.85% and an average score of 89.49. The dimension score of program implementation, it shows a fluctuating

trend for four years with an average growth of 0.88% and an average score of 86.56. Then for the dimensions of the impact of the program for four years, it shows a fluctuating trend with an average growth of -0.48% and an average score of 82.96.

Table 4. Development of IKM Scores from 2017 to 2020

Year	executor Program	Implementati on Program	Impact Program	SMIs Overall
2017	86,63	85,91	88,94	86,87
2018	89,53	87,77	83,06	86,27
growth 2017-2018	3.35%	2.17%	-6.61%	-0.69%
2019	90,3	84,26	78,89	82,76
growth 2018-2019	0.86%	-4.00%	2.59%	-4.07%
2020	91,5	88,28	80,93	85,63
growth 2019-2020	1.33%	4.55%	2.59%	3.47%
<i>Average of Growth</i>	1.85%	0.88%	-0.48%	-0.45%
<i>Average of Score</i>	89.49	86.56	82.96	85.38

Source: Primary Data Processed, 2020

Overall IKM score over the last four years still shows a fluctuating trend with an average growth of -0.45% and an average score of 85.38. So it can be concluded that program implementation is the only dimension that has a trend score that is always increasing and has not had negative growth over the last four years. In other words, PT. PFTB, which in this case is represented by CDOs, has been tasked with assisting CSR programs in the field very well so that they get very good ratings from the target group.

IKM stands as the main standard in ensuring community independence can be achieved at the end of CSR implementation in a five-year period. PT. PFTB has been designed in such a way by taking into account the existing conditions of the community in the Ring 1 area by maximizing local potential. The human approach taken also provides easy understanding for the community to implement the program properly. Good program implementation will lead to a high level of independence with optimal output and can be relied upon to continue after the CSR program has been implemented.

Trends the increase in the IKM score which consistently continues to rise in general is proof that the CSR program implemented by PT. PFTB has so far been on target and has been able to bring benefits to the community. Consistency in the increase in the IKM score must be seen as a result of a commitment to implementing CSR programs that do not only rely on charity, but also community empowerment directed from the community, by the community, and for the community. A high IKM score also indicates the community's readiness to continue the program that has been implemented independently so that the company can plan an ideal exit strategy.

On the other hand, the exit strategy is prepared by taking into account the current condition of the independence aspects of the recipient community of the company's CSR activities. Therefore, it is necessary to understand in advance how far the level of independence of the community receiving CSR assistance is and how the independence strategy needs to be created in order to create sustainability of the CSR program by the community. There are nine components of the exit strategy which reflect the extent to which the

target group can escape to become independent without being accompanied by a CSR funder. Sustainability Index Score on the CSR Program of PT. PFTB is shown in Table 5.

In general, of the ten CSR programs of PT. PFTB in 2018 has produced a good level of independence. This can be seen from 70% of CSR programs having a high level of independence or HI (high independence), while the remaining 30% of CSR programs have a moderate level of independence or MI (medium independence).

Based on the analysis of the implementation of green leadership in PT. PFTB, it can be seen that all CSR programs and activities are going well. This is proven by the CSR activities carried out by the company which received the Gold PROPER award from the Ministry of Environment and Forestry as one of the prestigious awards in the field of CSR implementation in Indonesia in 2018. PROPER for the gold category is the highest rating for a company considered to have succeeded in improving environmental management beyond what is required and carrying out community development efforts on an ongoing basis.

Table 5. Sustainability Index Score

No.	Component <i>Exit Strategy</i>	I	II	III	IV	V	VI	VII	VIII	IX	X
1	Inputs	2.3	4	1.4	3.5	1.6	2.8	3	2.5	2.5	2.8
2	Initiation	2	3	2.6	2.6	3.2	2.4	2.6	3	3	2.9
3	Organization	2.3	3	3.9	2.9	3.6	3	3.2	2	2.5	3
4	Organizational Management	2.3	3	3.8	2.6	3.8	3	3	2.5	2.8	3.1
5	Partnership	2.7	4	3.6	2.2	3.4	2	2.1	3	2.8	3
6	Outreach	1.7	1	2.6	1	3.2	1	2.1	1	2	1.9
7	Mobilization	1.7	4	3.6	1.9	3.4	1.8	1.4	2.5	3	2.8
8	Stabilization	3.3	3	3.8	3.8	3.6	3.2	3.4	2.6	3.1	3.2
9	Sustainable	2.3	3	3.9	3.4	3.2	2.8	3.6	3	3	2.8
Total		20.6	28	29.2	23.9	29	22	24.4	22	24.7	25.5
<i>Sustainability Index</i>		MI	HI	HI	HI	HI	MI	HI	MI	HI	HI
<i>Target Phase Out</i>		2020	2019	2020	2020	2020	2019	2020	2020	2020	2019

Source: Primary Data Processed, 2020

Information

I : Disablepreneur	VI : Pertamina Green
II : Pertamina Smart	VII : Tawangsari Women's SMEs
III : Sanitation Program	VIII : Cattle Farming & Dairy Processing
IV : PMT Posyandu Elderly	IX : Campbell 2 Edupark
V : Mojolegi Women	X : Wonopotro Conservation Area

Based on the analysis and evaluation of the level of independence of each CSR program PT. PFTB, there are a number of interesting findings. First, in general, of the ten existing CSR activities, the majority already have a "high" level of independence or "high independence". Second, from most of the programs, when observed in more detail, it turns out that the most frequently encountered problem is at the program's outreach level. By taking into account the phase out target which is in the range of 1-2 years, efforts to improve the capabilities of the program management group, namely increasing the ability to reach collaboration with various parties, need to be increased. Thus, the hope after PT. PFTB no longer provides CSR assistance to these community groups, so existing community empowerment activities are expected to be sustainable. Third, what is interesting about the ten programs is that most of the programs already have a high degree of independence at the level of funding inputs. This means that most programs do not rely too much on financial assistance for the sustainability of their programs and activities in the future. This is interesting because in general community empowerment activities are often trapped in the charity and philanthropic aspects alone. However, the CSR activities of PT. PFTB was able to show that the people who are assisted through the CSR program can become independent and not depend on the funding provided by the company. Therefore, it is hoped that in the future a number of sustainable programs can be developed that pay attention to the level of independence, the level of community satisfaction from the ten existing programs so that the sustainability of the CSR program of PT. PFTB in the future.

If viewed specifically per program, it can be seen that the programs that are the most smoothly implemented and ready to take off according to the 2019 phase out target include Pertamina Smart, Pertamina Hijau, and the Wonopotro Conservation Area. These three programs are basically programs designed in such a way as to easily take off and continue on their own because they are engaged in crucial fields, namely education and the environment. Pertamina Smart mobilizes the community to advance education for school-age children and

Pertamina Hijau and the Wonopotro Conservation Area educate the local community and anyone who visits to care and try to be actively involved in environmental conservation efforts.

Meanwhile, there are several specific programs that are still targeted to take off in 2020. For example, Difablepreneur. The Difablepreneur Program is an inclusive program aimed at vulnerable groups by directing them to become independent entrepreneurs. So far, the Difablepreneur program has been quite successful in providing opportunities for vulnerable groups to hone and develop their potential with the hope that they will become empowered vulnerable groups. Another program that is also quite unique and targeted to take off in 2020 is the Cattle & Dairy Farming Program. As a TBBM located in Boyolali Regency, PT. PFTB succeeded in elevating local wisdom by raising economic programs that focus on cattle farming as a symbol of Boyolali's local economy. This program has been initiated since 2016, starting with the construction of cowsheds and provision of cows to be raised into dairy cows. In the first two years, the program focused on building standardized pens and procuring broodstock. In the following two years, the program expanded to include not only cow's milk production, but also processed products. Thus, there is added value in the cattle farming business. The program is going so well that it is projected that it will be able to take off as planned in 2020. beginning with the construction of cow pens and provision of cows to be bred into dairy cows. In the first two years, the program focused on building standardized pens and procuring broodstock. In the following two years, the program expanded to include not only cow's milk production, but also processed products. Thus, there is added value in the cattle

farming business. The program is going so well that it is projected that it will be able to take off as planned in 2020. There is added value in the cattle farming business. The program is going so well that it is projected that it will be able to take off as planned in 2020. There is added value in the cattle farming business. The program is going so well that it is projected that it will be able to take off as planned in 2020.

The last program that needs to be underlined is the Mojolegi Women program. This program is specifically directed at women's groups in the Mojolegi Village as a forum for emancipation in order to increase their participation in development. The women who including PKK mothers are directed to be more organized in every activity. Because basically these PKK women are very active in every development activity so it's easy to direct them. The phase out target is also easier to achieve because PT. PFTB does not need to be too deeply involved and only provides general directions in the implementation of the Mojolegi Women program.

Conclusions and Recommendations

Implementation of green leadership at PT. PFTB shows that all CSR programs and activities are going well. The company has received the Gold PROPER award as one of the prestigious awards from the Ministry of Environment and Forestry. Of the ten CSR activities, the majority already have a high level of independence. Local villagers are less dependent on company funding. Community Satisfaction Index on the implementation of CSR activities of PT. PFTB from 2017 to 2020 is in the very good category, namely between the intervals of 81.26 to 100. The company assists CSR programs very well so that it gets very good ratings from the target group.

Researchers suggest that companies improve the ability of the management group in terms of reaching out for cooperation with various parties. The goal is to target phase outachieved according to the expected timeframe because at the outreach level there were still many problems that had the potential to hinder target achievement. In addition, given the level of community independence in the

high category, the company can continue to develop programs to create the sustainability of PT. PFTB.

References

- Carroll, A. B., Brown, J. A. and Buchholtz, A. K. (2018) 'Business & Society: Ethics, Sustainability, and Stakeholder Management, 10th Edition', Cengage Learning, pp. 1-793.
- Demuijnck, G. and Fasterling, B. (2006). The Social License to Operate. *Journal of Business Ethics*, 136(4), pp. 675-685. doi: 10.1007/s100551-015-2976-7.
- Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, 25, 123-135. <https://doi.org/10.1016/j.spc.2020.07.019>
- Kotler, P & Lee, N. (2005). *Corporate Social Responsibility : Doing the Most Good for Your Company and Your Cause*. John Wiley & Sons, Inc. New Jersey.
- Kyle Peterson and Smith, D. (2014) Extracting with Purpose Creating Shared Value in the Oil and Gas and Mining Sectors' Companies and Communities. *Shared Value*, pp. 1-68.
- Martin, L., Mathew P. White, Anne Hunt, Miles Richardson, Sabine Pahl, Jim Burt. (2020). Nature contact, nature connectedness and associations with health, wellbeing and pro-environmental behaviours, *Journal of Environmental Psychology*, Volume 68, April.
- Lee, M. H., Lin, C., Lin, C. K., & Lu, W. Y. (2014). Moderating Effect Of Institutional Responsiveness On The Relationship Between Green Leadership And Green Competitiveness. *Social Behavior and Personality*, 42(9), 1483-1494. <https://doi.org/10.2224/sbp.2014.42.9.148>
- Lii, Y.-S., & Lee, M. (2012). Doing Right Leads

- to Doing Well: When the Type of CSR and Reputation Interact to Affect Consumer Evaluations of the Firm. *Journal of Business Ethics*, 105(1), 69-81. doi: 10.1007/s10551-011-0948-0
- Oliver, R. L., Rust, R. T., & Varki, S. (1997). Customer delight: foundations, findings, and managerial insight. *Journal of retailing*, 73(3), 311.
- Pan, J.-N., & Nguyen, H. T. N. (2015). Achieving customer satisfaction through product-service systems. *European Journal of Operational Research*, 247(1), 179-190. doi: <https://doi.org/10.1016/j.ejor.2015.05.018>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perc. *Journal of retailing*, 64(1), 12.
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 14 Tahun 2017 tentang Pedoman Penyusunan Survei Kepuasan Masyarakat Unit Penyelenggara Pelayanan Publik
- Porter, M. E. and Kramer, M. R. (2002). The Competitive Advantage of Corporate Philanthropy, *Harvard business review*, 80(12), pp. 5-16. doi: 10.1177/0007650306297941.
- Porter, M. E. and Kramer, M. R. (2006) Strategy & Society: The link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review*, (December), pp. 78-93. doi: 10.1039/c003379k.
- Prastowo, Joko dan Miftachul Huda. (2011). *Corporate Social Responsibility Kunci Meraih Kemuliaan Bisnis*. Yogyakarta: Samudra Biru.
- Rahman, A. Z., Wahyudi, F. E., & Widiartanto, W. (2018). Collaborative Nexus Between University-Industry-Government as an Innovation for Community Development. Paper presented at the *International Conference on Emerging Media, and Social Science*.
- The World Business Council for Sustainable Development. (2020). wbcscd.org