



Exploring the Underlying Message of Kalbe Farma's Corporate Social Responsibility (CSR) Strategy: Video Water Supply for Watuagung

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Abstract

Watuagung is an area in Indonesia that is experiencing water shortage. The lack of water caused some conflicts in the village. People fought to get clean water. In 2013, a local hero strived for water supply for the village. Moreover, now, water is easy to find in Watuagung village. Therefore, the quality of life of the people is getting better. Because of the water supply, people can harvest plants and earn money. This village achievement occurred with the involvement of Kalbe Farma, Indonesia's pharmaceutical company, in its CSR program. Furthermore, this CSR journey is described in the short video "Akses Air untuk Watuagung." The purpose of this study is to explore the underlying message of Kalbe Farma's CSR strategy: A case study of the video "Akses Air untuk Watuagung" from college students' perceptions. Focus Group Discussion (FGD) conducted to explore the audience's perceptions of the video. Five students will watch the movie at one time, and questions will be delivered among the participants of the FGD to dig into the audience's perception. The results revealed five dominant factors in communication CSR: CSR informativeness, personal relevance, self-efficacy, self-promotional message tone, and consistency. Moreover, two factors need to be improved: third-party endorsement and transparency. This research also highlights new factors, such as CSR authenticity, stakeholder involvement, and culture.

Keywords: *Corporate Social Responsibility, CSR Communications, CSR Communications Model, Water Supply*

INTRODUCTION

The earth's ecosystem is only occasionally running and functioning well if various levels of society take no sustainability steps. The exploitation of agricultural products by humans has made the issue of sustainability an essential topic of discussion in the business world in the 21st century. Sustainability does not only depend on the industry or business itself because one factor that influences sustainability is the society itself, that is, both those who work in the industry and those outside it (Bell & Morse, 2003 in Bagherzadeh & Manoli, 2012).

Various organizations' attention to achieving sustainability is supported by the presence of the concept of CSR. CSR is the responsibility of profit and nonprofit organizations for their impact on stakeholders, the environment, and society; it focuses on the accountability and transparency of corporate actions that include social, ethical, environmental, and economic efforts, which are often voluntary and carried out within and outside market and commercial transactions (Riano & Yakovleva, 2020). CSR communications focus on external and internal communication to various stakeholders and are consistently the responsibility of corporate PR (Coombs & Holladay, 2011). Along with the CSR global problem, there is a specific challenge to each country's policy, economic situation, and environment. If a company wants to be reasonable, responsible, and sustainable while gaining a competitive advantage, it must go one step further and be innovative (Bagherzadeh & Manoli, 2012).

PT. Kalbe Farma is an Indonesian health-product manufacturer. In its business focus, Kalbe Farma is committed to implementing sustainable business. The tagline communicates the implementation of sustainability in Kalbe's business, "Bersama Sehatkan Bangsa" (Together Healthy the Nations). To support their implementations, Kalbe developed Sustainability Governance, which consists of an organizational structure, policies, framework and strategy covering the nine main scopes, which are described in internal

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pillars (ERAT) and external pillars (SEHAT) (Kalbe Farma, 2021). Internally, Kalbe has ERAT pillars: Ethos, Body, Hope and Action. Meanwhile, in the external sphere, Kalbe has SEHAT pillars: Health Science and Technology, Ecosystem and Environmental Sustainability, Healthy Living and Health Education, Access to Health Services, and Total Sustainable Business Ecosystem. Clean water and sanitation are global sustainable issues under Sustainable Development Goals (SDGs). The world is busy ensuring that countries are free from violence and poverty and enjoy peace and prosperity in 2030 (UNDP, 2024)

In Indonesia, specifically in the village of Sendang Watuagung, Wonogiri, Central Java, water shortages have plagued this village for years. Ironically, Sendang in Javanese means a water source that will never experience drought. However, in reality, people have difficulty obtaining water, which has triggered conflict in the community due to the fight over clean water.

Kalbe comes to help provide clean water for the Sendang Watuagung village. This can be seen in the short film released in early 2023. Through the 8-minute short film, the CSR publication generally discusses the situation before and after Kalbe's assistance in providing water to a village. Before Kalbe's help, people in the village faced significant challenges in meeting their water needs. They have made various efforts, such as digging wells, but conflicts often occur between residents because of water issues, including monopoly over water sources. Children are forced to help search for water, even when carrying heavy loads.

Due to remote water sources, people must spend much time collecting water and reducing their time working, such as farming. This harms their economies and health. When water became available with Kalbe's help, the situation changed. People can easily carry out their daily activities, such as farming catfish, selling tempeh, planting ginger, and improving their health.

The fruitfulness of this sustainable CSR Program encouraged researchers to conduct a CSR video analysis with the following title: "Exploring the Underlying Message of Kalbe Farma's CSR Strategy: A Case Study on Video Water Supply for Watuagung" with a qualitative case study approach to determine how the message is depicted in the short film based on audience perception. Short films as CSR communication media represent a form of CSR publicity for society. The main purpose of this study is to explore the underlying message of CSR communication from college students' perceptions by using Kalbe Farma's "*Akses Air untuk Watuagung*" as a case study.

LITERATURE REVIEW

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a voluntary action implemented by a company to carry out its mission and fulfill its obligations toward stakeholders, including employees, communities, the environment, and society (Coombs & Holladay, 2011). In this definition, there are several points that companies should understand in-depth, such as:

1. *Voluntary Action*

Legal regulations regulate company activities in implementing CSR and become obligations. However, the actual implementation of CSRs is when the company can exceed the expectations of applicable regulations. CSR actions must also be consistent and capable.

2. *Perceived Obligation*

Companies have obligations to stakeholders, including being obligated to understand and be responsive to their expectations. Fulfilling obligations includes demonstrating that a corporation can act only on what it knows and accepts as lawful.

CSR Communications

Stakeholder involvement is critical for companies' successful implementation of CSR programs (Coombs & Holladay, 2011). Company management must understand and consider the needs of stakeholders, how they perceive CSR and the social issues that concern them. In this case, communication is crucial for developing relationships with stakeholders. Communication with stakeholders generates awareness of shared social concerns and fosters company identification. Communication also plays a central role when management

should educate stakeholders about the company's CSR initiatives.

When there is an expectation gap with stakeholders, companies sometimes have to take formal actions; they can use word-of-mouth or other informal methods. This demonstrates that companies ultimately design informal and formal communication methods to align their values with stakeholder expectations. Commitment to CSR requires support from company leadership and coordination among different functional units that can contribute to achieving CSR goals. This highlights the significant role of internal and external communication in the CSR process.

Media in Corporate Social Responsibility Communication

CSR reports published by companies provide a bridge to the relationship between stakeholders and companies. The CSR report reflects that management has paid more attention to the negative impacts arising from the company's activities, which has led to an increase in the company's image before stakeholders. The use of the media as a means to communicate CSR is considered effective to illustrate that a company has taken real action and is paying serious attention to environmental impacts.

The media plays an important role in the success of CSR communication. Companies must understand how to communicate (message content) and where to communicate (message channel) for CSR communication activities (Bhattacharya & Sen, 2010 in Putri & Lestari, 2018). CSR communication requires media that can reach a large number of stakeholders.

YouTube as a Media for Corporate Social Responsibility Communication

The varied media highlights of YouTube permit companies to distinctively show their CSR endeavors within the groups of promoting, narrative, and meeting (Wen & Song, 2017). Trapp (2014) explained how CSR videos support CSR communication as follows:

1. CSR video receiving a data approach endeavors to advise customers about their CSR endeavors as impartially as possible in arranging to get back from partners.
2. CSR videos that also adopt a response strategy often present evidence of how companies seek feedback from stakeholders to obtain stakeholder evaluations of the company and thereby measure their performance.
3. The engagement strategy is to build progressive and individual interactions with many partners that lead to a near-identical understanding, comprehension, or agreement. Companies apparently use this third technique to communicate CSR efforts on YouTube.

Stakeholder Perceptions about Corporate Social Responsibility Communication

The media richness theory explains the use of communication media in terms of the richness of information contained in the media (Putri & Lestari, 2018). According to the media richness theory, the completeness and ability of a media to transfer information can predict the choice of media used by stakeholders, stakeholder satisfaction, and loyalty to a company and can improve the quality of decision making by users of such information.

Stakeholders' perceptions are essential for a company (Salehi, 2009 in Pratomo & Akbar, 2024). Stakeholder perceptions of company performance will determine stakeholder loyalty and trust in the company. A good perception of a company can be influenced by the management ability to provide complete and significant information for the decision making of stakeholders. Stakeholders assess that a company that can provide complete and interesting content in media information and communication means that the company has been managed well so that the company also has good quality.

CSR Communication Factor Model

The effectiveness of CSR communication can be seen from communication that can increase consumer awareness of CSR, trust, involvement, and their perception of the company's reputation while reducing consumer skepticism (Du, Bhattacharya, & Sen, 2010; Morsing, 2006; Morsing & Schultz, 2006; Pomering &

Dolnicar, 2009; Schlegelmilch & Pollach, 2005 in Kim & Ferguson, 2014). Kim and Ferguson (2014) identified eight factors that influence the communication process when implementing CSR programs in line with stakeholder expectations:

1. *CSR Informativeness*
The information that must be conveyed in CSR communications regarding the company's CSR efforts includes commitment, motive, impact, and fit.
2. *Third-Party Endorsement*
Third-party statements are essential to establish the trustworthiness of the audience and enable them to accept or believe the conveyed message (Crane, 2001 in Kim & Ferguson, 2014), third-party endorsers enhance source credibility in CSR communications.
3. *Personal Relevance*
CSR communication messages relate to personal life experiences or match the interests of many people.
4. *Self-Efficacy*
Self-confidence in CSR communication significantly influences the impact or success of communication so that the audience believes and is willing to change their behavior (Kim, 2013 in Heath, 2013). Self-efficacy can influence the number of people who participate in a company's CSR activities or how the role of these participants can influence the impact of CSR (Kim & Ferguson, 2014).
5. *Self-promotional message tone*
Assessing the quality and factual feelings expressed in CSR communications by the company indicates whether CSR communications sound self-promotional or factual.
6. *Frequency*
Frequent communication of CSR to the public can raise awareness regarding CSR issues or topics that the company promotes. However, it can be a boomerang for the company if it is communicated too often or excessively, instead of making the public disrespectful or suspicious of its insincere commitment (Morsing & Schultz, 2006; Stoll, 2002 in Kim & Ferguson, 2014). These frequencies can produce public skepticism.
7. *Consistency*
Consistency is how a company conveys information about its CSR, including its CSR aspects and its CSR goals.
8. *Transparency*
Transparency is the foundation of organizational trust and credibility because it allows disclosures of CSR information (good and bad) to the public.

RESEARCH METHOD

To analyze this research, the researcher used a qualitative approach. Qualitative research is an inductive research approach in which researchers typically explore meaning and insights in specific situations (Mohajan & Mohajan, 2018). This research analyzes students' perceptions of Kalbe Farma's CSR strategy through a short video "*Akses Air untuk Watuagung*".

This research uses a case study approach to understand students' perspectives in the short video "*Akses Air untuk Watuagung*" (Water Access for Watuagung). A case study is an analysis and description of an issue or case to identify the structure, form, and interaction between the participants involved (Rebolj, 2014). The participants of this research are Bakrie University students majoring in Communication Science for Corporate Social Responsibility and Community Relations. The data collected through focus group discussion (FGD) is to support the research. FGDs are an activity of gathering individuals from the same background or experience to discuss specific topics of interest and asking questions related to perceptions, attitudes, beliefs, opinions, or ideas (Baral et al., 2016). FGDs were conducted by gathering students, showing a short video titled "*Akses Air untuk Watuagung*", and discussing their perceptions of the video. Five students participated in the FGD. To maintain confidentiality in this study, the names of all participants will be coded as follows: NT, RF, TH, JS, and AR.

According to Creswell (2014), when analyzing these research data, the following stages are considered:

1. Preparing and Organizing Data

At this stage, the researcher collects the results from interviews, observations, and data recording. The results and recordings of the interviews were transcribed. The observations results are documented in field notes. At this stage, the recording results from the FGD are transcribed into writing.

2. View and Read all Data

The researcher read interview transcripts, conversations, and field notes to understand general information and its meaning. After the FGD recordings were transcribed, the researcher reviewed and read the data for further comprehension.

3. Coding Data

Coding involves organizing data by marking segments of text or images or writing brief descriptions representing a category. Researchers conduct coding by marking similar sentences or words.

4. Describe Data Coding Categories

Description involves detailing information about an incident's individuals, places, or events. The purpose of this activity is to categorize data. Once marked, similar sentences and discussions are placed into category groups. This category is arranged into six CSR Communication factors.

5. Create narrative

The data classification results were organized structured to create a coherent narrative. Data is put together so that they can be arranged into a narrative that makes sense.

6. Interpreting Data

The researcher subjectively interpreted data based on his/her understanding of culture, history, and personal experiences. The grouped data are linked to previous studies on the six CSR Communication factors.

To increase the credibility and validity of the research findings, researchers conducted triangulation. Triangulation helps researchers explore and explain complex human behavior using various methods to provide more balanced explanations to readers (Noble & Heale, 2019). In this study, data triangulation was used. Data triangulation uses various data sources (Bans-Akutey & Tiimub, 2021). The researchers used data from FGDs and previous literature to obtain a detailed case description.

FINDINGS AND DISCUSSION

Perception of CSR Informativeness

The research conclusions highlight significant changes in people's lives after Kalbe provided clean water. This reflects Kalbe's commitment to helping and the positive impact of their CSR programs. This research illustrates how information about CSR programs, commitments, and impacts are very relevant and significant for the village community. This is in accordance with research conducted by Love et al. (2022) that viable CSR communication requires organizations to satisfactorily teach partners almost the focus on social issues (e.g., reasons as to why organizations have to be commit to a specific social issue), as well as educating partners of their organizational association with particular social issues. Romani et al. (2016) also added that by communicating CSR commitment and its social affect, organizations give cognitive signals for partners to evaluate the organizations' CSR thought processes.

"Through this short film, it can be seen that Kalbe is a company that has demonstrated consistency since 2014 and has sustainable principles in its programs. This message is obvious in the film's plot, which shows how Kalbe succeeded in changing the water flow conditions from zero to enough to supply more than 80 homes by the end of the video." (NT)

"The lives of the people in the village have become better, and various problems that used to be faced every day have been resolved because of Kalbe's assistance." (TH)

"The impact is good, including the birth of new livelihoods for residents, which already exist and are also facilitated thanks to the smooth water distribution. Social conflicts between Sendang village communities

have also diminished because the water distribution gap has been resolved." (JS)

"I think it is in harmony. I believe Kalbe Farma is also engaged in the health business. Maybe Kalbe wants to help provide clean water to the village because Kalbe understands that clean water is important for life. You cannot bathe or wash properly without water, and cleanliness becomes less important. Therefore, it might align with companies operating in the health sector." (AR)

In addition to commitment, the video also displayed motives, impact, and alignment between CSR programs and the company's vision and mission. [Xu and Kochigina \(2021\)](#) explained that since a overwhelming challenge in CSR communication lies in relieving stakeholders' skepticism, it is basic for an organization to clarify in all honesty why it advocates for a social issue, how its CSR activities are profiting both society and the organization itself, other CSR beneficiaries' data, and whether third-party support is displayed. [Schade et al. \(2022\)](#) asserted that surrounding CSR communication in value-driven or public-serving thought processes (organizations' readiness to influence society emphatically) (i.e., the measurement of natural thought processes) evoked more positive behavioral (e.g., positive word of mouth) and attitudinal (e.g., shopper demeanors) results from partners.

"The company's motives can be seen from several things, namely that Kalbe wants to benefit the Wonogiri community by making Wonogiri village developed and sustainable. Moreover, Kalbe wants to improve the company's image." (RF)

"In my opinion, this film successfully illustrates that the Kalbe company's main motive in their CSR program is to provide sustainable and effective assistance to communities in need and is committed to solving the real problems these communities face. This film successfully portrays Kalbe as a sincere company because it does not emphasize itself too much in the film and focuses more on the community's perspective regarding the condition of their village." (NT)

Perceptions of Third-Party Entorsement

The results of the FGD reveal that Kalbe has yet to fully involve other parties outside the community in testimonials related to CSR messages. Therefore, the message that is formed is less credible because of a lack of response from parties outside this CSR program. This needs to be taken into account because a study by [Vaid and Ahearne \(2018\)](#) shows that third-party endorsements are free bodies that offer partners audits and valid firm data through an arrangement of impartial and objective assessment.

"It looks honest, but it seems like it is necessary to insert Ad Libs for Kalbe." (TH)

"In my opinion, third-party testimonials are 50:50 in importance; more needed testimonials are from residents directly affected by the CSR program. That way, audiences who watch the documentary can also feel the happiness of the positive changes experienced by residents. On the other hand, testimonials from third parties, such as the government, can also provide trust and credibility and increase attractiveness for investors. However, if the government's testimony was shown, I would probably question what role the government played in supporting the survival or improving the quality of life of the village residents because it seems that before Kalbe arrived, the water crisis in Sendang was already underway." (JS)

Perception of Personal Relevance

A study conducted by [Widiasari \(2022\)](#) demonstrated that when developing meaning, individuals effectively distinguish and differentiate any aspects within the CSR projection. Distinguishing proof increments shared meanings and promotes understanding. Identification in this regard is approximately the meaning of the video, values, and related behavior.

Changes since Kalbe's assistance, such as ease of daily life, economic growth, and improved health, are personally relevant to village communities. Kalbe's CSR communication messages reflect people's personal experiences and fulfill their interest in improving their quality of life.

"In my opinion, the program implemented by Kalbe is very much in line with the community's needs. The limited water is a basic and crucial problem the community feels. Limited water supply affects aspects health, cleanliness, the economy, and religious activities and is often a source of conflict in social relations. Through Kalbe's CSR program, they have successfully solved this problem effectively." (NT)

"In my opinion, Kalbe's CSR activities with the needs of village communities are appropriate to their needs. Because from the start of the video, the village people said that the water was not flowing to the people's houses. Moreover, residents do not want to waste much time fetching water far from home." (AR)

Perception of Self-Efficacy

The findings show that through short videos, Kalbe successfully depicted the impact of the CSR Program on residents. This is in accordance with Bandura (1986) in Zhang et al. (2022a) that self-efficacy is subjective cognition and judgment of whether one can total a certain errand.

According to social cognitive theory Zhang et al. (2022a), self-efficacy has at the slightest four capacities, and of is deciding people's choice of actions and their adherence to the exercise. This can also be seen from the development of the program, which has become increasingly widespread and continues.

"In my opinion, the film does not depict Kalbe Farma's confidence in being able to help villages that need help. The impression of Kalbe Farma in this film is that this CSR program manifests Kalbe Farma's mission to improve health by helping residents who have already initiated the distribution of clean water. The positive results are not just an achievement for Kalbe Farma but a smoother life and improved health for village residents. In essence, the most important thing for Kalbe Farma is the impact felt by residents." (JS)

"In my opinion, the company is confident enough to carry out this program. It can be seen from the initially planned target, namely five houses. "Even though the residents were initially skeptical, Kalbe Farma continued to carry out the program, which proved successful until 80 houses had water." (AR)

Perception of the Self-Promotional Message Tone

A study conducted by Luo et al. (2023) showed that when CSR communication contains a self-promotional tone, stakeholders may consider an organization's CSR endeavors to be tricky endeavors to extend benefits and, consequently, create negative reactions toward the target organization. The CSR message Kalbe conveys in the documentation video tends to be factual rather than self-promotional. This shows that companies focus more on conveying honest and relevant information than simply seeking promotional benefits.

"Referring to the answer to the second question, I feel that this film depicts Kalbe as a company that truly dedicates itself to carrying out its social responsibilities through CSR programs. The lack of emphasis and exposure on Kalbe throughout the film and the dominance of local people's statements about the situation in their village shows that this film emphasizes facts rather than promoting the Kalbe brand itself." (NT)

"I do not think so because the film's early scenes show real complaints from residents that have occurred, even though they were engineered for film shooting purposes. From start to finish, Kalbe always highlights the positive changes after Kalbe helped the residents who had already initiated this program. Kalbe also gives credit to village religious leaders who, from the start, have worked for equal water distribution." (JS)

"From my perspective, CSR communication is factual. Because the video only shows the process from the start of the problem, how CSR works, and the final results. As a viewer, I did not see that the communication being carried out had a promotional tone. "It is more about the facts that happened in the village." (AR)

Consistency perception

Consistency alludes to the degree to which two or more objects are comparable in frame or structure and influences the demeanors of customers and the victory of showcasing procedures (Swait, 2002 in Yoo & Lee, 2018). CSR consistency is characterized as the likeness among different CSR exercises that the company actualizes in a normal and orderly manner (Tang et al., 2012). Stakeholder assessments will be more positive when CSR activities are consistent than when they are conflicting. This is often because the high consistency of data allows it to be effectively coordinated into an entire picture and decreases the endeavors of buyers to search for extra data (Yoo & Lee, 2018).

The changes in people's lives after Kalbe's assistance demonstrate consistency in the company's efforts in carrying out its CSR programs. The community believes that Kalbe's CSR goal of providing clean water has been consistently and reliably carried out.

"Yes, because the company's commitment is to sustainability, and you can see the video clearly in terms of its sustainability for the people of Wonogiri Watugung village." (RF)

"I believe we can see the commitment that Kalbe Farma wants to give to the community. Maybe it can be seen from how people have become more productive because there is water or from the number of houses that have been successfully supplied with water. "And this commitment is related to the company's motive of wanting to continue to look good in the eyes of the public." (AR)

Perception of Transparency

In the documentation and educational videos provided by Kalbe, the public can see transparently how the CSR program operates, both in terms of its positive aspects and the challenges it has faced. This openness builds trust and credibility in an organization through the principle of transparency in Kim's theory. This is in accordance with a study conducted by Lee and Chung (2023) that transparent CSR communication was found to increase consumers' perceived CSR credibility and attitude toward the company, which influenced consumers' subsequent purchase intention (functionalistic outcome) and intention to respond to CSR communication (constitutive outcome).

"I see that Kalbe does not intend to promote itself but only to provide awareness that the CSR program in the form of assistance to village residents has had a positive impact. For its citizens, it is not a success for its Kalbe. Each clip shows only the villagers, not the Kalbe side. In other words, I did not see any scenes that showed Kalbe doing imaging." (JS)

"I feel there are still things that cannot be known through this short film, including the role played by local government officials in implementing CSR programs. The film shows some endorsement and outreach of the program with the presence of individuals wearing government uniforms. However, there is no explanation or detail regarding the duties or roles they carry out." (Ravdinal)

"In my opinion, it is not completely transparent. Because, in the video, the roles of external parties who might be involved in the program are not shown." (AR)

Dominant CSR Communication Factors

The description of the CSR communication model reveals that there are factors that have been dominantly applied in the Kalbe CSR short video:

1. CSR Informativeness

[Kim and Ferguson \(2014\)](#) explain that CSR communication must have messages that show commitment, motive, impact, and fit.

- a. Commitment is ethical behavior and contribution to economic development while improving the quality of the workforce, the quality of life of families, and community and societal welfare ([Wats & Holm in Žukauskas et al., 2018](#)). The interviewees understood this point based on the solutions provided. Commitment is described and perceived as a solution to water problems developed over time in a broader community.
- b. Motives in CSR are divided into extrinsic and intrinsic motives ([Graafland & Schouten, 2012](#)). An extrinsic motive is the contribution of CSR to the company's long-term financial performance. Meanwhile, intrinsic motives represent CSR as a moral obligation and altruism as an expression. The resource person recognized that the motive in the short Kalbe video was intrinsic. An intrinsic motive is shown through the image that Kalbe wants to provide helpful assistance to the community.
- c. Impact is an assessment that clarifies the vision to build cooperation, coordinate actions, identify possible risks or adverse impacts, make program funding decisions, set achievement expectations, and plan appropriate input and strategies. From Kalbe's short CSR video, the Impact of CSR was perceived as explaining Kalbe's vision. Resource person saw the relevance of Kalbe's business as a pharmaceutical company and was involved in supporting activities that were beneficial to public health.
- d. Fit is CSR suitability that shows a clear relationship between a company's core activities and its CSR activities ([Kim & Lee, 2020](#)). Similar to the previous point, the suitability of this CSR can be seen by the interviewee from Kalbe's perception as a medicine and water distribution company, both of which contribute to the health sector.

2. Personal Relevance

According to [Kim and Ferguson \(2014\)](#), CSR communication must have messages that can describe people's experiences and are of interest to many people. This factor emerged because Kalbe was considered to have illustrated that water is an essential basic human need. The resource person felt this need for water and added value to Kalbe's CSR communications.

3. Self-Efficacy

Self-efficacy is an individual's belief, assessment, or subjective perception of their confidence level in completing an activity before carrying out that action ([Zhang et al., 2022a](#)). [Kim and Ferguson \(2014\)](#) explained that self-efficacy in CSR is demonstrated through the impact or success of communication so that people believe and want to change their behavior.

In this CSR communication factor, the resource person described this factor not as self-confidence but as Kalbe's sincerity regarding the positive impact that water availability can have on a society. Another message captured by the interviewer regarding this factor was Kalbe's ability to eliminate public skepticism in developing a program that expanded from 5 to 80 heads of families.

4. Self-Promotional Message Tone

According to [Kim and Ferguson \(2014\)](#), CSR communication is seen by assessing the quality and factual feelings expressed, where the message is judged to have a self-promotional or factual tone.

a. Promotional Message

[Kim and Ferguson \(2014\)](#) explained that if the tone of a message is too promotional, people may associate the company's interest motives to conduct CSR activities. However, the interviewee perceived that the message from Kalbe's CSR video was not related to promotion because it was considered that there was minimal emphasis and exposure to Kalbe.

b. Factual Message

- c. [Schlegelmilch and Pollach \(2005\)](#) in [Kim and Ferguson \(2014\)](#) explained that a simple message tone and honest presentation of facts can be essential factors influencing society's positive perception of a company's CSR motives. The findings from the FGD showed that the interviewees perceived Kalbe's

CSR video message as the company's dedication to conducting social responsibility, focusing on problems and solutions.

5. Consistency

Consistency in how organizations interact with external and internal stakeholders is necessary for CSR to positively impact organizational identification (De Roeck et al., 2016). The results of the FGD show that Kalbe's short CSR video has succeeded in showing consistency through commitment and sustainability of continuously developing programs in the community. Apart from that, the program's impact is growing, solving the problem of limited water and contributing more to the development of community welfare.

In conclusion, from the dominant factors above, the video "Water Access for Watuagung" highlighted Kalbe's information, links, and public consistency. This dominant CSR communication factor indirectly shapes the public's positive perception of Kalbe's reputation.

CSR Communication Factors that Need Improvement

The findings obtained from the FGD results with resource persons demonstrate that there are still CSR communication factors that have not been implemented appropriately through Kalbe's CSR videos:

1. Third-Party Endorsement

Kim and Ferguson (2014) explained that credibility in CSR communication is vital for establishing trustworthiness through the involvement of third parties so that the audience accepts and believes the message is valid.

Water is a basic human need—water is essential to many people or communities in a country, and it should be the government's concern. Ideally, because it discusses water as a community need, Kalbe's CSR video should show the involvement of the community and government in it. However, the results of the FGD showed that the interviewees had a negative perception of the government, which was deemed incapable of handling the water crisis before Kalbe's CSR program.

This is a concern; to maintain the government's good image as a stakeholder, Kalbe must also be able to deliver a message with good coordination between the organization and the surrounding government.

2. Transparency

Transparency is a form of organizational trust and credibility that requires disclosure of CSR information (good and bad) to the public (Kim & Ferguson, 2014). The source determined that the activities covered in Kalbe's CSR video could only describe the issues and their impact on society and could not demonstrate how internal and external parties were involved in the program. This lack of information on the involvement of internal and external stakeholders made the resource person question the transparency of Kalbe's collaboration process with the parties that should be involved.

In conclusion, from the communication factors above, the video "Water Access for Watuagung" still needs to package the message well to show credibility by utilizing third parties—transparency of the collaboration process with stakeholders outside and inside the company. Transparency is crucial for implementing CSR policies based on reputation mechanisms (Ellerup Nielsen & Thomsen, 2018). Transparency policies must improve corporate CSR behavior.

Other CSR Communication Factors

From the conducted FGDs, researchers found other factors that influenced Kalbe's CSR communication:

1. CSR Authenticity

The findings from the FGD highlight several points:

Table 1. Partipants' Comments about CSR Authenticity

Participants	Comments
NT	The video successfully depicts a company sincerely by focusing on the perspective of society and its conditions, not the company.
JS	The program is sincerely depicted in providing water because the video was published many years after 2014 when the program was implemented. The video aims to show the impact this program has.

The interviewee's perception may be that CSR authenticity is another factor in CSR communication. According to [Kim and Lee \(2020\)](#), authenticity means recognizing and believing that action comes from genuine concern for others, not duty or responsibility. This is demonstrated by how the message is packaged to demonstrate that the company's CSR activities are not part of the company's pursuit of profit but are genuine actions based on consideration and concern for various stakeholders.

2. Stakeholder Involvement

The findings from the FGDs were as follows:

Table 2. Partipant Comments about Stakeholder Involvement

Participants	Comments
JS	The video still needs to depict the government's involvement, such as the Ministry of the Environment, because the water crisis is an issue that should be of concern to them.
RF	The local government involved should be informed, such as the Head of the Village, Subdistrict, Subdistrict, RT or RW, because it concerns the interests of its citizens.

In forming perceptions, the stakeholder engagement strategy invites stakeholders to dialog with the company ([Afandi et al., 2023](#)). This is demonstrated through a process of negotiation and persuasion between two parties who are willing to change.

3. Culture

Other findings from the FGD conducted showed that

Table 3. Partipants' Comments about Culture

Participants	Comments
JS	The presence of this CSR program makes it easier for two different religions to conduct their worship.
TH	Two religions can coexist, get along, and help each other meet their water needs.
AR	Even though there is diversity and differences in degrees between families, they embrace each other when seeking solutions to this water-related problem.
RF	Culture of cooperation to get water.

The statement above shows that packaging CSR communication messages involves perspectives of cultural differences. According to [Hofstede et al. \(2010\)](#) in [Ruud and Karlsen \(2015\)](#), culture is a collective pattern of thought that distinguishes members of one group or category of people from others. Every nation's cultural mindset is based on history, religion, and language.

For the message to be successfully conveyed, CSR must be integrated into the culture to form an understanding ([Groenemeijer, 2015](#)). This is also because perceptions are culturally determined; communication must be adapted to the culture for it to be effective.

This indicates that CSR communication factors can develop in different situations, conditions, and locations. These factors show that improving CSR communication is essential and positively impacting the company's reputation.

CONCLUSIONS

Along with organizational attention to sustainability, CSR is one of the industry's steps to maintain and improve the quality of the human environment. One company that has successfully implemented sustainable CSR is Kalbe Farma. Kalbe, through CSR activities, has provided clean water in Sendang Watuagung village from 2014 until now—Kalbe's success in this sustainable CSR program is shown in the 8-minute "Akses Air untuk Watuagung" video.

The findings and discussion show that from the perspective of students in this research, the context is Kalbe Farma stakeholders), "Akses Air untuk Watuagung" video provides perceptions of five CSR communication factors: informativeness, personal relevance, self-efficacy, self-promotional message tone, and consistency. The interviewee assessed that Kalbe successfully utilized these five factors to increase their perception that the company sincerely feels related and consistently conducts CSR programs to provide welfare to the community.

However, several factors have been implemented by Kalbe but have yet to be maximized, namely third-party endorsement and transparency. The interviewee noted that Kalbe needed to improve its presentation of the process and bring out the involvement of internal and external stakeholders, such as the central and regional governments. One way to create a positive reputation is by presenting parties with credibility in CSR communication. This action is important to be undertaken to create the resonance of sincerity in the Kalbe CSR Program. The resonance will be impactful to the sustainable corporate reputation.

The findings reveal the emergence of other factors outside the research results of [Kim and Ferguson \(2014\)](#), namely CSR authenticity, stakeholder involvement, and culture. These three factors arise because of CSR implementation's situation, conditions, and location. These factors are processed in the video as messages that ultimately form the source's positive perception of Kalbe.

LIMITATION & FURTHER RESEARCH

The limitation of this research is that the assessment of CSR communication is based only on videos with a duration of 8 minutes. This raises the possibility that other factors due to the limitations of the research object cannot be analyzed.

Further research can be qualitatively conducted by conducting in-depth interviews with related parties involved and affected by CSR programs to obtain a general picture of the impact of emerging CSR communication factors. A more in-depth analysis of the situational factors that arise, such as culture and stakeholder involvement, is needed.

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