“UBAH LAKU” MODEL THROUGH CORPORATE SOCIAL RESPONSIBILITY: CASE STUDY OF PT ASRI DHARMA SEJAHTERA

Muchammad Resya Firmansyah¹, Dian Indri Purnamasari², Januar Eko Prasetio³
¹,²,³Faculty of Economics of Business, Universitas Pembangunan Nasional “Veteran” Yogyakarta, Sleman, Yogyakarta, Indonesia
¹ mresya.firmansyah@gmail.com ² dian_indri@upnyk.ac.id ³ januar_ep@upnyk.ac.id

ARTICLE INFO
Published: September 28th, 2023

ABSTRACT
This study aims to examine in depth the “Ubah Laku” CSR model applied by PT Asri Dharma Sejahtera (ADS), identify and analyze the level of sustainability and impact of the aforementioned CSR program run by ADS on the local community, and identify the success or failure factors of the program implemented, along with the obstacles encountered. Qualitative research methods were chosen as an approach in this study. The object of this research is PT Asri Dharma Sejahtera (ADS), a Regional Owned Enterprise (BUMD) of Bojonegoro Regency. Based on factual observations made by researchers at ADS, it can be concluded that the company has made efforts in implementing sustainable Corporate Social Responsibility CSR programs. In addition, the results from this research can also provide an overview for other companies on how to implement CSR effectively and sustainably.

INTRODUCTION
Companies can be defined as organizations that carry out a series of activities by utilizing the resources owned to achieve predetermined goals. In practice, the company's operational activities are carried out effectively and efficiently by utilizing the resources owned, striving to achieve optimal results based on predetermined goals (Atmaja et al., 2023; Christian et al., 2022; Hutasoit, 2022). In general, the goal set by the company is profit. Profit-oriented companies have a primary focus on utilizing every aspect of available resources as efficiently and maximally as possible (Brkljač, 2017; Ghiyasvand et al., 2022; Mandel et al., 2022). It is run on the premise that efficiency and optimization of resource use can boost profits significantly. The use of the resources in question can cover various aspects, ranging from human resource management, technology utilization, to supply chain management (Bailey et al., 2018; Guest, 2014; Jha et al., 2020). All of this is done with one main goal, which is to create optimal profit from every operational process carried out by the company.

In addition, Suhaemi (2021) argues that in companies with a profit orientation, profitability or profit is the main performance benchmark and a key indicator in assessing the extent to which the company is able to survive and thrive in a competitive business environment. Therefore, every strategic step taken is oriented towards how to achieve maximum profit. Maximizing the use of resources becomes the main weapon in an effort to achieve these goals. This strategy is not only about increasing efficiency, but also about innovation in business processes and the search for new opportunities to optimize profits and maintain business sustainability in the future. However,
Martoyo (2022) explained that every business activity carried out by the company always has an impact, either directly or indirectly, on the company's internal environment.

Organizational structure, work culture, and operational efficiency will be affected by the dynamics of ongoing business activities. For example, when a company decides to adopt new technology in its operations, the work structure in the organization can change, work will be automated, and of course will have an impact on operational efficiency. Meanwhile, changes in business strategy can also affect corporate culture and encourage the creation of new values, thus requiring adaptation from all elements of the company. Not only the internal environment, the company's business activities also have a direct impact on the external environment. From an economic and social perspective, companies play a role in creating jobs, contributing to local revenues through taxes and investment, and influencing people's consumption patterns. However, companies also have an impact on the physical environment, such as damage to natural resources due to exploitation and potential pollution produced by the production process (Azam et al., 2023; Dominelli, 2013; Liu et al., 2022).

Based on the explanation that has been described in the background, a research question arises, namely how the process of implementing and evaluating the “Ubah Laku” CSR model implemented by PT Asri Dharma Sejahtera. This study aims to examine in depth the “Ubah Laku” CSR model applied by PT Asri Dharma Sejahtera (ADS), identify and analyze the level of sustainability and impact of the “Ubah Laku” CSR program run by PT ADS on the local community, and identify and analyze the success or failure factors of the “Ubah Laku” CSR program implemented, along with the obstacles encountered. This research is expected to contribute thoughts and suggestions to the government and business entities in evaluating and improving their CSR implementation. Given the importance of CSR in realizing sustainable development, this research can be the first step for them in applying CSR concepts that are more sustainability-oriented and have a long-term impact on society and the environment. In addition, the findings from this study can also provide an overview for other companies on how to implement CSR effectively and sustainably. This study is expected to contribute thoughts and suggestions to the government and business entities in evaluating and improving their CSR implementation.

METHOD

This research is a case study of the “Ubah Laku” program which is part of PT Asri Dharma Sejahtera's Corporate Social Responsibility (CSR) activities. Qualitative research methods were chosen as an approach in this study. The object of this research is PT Asri Dharma Sejahtera (ADS), a Regional Owned Enterprise (BUMD) of Bojonegoro Regency.

In this study, researchers used legitimacy theory and environmental accounting related to the concept of CSR as an approach to explain the results of the study through descriptive analysis. This research utilizes two types of data, namely primary data and secondary data. Four main methods were used for primary data collection: interviews, observations, questionnaires, and physical measurements. Secondary data comes from information that has been collected by other
parties for other purposes that are not this research. Secondary data sources can come from internal organizations, in this case PT Asri Dharma Sejahtera, or from external sources. In the end, researchers use descriptive analysis in analyzing existing data accompanied by validity tests and reliability tests.

![Figure 1. Research Design](image)

**RESULT AND DISCUSSION**

**Tracing “Ubah Laku” CSR Implementation**

On the first day, Tuesday, May 30, 2023, researchers met with PT Asri Dharma Sejahtera's CSR Special Staff, Putut Prabowo, at his residence located in Beged Village, Kalitidu District, Bojonegoro Regency. This location is about 28 kilometers from the center of Bojonegoro City, and about 4.8 km when measured from the Banyurip oil mining site managed by Exxonmobil Cepu. The researcher had actually obtained Putut Prabowo's mobile phone number two weeks before the interview, but only contacted him on the day of the interview. Given this sudden interview request, researchers had to wait for Putut Prabowo to complete the public discussion agenda in the afternoon, before finally being able to meet with him. Putut Prabowo, who was 48 years old at the time, was not a permanent employee of PT Asri Dharma Sejahtera. He is the person trusted by the President Director of PT Asri Dharma Sejahtera, Mohammad Kundori, to be a special consultant and chief executive of the company's CSR. The appointment was stated through a Decree (SK) issued by the President Director of PT Asri Dharma Sejahtera. Before becoming part of PT Asri Dharma Sejahtera, Putut Prabowo was known as a well-known environmental activist in Bojonegoro. In the context of “Ubah Laku” CSR, he was given the task of designing program implementation in the field.

At the beginning of the interview, the researcher asked Putut Prabowo to explain the background of PT Asri Dharma Sejahtera in running the “Ubah Laku” CSR program. Putut Prabowo then explained that climate change, especially the increase in carbon emissions, is a major concern for various countries in the world. According to him, Indonesia has committed to reducing
carbon emissions. However, he feels that there is no region that has independently and focused on working on the issue of reducing carbon emissions. Therefore, through the “Ubah Laku” CSR program, PT Asri Dharma Sejahtera strives to contribute to efforts to reduce carbon emissions. Moreover, Bojonegoro is an oil and gas mining exploration area.

"However, we feel that so far there is no regional level that independently and focuses on working on the issue of reducing carbon emissions. Often these carbon emission activities at the regional level are only partial, sometimes even tend to be ceremonial and lost. Well, in the end, this program did not reach the level of society that it should be. It is this society that must be the subject of a movement to reduce carbon emissions. So from this picture, actually, why the issue of reducing carbon emissions is raised".

Putut Prabowo then began to tell the story of the journey of the CSR program “Ubah Laku”. Three years ago, PT Asri Dharma Sejahtera's main focus was still centered on environmental conservation, especially on land rehabilitation efforts. The reason is, Bojonegoro at that time was facing severe deforestation and forest degradation problems. One of the causes is the exploitation of land for mining areas. This is a detrimental situation for the people of Bojonegoro, where most of the population are farmers who depend heavily on environmental sustainability. In addition, the conversion of government-owned forests by some communities to become seasonal agricultural areas is also a serious problem in Bojonegoro.

"The most concrete example is what we encountered when carrying out an effort to assist and empower communities in the majority of villages in Bojonegoro is a forest village area. Often the collision is when efforts to preserve the environment or rehabilitate forest land are then hampered by the use of the forest area for seasonal agriculture carried out by farmers. Well, this idea was actually born first from the desire to change people's behavior that then don't just talk about the economy. But then how to combine with the local situation so that the sustainability of their environment which in fact is also of course their agricultural environment can also be maintained".

However, in the middle of this program, PT Asri Dharma Sejahtera realized that environmental conservation efforts will only be effective if the community also cares about the environment and changes their behavior. The community must change their views and actions so that environmental sustainability can be maintained. Therefore, PT Asri Dharma Sejahtera decided to start the “Ubah Laku” CSR program within schools in 2022. In the early stages of its implementation, there were three schools that became the locus of this program. In these schools, students are given concrete examples of the impact of carbon emissions that occur today, as well as taught about the factors that cause carbon emissions, and how to calculate carbon emissions using applications. In addition, community activities that are considered environmentally unfriendly are also explained. PT Asri Dharma Sejahtera decided not to implement carbon emission reduction incentives at this stage, fearing that if students were taught to be financially incentive-oriented, education on environmental issues would not reach the true essence. However, after that, PT Asri Dharma Sejahtera continued to strive to develop the “Ubah Laku” program to be more effective. One of the efforts, according to Putut Prabowo, is to run a program called
"appreciation of carbon emission absorption" for the Bojonegoro community at large. This program gives appreciation to the community who plant, in accordance with the absorption of carbon emissions carried out. This program is carried out by considering the economic conditions in Bojonegoro, where there is still poverty that plagues some of its citizens. PT Asri Dharma Sejahtera believes that without incentives, it is feared that this program will not be effective and cannot run optimally. At the time of the interview, the "carbon emission absorption appreciation" program was still not running.

After digging up information from Putut Prabowo, researchers then headed to the office of the Association for Democracy and Social Welfare (Ademos). There, researchers interviewed Ademos Secretary Arsyad Shodiqurrosyad, one of the central figures in the organization. Ademos itself is known as a non-governmental organization (NGO) founded by Praktikno, a figure who now serves as Minister of State Secretary, in 2004. Arsyad Shodiqurrosyad is considered by researchers as a credible source of information, especially because his NGO, Ademos, actively participates in the “Ubah Laku” CSR program. The distance between Putut Prabowo's residence to Ademos' office, based on searches through Google Maps, is approximately 20 km. The Ademos office is located not far from the house of the current Minister of State Secretary, Pratikno.

At the beginning of the interview, the researcher asked Arsyad Shodiqurrosyad to give his views on the CSR program “Ubah Laku”. According to him, the program is designed as a socialization effort for junior high school students, with the aim that they better understand and be aware of the impact of carbon emissions. Not only that, these students are expected to become agents of change by conveying the information and knowledge they gain to parents and the surrounding community. Considering that Ademos acts as a companion in the “Ubah Laku” CSR program at SMP Negeri 2 Purwosari, which is located close to Ademos' office, Arsyad has an understanding of the program run by PT Asri Dharma Sejahtera. Arsyad also confirmed the information previously obtained by researchers from company documents related to the activities carried out in the CSR program. He is optimistic that this program can be a solution to the environmental problems faced by Bojonegoro. He also admitted that this program can be a solution to environmental problems in Bojonegoro.

"We both know how the climate conditions in Bojonegoro. The climatic conditions in Bojonegoro are not very good. An example is how it is related to agriculture only, Mas. We can't predict the climate, so we can't manage the calendarization of planting and harvesting. Not later related to plant nuisance pests, plant disturbing organisms that arise due to climatic irregularity. These impacts are also felt by the community, so this is actually a need needed by the people of Bojonegoro”.

Furthermore, Arsyad revealed that before this program was implemented, PT Asri Dharma Sejahtera invited Ademos to discuss the “Ubah Laku” CSR plan designed by the company. Ademos' response at that time was very positive, considering that this NGO also has concerns regarding the issue of carbon emissions and is also worried about the behavior of some people who due to economic conditions often deforest. In its implementation, Arsyad explained that there was
“Ubah Laku” Model through Corporate Social Responsibility: Case Study of PT Asri Dharma Sejahtera

a proposal from Ademos that was realized, namely adjusting the program to the needs of each school.

To deepen the explanation of the CSR concept of “Ubah Laku”, the researcher then went to the head office of PT Asri Dharma Sejahtera located on Jalan AKBP Soeroko Number 4, Bojonegoro. From the previous location, namely the Ademos office located near the Cepu Block, the journey to the PT Asri Dharma Sejahtera office took about 29 kilometers. The location of this office is indeed in the heart of Bojonegoro. When the researcher arrived at the office, Mohammad Kundori, President Director of PT Asri Dharma Sejahtera, was in a meeting with guests from Ponpes Tambakberas Kediri. After about half an hour of waiting, researchers finally got a chance to talk to Mohammad Kundori. At the beginning of the interview, the talk focused on the background of the “Ubah Laku” CSR program. The explanation given by Mohammad Kundori is entirely the same as the information previously provided by the CSR Special Staff of PT Asri Dharma Sejahtera, namely Putut Prabowo. So far, according to him, people often complain about the hot weather in Bojonegoro. It has been more than 2 years, the rainy or dry season in this area is also difficult to predict. Most people think the main cause of the warmer weather is mining activities, but do not realize that deforestation by some communities contributes to it.

In addition, Mohammad Kundori explained, Bojonegoro has significant potential to contribute to reducing the carbon emission footprint in Indonesia. This is based on the fact that 41 percent of Bojonegoro’s area is covered by forests. With the existence of this vast forest, if the program of reducing carbon footprint through CSR “Ubah Laku” can be implemented optimally in Bojonegoro, the positive impact will not only be felt in this area, but also for Indonesia as a whole. Another factor that confirms the urgency of this program is the existence of oil and gas mining activities in this region. With significant industrial activities like this, it is fitting that companies and local governments give full support to environmental conservation efforts.

Furthermore, Mohammad Kundori explained the details of the “Ubah Laku” CSR program which is in line with what has been conveyed by PT Asri Dharma Sejahtera's CSR Special Staff, Putut Prabowo. However, he added important information that three Cooperation Contract Contractors (KKKS) in the Cepu Block, namely Pertamina EP Cepu, ExxonMobil Cepu Limited, and Ampolex Cepu Pte Ltd, have actually run CSR programs with a focus on infrastructure development and community welfare. The existence of CSR “Ubah Laku” is a complement to existing CSR programs. As a representative of the Regional Government in the Cepu Block, PT Asri Dharma Sejahtera demonstrates its commitment to environmental issues in a program with sustainable goals. According to Mohammad Kundori, this is very important considering that Bojonegoro contributes up to 25% of national oil reserves. The spirit of sustainability in Bojonegoro is expected to be an example for KKKS and other BUMDs in various mining blocks.

When asked about the triple bottom line concept, Mohammad Kundori confirmed that CSR “Ubah Laku” is one form of implementation of the "planet" point in the concept. He believes that if the planetary aspect of the triple bottom line is not considered, Bojonegoro may face severe environmental problems. For example, without good environmental conservation, this area could experience disruptions in planting calendarization and be at risk of flooding during heavy rainfall,
“Ubah Laku” Model through Corporate Social Responsibility: Case Study of PT Asri Dharma Sejahtera

given that Bojonegoro is a non-groundwater basin area. This is exacerbated by the fact that Bojonegoro often experiences water crises. To address this problem, solutions such as planting and reducing deforestation must be taken seriously. Companies in pursuit of ‘profit’ profits, must still pay attention to ‘people' or employees and surrounding communities, as well as the 'planet' environment. In carrying out the “Ubah Laku” CSR program, PT Asri Dharma Sejahtera first checks the programs owned by the Regional Government. Then the triple bottom line concept that will be implemented by the company will be aligned with the program that has been planned by the Regional Government, so that this program will be assisted by the Regional Apparatus Work Unit (SKPD). This makes the program that is run more effective. In the context of “Ubah Laku” CSR, PT Asri Dharma Sejahtera is assisted by the Bojonegoro Environmental Agency.

The concept of CSR “Ubah Laku” itself was born from the company’s experience in distributing CSR in Bojonegoro for 16 years. Mohammad Kundori explained that when environmental issues are only raised by companies while the community does not welcome, of course sustainability is difficult to realize. When asked whether he was inspired by CSR models at home and abroad, Mohammad Kundori did not agree. The “Ubah Laku” CSR model arises because when channeling CSR that is environmental conservation but the community does not support it, the purpose of the activity is not achieved.

"Why the concern is changing behavior because we see our conditions in the local today, yes, we learned that for about 16 years. We see that the fundamental problem that today is a challenge for us is related to the mindset issue. Training activities and so on, but if the mindset is really not hit, this is also a rather difficult sustainability issue. So it is also quite important for us to look at behavior change."

In the early stages of implementation, CSR Change Behavior will be carried out in 3 junior high schools in 2022 as explained by the CSR Special Staff of PT Asri Dharma Sejahtera, Putut Prabowo and Secretary of Ademos, Arsyad Shodiqurosoyad. During the interview, a further program that was being prepared was an appreciation of carbon emission absorption called the Adibuana Carbon Award. In this appreciation program, his party offers 430 villages in Bojonegoro to join this program. Before giving appreciation, PT Asri Dharma Sejahtera provided education first regarding carbon emission footprint and how to reduce it, including introducing various plants to absorb carbon dioxide. After the education period, every 6 months, PT Asri Dharma Sejahtera and the Environment Office measured the effectiveness of village efforts in absorbing carbon emissions. Based on the evaluation, successful villages will receive appreciation incentives that can reach Rp 25 million for 10 selected villages. Based on information obtained from the official website of PT Asri Dharma Sejahtera on July 17, 2023, there are 126 villages that have registered.

Regarding why targeting villages after implementation in schools, Mohammad Kundori hopes that when the CSR program no longer exists, especially when the Cepu Block is no longer operating, villages can independently give appreciation to individuals through the Village Budget (APBDes). The current steps taken by PT Asri Dharma Sejahtera, according to Mohammad Kundori, not only provide financial incentives, but also serve as motivation for rural communities to continue to care for the environment. Thus, this carbon emission absorption appreciation
program will later become part of PT Asri Dharma Sejahtera's portfolio, and is expected to attract Cooperation Contract Contractors (KKKS) in the Cepu Block to participate. Nevertheless, Mohammad Kundori explained that the program still does not have a master plan. The program in the CSR program “Ubah Laku”, is limited to responding to shortcomings that need to be corrected in the program that was run before. However, he admits that a master plan is important to have. This will be discussed by the company with the Bojonegoro Regional Government as the controlling shareholder of BUMD PT Asri Dharma Sejahtera.

Furthermore, he explained the “Ubah Laku” CSR program run by PT Asri Dharma Sejahtera with other companies’ CSR in the environmental sector. According to him, most of the environmental CSR programs that exist today tend to be one-way and less sustainable. Meanwhile, the essence of CSR “Ubah Laku” is to change people’s behavior to be more concerned about the environment. This was emphasized by Mohammad Kundori as an important element in ensuring the sustainability of any environmental conservation program.

"What is offered by PT ADS is to see how today many parties, especially the programs from the company about the environment are how the movement to plant trees, and this tree planting movement I see that what is no less important is how to change the behavior of the people themselves. When we plant, if we don't take care of it is also a problem. And if we talk about the context of grass roots, today the social dynamics must be a form of appreciation regarding what they actually do so. So the touch point that we do in this program in the carbon emission environment carried out by PT ADS is that we appreciate achievements related to behavior change”.

Mining companies play an important role in the economies of many countries, including Indonesia. However, its existence often causes significant social and environmental impacts. In this context, according to Mohammad Kundori, corporate social responsibility or known as CSR becomes important for mining companies to ensure that they operate in an ethical and sustainable manner. CSR is not only a means for companies to provide counter-interpretation to communities around mining areas, but also as a mechanism to mitigate the negative impacts of their activities and ensure that local communities benefit from the existence of the mine.

In the context of Bojonegoro, where oil and gas mining activities are dominant, environmental impacts such as deforestation and carbon emissions are issues that deserve to be highlighted. He explained, PT Asri Dharma Sejahtera's “Ubah Laku” CSR is not just about providing funds or infrastructure to the community, but more deeply: creating environmental awareness and encouraging changes in community behavior to care more about the environment. It is a holistic approach that combines education, empowerment, and concrete action to achieve environmental sustainability. If mining companies only focus on short-term profits without paying attention to the long-term impact of their operations, then relations with surrounding communities can be disrupted and the potential for environmental damage can increase. Therefore, he argued, CSR is a long-term investment that ensures that mining companies can operate harmoniously with the surrounding community and the environment.
On a different occasion, the researcher had touched on another perspective of CSR “Ubah Laku”, asking whether this program is a strategy of the company to no longer carry out social responsibility programs in the environmental sector, so that then this responsibility is transferred to the community. The question is important, given that social responsibility is a commitment that must be maintained, and a changing focus can cause concern. However, Mohammad Kundori, who represents the company, categorically denied the assumption. According to him, the people of Bojonegoro are difficult to be invited to protect the environment without incentives, so CSR “Ubah Laku” is important to overcome this challenge. This program is not about the transfer of responsibility, but rather about providing encouragement and motivation for the community to play an active role in protecting their environment. Focusing on the environment in this regard does not mean neglecting other social responsibilities, but rather is part of a more comprehensive and sustainable strategy. He then emphasized that as long as the Cepu Block is still operating, his party as a business entity under the Bojonegoro Regency Government will continue to channel CSR, including in the environmental sector. In fact, if later the Cepu Block is no longer operating, the Bojonegoro Regency Government will try to continue to provide this incentive, both using the local government budget and Village Funds.

After conducting an interview with Mohammad Kundori, the researcher then went to the house of Pelem Village, Bojonegoro, KRAT Sudawam. KRAT Sudawam house is close to Banyuurip oil field, which is 37 kilometers from PT Asri Dharma Sejahtera office. When arriving at KRAT Sudawam's house, researchers had to wait 30 minutes because the resource person was busy serving residents' visits. As soon as he got the interview opportunity, the researcher immediately asked the main question: did KRAT Sudawam know about the “Ubah Laku” CSR program initiated by PT Asri Dharma Sejahtera? Straightforwardly, KRAT Sudawam claimed to know and gave a positive assessment of the program. According to him, CSR “Ubah Laku” can be one solution to face climate challenges, especially considering the weather in Bojonegoro which is now getting hotter. His opinion is in line with previous speakers, affirming how important this program is for environmental sustainability in Bojonegoro.

"So if this program is possible so far, it has only been done this time, and everything has been affected. The multiplier effect is very positive for the community. That this is in addition to education as well as those who carry out the program that really have an impact so that people understand, understand and imitate".

To his knowledge, the Change Laku CSR program provides education about the environment in schools and conducts tree planting in the Gandong river in Pelem Village. Although it has not directly impacted, he assessed that the education and tree planting carried out can help solve the problem of drought during the dry season, as well as flooding tires soil erosion during the rainy season in the Gandong River in the future. In this program, the people of Pelem Village helped and provided land for tree planting, and students of SMP Negeri 2 Purwosari in Pelem Village participated in the “Ubah Laku” education.
“Ubah Laku” CSR Evaluation

The “Ubah Laku” CSR model at the school level, assessed by Ademos Secretary Arsyad Shodiqurrosyad, was responded to by both students and teachers. This can be seen from the enthusiasm of the number of students and teachers who participated in the CSR program from PT Asri Dharma Sejahtera. The quota of students who take part in this program is only limited to 50 students, and the majority complete the education program to completion. At SMPN 2 Purwosari there are 40 students out of 50 students who have calculated the carbon emission footprint produced, SMPN 1 Ngasem there are 45 students out of 50 students who have calculated the carbon emission footprint produced and at SMPN 1 Ngambon there are 47 students out of 50 students who have calculated the carbon emission footprint. The researcher then touched on the impact or contribution of the education program at the school level on the environment. Arsyad Shodiqurrosyad also admitted that the impact of this first program is difficult to measure because it has only been a few months running. However, the actual impact can only be assessed when the program is over.

"As far as we know, the carbon emission program is still at the socialization stage. PT ADS also conducts a planting program, which is also how many months old. Although I believe there is a contribution, but the contribution may still be small. Lha later in the next program it is how the community of school residents, students and teachers provide activities that he is reducing and substituting. The reduction is how they manage waste from activities in schools, continue to create school forests”.

Researchers were then interested in Arsyad Shodiqurrosyad’s statement about the school forest. He also explained that SMP Negeri 2 Purwosari, located in Pelem, Bojonegoro, would be encouraged by PT ADS to have a school forest that did not have to be on school land, but was carried out in an adopted forest where the forest had previously experienced deforestation. However, when asked about whether this educational program increases students’ understanding of reducing carbon emission footprints, he felt that this program fits that purpose. At the school level, he had heard that there were students who protested when there was cutting down trees because they knew that planting was difficult. Then, the researcher touched on whether this program will be sustainable or not. Arsyad Shodiqurrosyad also admitted that running a behavior change program is not an easy thing in Bojonegoro. So far, according to him, people do not care about the environment because their economic needs have not been met. If people still think what to eat tomorrow, of course their thoughts are not to the environment, but tomorrow they have to do what to eat. So sometimes deforestation or conversion of forest land occurs.

However, Arsyad Shodiqurrosyad believes that the carbon emission reduction program through CSR “Ubah Laku” must still be carried out. Although economic issues are thought of, environmental issues are still echoed for sustainability in the future. Especially now that there are mining activities, so the CSR of mining companies can be used to mitigate it. The “Ubah Laku” CSR program, which provides cash incentives, is considered to be one of the solutions to environmental problems in Bojonegoro. At the end of the discussion when mentioned about suggestions related to the “Ubah Laku” CSR program, Arsyad Shodiqurrosyad also hoped that
this program would not only focus on providing incentives to villages that are active in greening. Moreover, he hopes that there will be a special form of appreciation for villages or communities that show initiatives in reducing emissions, for example through efficient and environmentally friendly waste treatment practices. With such an award, it is hoped that communities and villages, especially those who are still in the early stages of greening, will be more motivated and enthusiastic in efforts to reduce their carbon emission footprint. This is important so that they feel that every effort made is recognized and appreciated.

On a different occasion, Putut Prabowo, who is the CSR Special Staff of PT Asri Dharma Sejahtera, spoke about the effectiveness of the “Ubah Laku” CSR program. According to him, at this early stage, it is too early to say that the program has been running effectively and impactfully. The main emphasis of the current “Ubah Laku” CSR program is on the educational aspect. Therefore, to measure how big the impact is, it is necessary to evaluate when the program has undergone several further phases, especially related to rewarding villages that successfully absorb carbon emissions. Even so, in terms of education, Putut felt that the program was quite successful. This can be seen from how students are now able to understand and calculate the carbon emission footprint produced by human activities.

"At least the phase of providing an understanding that carbon emissions are caused not only in the urban sphere or in the industrial scope, in the rural sphere it is also very vulnerable to then become the cause of emission release. And that's if we look at it quite effectively because the students know that then oh it turns out that so far what they have done has the potential to increase carbon emissions in the surrounding environment".

Furthermore, Putut Prabowo said that the main challenge of the “Ubah Laku” CSR program is how to attract the interest of the people of Bojonegoro, especially farmers, who are the main subject in emission reduction efforts. Many of them still think about what to eat today, so they can't help but clear forests to be used as seasonal farmland. Therefore, there is a need to create a stimulus or trigger that can get them involved. The PT Asri Dharma Sejahtera program is considered to act as a catalyst in this emission reduction initiative. However, this program will be more optimal if it gets support from various parties, both from non-governmental organizations (NGOs), state-owned enterprises (BUMN), regional-owned companies (BUMD), and small companies to contribute, especially in terms of funding. In the future, if the carbon emission absorption appreciation program has been running, it will be used as a portfolio to invite other business entities and the Government to participate. Thus, synergy between various elements of business entities and the Government and the community can increase the success of the program in the long run.

Similarly, President Director of PT Asri Dharma Sejahtera, Mohammad Kundori also cannot claim that the “Ubah Laku” CSR program is running effectively. Looking at the main objective of this program is to change people's behavior to care about the environment. This is because a program targeting rural communities is running, namely appreciation of reducing carbon emission footprints. It's just that, just like Putut Prabowo's explanation, the education program that has been run is considered to be running well. This can be seen from monitoring and evaluation, where the
participation rate is so good. Based on documents received by researchers, in the “Ubah Laku” CSR program in 3 schools, many students have been able to use special applications to calculate carbon emission footprints. At SMPN 2 Purwosari, as many as 40 out of 50 students have been able to use it. While at SMPN 1 Ngasem and SMPN 1 Ngambon, participation reached 45 and 47 students from 50 students. Thus, from a total of the three schools, there are 132 students who actively use the "Jejakkarbonku.id" application in an effort to understand the carbon impact they produce. Actually, according to Mohammad Kundori, the number of participants could be more. Due to limited space only, students enrolled in this program are limited to 50 people. Therefore, PT Asri Dharma Sejahtera created a WhatsApp group to provide assistance in the 3 schools regarding the calculation of carbon emission footprint.

However, for the tree planting program in the Gandong river, Mohammad Kundori explained that there are still many people who are not willing to plant their land. In Dolokgede village, 10 out of 22 land voters refused to have their land planted. While in Pelem Village, all residents, namely 9 land owners, are willing. For Bandungrajo Village, 99 landowners are also willing to plant. According to him, one of the main reasons for people's unwillingness is their economic condition. Many of them feel that their land is the main source of income, so they are reluctant to turn it into a tree planting area.

"Overall, this program is running quite well, especially the education program in schools. We saw positive participation rates, particularly among students in 3 schools. Many can already use 'Jejakkarbonku.id' apps to understand and calculate carbon footprints, and find out what trees can sequester carbon. But until this stage, behavioral changes still cannot be assessed. This is not to say that the program is ineffective, but rather that it is still very new. Behavior change related to environmental awareness, takes time. Currently, we are also focusing on the Adibuana Carbon Award program. The program is still in the implementation phase, and it may take another 1-2 years or so before we can measure the impact. But I am optimistic that with consistent efforts and supported by all parties, including the community, there will be positive changes".

Meanwhile, Lurah Pelem, KRAT Sudawam, admitted that there were no significant challenges in the “Ubah Laku” CSR program run by PT Asri Dharma Sejahtera in his region. For the tree planting program, he said that people in Pelem Village realized that during dry music there was often drought and during the rainy season there was often soil erosion. So when there is an explanation from PT Asri Dharma Sejahtera regarding how to overcome the problems that have existed so far, the local community does not mind giving up their land to be planted. As for the good impact arising from the CSR stage of “Ubah Laku”, KRAT Sudawam revealed that some of its people are interested in planting. Moreover, the seeds have been provided by the BUMD.

When asked whether this program can be sustainable, KRAT Sudawam believes that this program has great potential to continue as long as there is continuous assistance and incentives provided to the community. He also added his hope that not only PT Asri Dharma Sejahtera is actively running programs like this, but also other large companies such as Pertamina EP Cepu, Exxon Mobil Cepu, and Ampolex Cepu to participate in contributing to environmental conservation efforts in Pelem Village.

"Ubah Laku” Model through Corporate Social Responsibility: Case Study of PT Asri Dharma Sejahtera
"I see great potential for this program to continue. But this sustainability depends heavily on the consistent assistance on the part of PT Asri Dharma Sejahtera, and the incentives that can be given to our community. This is to ensure the community continues to be motivated and get the support it needs, until it eventually becomes a habit. I also hope that this will not only be the responsibility of PT Asri Dharma Sejahtera. There are several oil and gas contractors in the Cepu Block who can also participate. Ampolex, Pertamina EP Cepu, and Exxon Mobil can contribute."

At the end of the interview, KRAT Sudawam also expressed his hope. Because the implementation is at an early stage and the concept is good, it is hoped that similar programs can be expanded and adopted in other regions that have similar backgrounds and conditions to Bojonegoro. The reason is pretty obvious; Changes in community behavior are key to the sustainability of a program. Without awareness and real behavior change from the community, sustainability and long-term positive impacts of a program will be difficult to achieve. Thus, the implementation of this program in other regions is expected to bring significant changes and have a broad impact on the common good.

**Interpretation of the Reality of “Ubah Laku” CSR Activities**

Based on the data and explanations provided, researchers assessed that the “Ubah Laku” CSR program run by PT Asri Dharma Sejahtera in several schools received a positive response, especially in education about carbon emission footprint. According to Elkington (1999), the originator of the Triple Bottom Line concept, companies should not only focus on profit, but also on people and planet as Figure 2. This shows that PT Asri Dharma Sejahtera's efforts in educating students are in line with the Triple Bottom Line theory. According to Environmental Accounting theory by, companies have a responsibility to make a positive contribution to the environment. In this context, the CSR program “Ubah Laku” has contributed to the people and planet aspect through education and tree planting Gray (1992).

![Figure 2. Integrative Linkage Triple Bottom Line](image-url)
“Ubah Laku” Model through Corporate Social Responsibility: Case Study of PT Asri Dharma Sejahtera

However, according to Arsyad Shodiqurrosyad, Secretary of Ademos, the impact of behavior change from this program is still difficult to measure because it has only been running for a few months. This is reminiscent of the argument that the success of a CSR program is not only judged by its implementation, but also its long-term impact on society and the environment. Nevertheless, programs such as the school forest at SMP Negeri 2 Purwosari show great potential to have a long-term positive impact on the environment. On the other hand, there are challenges in the implementation of this CSR program, especially in encouraging the community to actively participate. The economy is still the main obstacle, as stated by Arsyad Shodiqurrosyad and Putut Prabowo. This shows how important it is to blend CSR theory with the socioeconomic reality of society. As mentioned, corporate social responsibility must pay attention to economic, legal, ethical, and philanthropic aspects (Kurnia et al., 2020; Nur et al., 2023).

Researchers also found that tree planting programs as part of CSR programs faced resistance from some landowners. This indicates the need to better understand the local context and seek creative solutions that consider the economic needs of the community. According to the Triple Bottom Line theory, solutions must take into account the balance between economic, social, and environmental benefits. Moreover, the role of various parties in the success of the “Ubah Laku” CSR program cannot be ignored. For example, synergies between PT Asri Dharma Sejahtera, NGOs, SOEs, BUMDs, and other companies will increase the effectiveness and long-term impact of this program. This is in line with CSR theory by stating that multi-stakeholder collaboration can increase the positive impact of CSR programs. Overall, according to researchers, the “Ubah Laku” CSR program has started a good step in raising public awareness of the importance of reducing carbon emission footprint. Despite the challenges, with the right collaboration and a deep understanding of the local context, the programme has the potential to make a major contribution to the environment and society in a sustainable manner Multazam (2023).

CONCLUSION

Based on factual observations made by researchers at PT Asri Dharma Sejahtera, it can be concluded that the company has made efforts in implementing sustainable Corporate Social Responsibility CSR programs. This is in line with the triple bottom line concept, which emphasizes the three aspects of profit, planet, and people. PT Asri Dharma Sejahtera through its CSR program, clearly shows its goal to create environmental awareness and responsibility in the surrounding community. This is evidenced by the purpose of their CSR activities which aim to encourage people to care more about the environment by utilizing the operating profits obtained as a form of corporate social responsibility.

As a BUMD Regional-Owned Enterprise owned by the Bojonegoro Regional Government, PT Asri Dharma Sejahtera occupies a strategic position in sustainable development in the region. According to the researchers, the responsibility carried by the company is not only limited to the mining business of the Cepu Block, but also on how to ensure that local communities also benefit from the company's presence in their midst. In this context, the Change Laku CSR program is an important program. According to the researcher's observation, CSR Change Laku reflects PT Asri
Dharma Sejahtera's commitment to shape awareness and behavior change in the surrounding community, especially in environmental aspects and social sustainability.

In conducting research related to CSR programs Change Practice, there are several limitations faced by researchers. First, regarding the duration of the program. Although the Change Behavior program has been rolled out, the actual impact is still difficult to measure. The reason is that the early-stage program has only been running for a few months and its implementation is still limited to the school level. Implementation that has not touched the community as a whole certainly provides a complete picture of the effectiveness and real impact of the program.

REFERENCES
“Ubah Laku” Model through Corporate Social Responsibility: Case Study of PT Asri Dharma Sejahtera


