

Implementation of Social and Environmental Responsibility Policy at PT. Pama Persada Nusantara East Kutai

Kevin Prayogo^{1*}, Agus Sholahuddin¹, Tommy Hariyanto¹¹Merdeka University of Malang

*Corresponding author: Kevin Prayogo

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Abstract: Corporate social responsibility is an essential aspect of corporate social responsibility. However, in practice, companies can face various empirical problems affecting the effectiveness of corporate social responsibility programs. This study aims to determine how social and environmental responsibility implementation is based on the East Kutai Regent Regulation No. 42 of 2019 at the PT Pama Persada Nusantara Site Kimberley Process Certification Scheme. This study uses a descriptive qualitative method and an implementation theory of disposition, communication, bureaucracy, and resources. The East Kutai Regent Regulation has implemented social and environmental responsibility by PT Pama Persada Nusantara. Corporate social responsibility is implemented systematically, paying attention to four indicators: participatory communication, provision of adequate resources, strong commitment from all levels, and an organized bureaucratic structure. Transparency, accountability, and good coordination support the program's success. However, implementation also faces obstacles such as geographical conditions and socio-cultural differences in the community. Overall, implementing corporate social responsibility is adequate and can exemplify sustainable corporate social responsibility practices oriented towards community welfare. As an improvement effort, it is recommended that the company strengthen two-way communication, conduct comprehensive social mapping, and collaborate with the village government to facilitate program implementation. Local governments must oversee and integrate corporate social responsibility programs into regional development. Meanwhile, the public is expected to participate more actively to ensure the success and sustainability of the programs.

Keywords: Implementation, Policy, Environmental Social Responsibility.

INTRODUCTION

Indonesia has witnessed significant changes in companies' steps to interact with society and the surrounding environment. Increasing corporate awareness of social and environmental responsibility has become commonplace, reflecting a paradigm shift from an exclusive focus on economic profit to sustainable business practices. One of the key factors shaping this change is the regulations and standards implemented by the government. Indonesia has implemented various rules to ensure that companies play an active role in supporting sustainability. This regulation serves as a guide and an instrument for enforcing social and environmental responsibility.

Beyond complying with regulations, companies in Indonesia are now voluntarily adopting sustainability reporting practices. This provides a comprehensive overview of the social and environmental impacts of their operations and reflects transparency and

accountability. Between 2011 and 2018, 32 people died from drowning in abandoned coal mine pits. Extensive coal mining operations, both legal and illegal, have resulted in several abandoned mine pits in Indonesia. In recent decades, Kalimantan, Indonesia's largest island, has been the focus of extensive mining operations. Unregulated and vast mining operations have resulted in severe environmental pollution and detrimental impacts on natural ecosystems and surrounding communities.

The Mahakam River has faced a critical decline in water quality. Its water has become increasingly turbid and unsuitable for drinking, farming, or meeting the daily needs of residents. Pollution has negatively impacted the aquatic ecology, destroying the habitat of fish and other marine animals, and influencing survival and biodiversity in the river. The government and relevant agencies have implemented initiatives to minimize pollution in the Mahakam River, including strict monitoring of mining operations, improved waste management practices, and rigorous enforcement of

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environmental laws. However, more sustainable initiatives are needed to restore the Mahakam River's water quality and protect its environment from the negative impacts of mining.

Indonesia currently faces various challenges related to implementing corporate social and environmental responsibility. One recent issue that has emerged is the conflict between several companies and local communities over the impact of their operations on the environment and local communities. One example is the conflict between a mining company and an indigenous community in a particular area. Local communities have expressed concerns about detrimental environmental impacts, such as forest destruction, water pollution, and the loss of traditional agricultural lands. This conflict has created tension between the company, which seeks to continue operations, and the community, which is demanding greater social and environmental responsibility.

There is also debate about the effectiveness and enforcement of regulations. Some have criticized that some companies still do not fully comply with environmental and social rules, and that enforcement is sometimes inconsistent. This raises concerns about the inequity in applying regulations across various industry sectors. PT. PAMA site Kimberley Process Certification Scheme as a form of corporate social responsibility. As part of this environmental initiative, Pamapersada Nusantara successfully collected 260 *Rhizophora* mangrove trees planted at Bahagia Beach, Bandung Regency, West Java on July 11, 2021. The tree planting activity went smoothly with the support of PT PAMA's efforts to launch environmental campaigns and carry out reforestation, which deserves mutual appreciation.

As a company operating in the mining sector, understanding ecological sustainability and protecting the earth is paramount. This study aims to describe and analyze the implementation of corporate social and environmental responsibility based on the East Kutai Regent Regulation No. 42 of 2019 at the PT Pama Persada Nusantara Site Kimberley Process Certification Scheme. To describe and analyze the supporting and inhibiting factors in implementing corporate social and environmental responsibility based on the East Kutai Regent Regulation No. 42 of 2019 at the PT Pama Persada Nusantara Site Kimberley Process Certification Scheme.

Benefit Study

This research is expected to contribute to the development of science, particularly in the field of public administration related to the implementation of corporate social and environmental responsibility. It is also expected to serve as a scientific reference for future reviewers or researchers interested in exploring similar issues, particularly regarding the implementation of regional policies to encourage business participation in

sustainable development. This research is expected to provide a real contribution to PT. Pama Persada Nusantara Site Kimberley Process Certification Scheme to improve the effectiveness of implementing corporate social and environmental responsibility programs per the East Kutai Regent Regulation No. 42 of 2019. The results of this study can also be used as evaluation material and consideration in formulating policies and strategies for implementing social and environmental responsibility in the future to be more targeted and sustainable.

LITERATURE REVIEW

The implementation process involves coordinating various aspects, including resource allocation, action planning, monitoring, and evaluation of results. This requires the involvement of relevant parties from both the public and private sectors, as well as the support and cooperation of various parties. The importance of implementation lies in the ability to translate concepts and policies into concrete actions that can produce the desired impact. Aligning policy intent and implementation techniques is crucial to achieving the stated objectives. Browne and Wildavsky, as cited in Usman & Nurdin (2014:70), emphasize that implementation is an extension of a mutually adaptive process. This statement suggests that implementation is an extension of mutually adaptive behavior because it involves a series of actions necessary to implement a policy or decision that has been taken.

This process consists of coordinating and integrating various activities and steps so that the outlined objectives can be achieved effectively. Referring to Nugroho's explanation (2013:89), he stated that policy implementation is generally a mechanism for a policy to come to fruition. Additionally, he formulated that there are neither advantages nor disadvantages. Implementation is related to the extent to which the directives are truly effective; thus, policy implementation is divided into a series of methods or procedures to ensure that a policy achieves its stated objectives. This involves implementing the policy by observing certain principles and ensuring the results align with expectations.

RESEARCH METHODS

This research uses a descriptive qualitative methodology. Descriptive qualitative research is an investigation that cannot be conducted using statistical measurements to reach conclusions. As cited in Hardani *et al.*, (2020: 16), Williams outlines the key differences distinguishing qualitative research from other research methodologies.

The research location relates to the concept of social location, defined by the presence of three elements: actors, places, and observable activities. The research location is PT PAMA Site Kimberley Process

Certification Scheme Bintang Area, East Kutai Regency, East Kalimantan Province.

Mantra. 2004. Research informants are divided into three groups: key informants are individuals who have in-depth knowledge or experience on the research topic. They usually hold essential positions or roles in the context being studied. Key informants are selected for their ability to provide in-depth insights and details relevant to the research objectives. They are often essential figures in the community or organization being studied.

This study is qualitative research; therefore, the data collected were analyzed using qualitative data analysis methods. Bogdan and Biklen assert that qualitative data analysis involves engaging with data, organizing it, categorizing it into manageable segments, synthesizing information, identifying patterns, discerning significance, and determining what insights can be communicated to others.

RESULTS AND DISCUSSION

Results

PT. Pamapersda Nusantara operates in the mining contractor services sector and can design and construct mines. Exploitation in the field: Gold, Coal Mining, Logging, and Earthmoving. PT. Pamapersda Nusantara (PAMA) is a subsidiary of PT. United Tractor Tbk is a distributor of Komatsu heavy construction vehicles in Indonesia. PT. Astra International Tbk is the major shareholder of PT. United Tractor Tbk is one of Indonesia's largest and most prominent companies, long before PT. Pamapersda Nusantara was formed. United Tractor began on October 31, 1972. United Tractor, a subsidiary of the Astra International group, acts as the exclusive representative for Japanese heavy equipment. With the start of the new year, PT. United Tractor began establishing several subsidiaries.

Communication is a key indicator of program success in implementing social and environmental responsibility. Based on East Kutai Regent Regulation No. 42 of 2019 concerning Corporate Social and Environmental Responsibility, every company must convey information transparently, accurately, and with active community participation. The Head of Corporate Social Responsibility at PT PAMA explained Pama conducted outreach to the community in several zones, conveying social and environmental responsibilities to the community, including social, educational, and other areas. So, that's how it is," he said, "as beneficiaries of the social and environmental responsibility program."

Then, confirmed by the Staff Implementing PT PAMA's corporate social responsibility "As corporate social responsibility staff, we are involved in social and environmental responsibility program outreach activities for the communities surrounding our operations. Typically, this outreach is conducted in several

predetermined zones, providing information about ongoing and future programs, whether in social, educational, or other areas. This outreach is important so the community knows the company's contributions and can actively participate in these programs." In our socialization, we provide a team that prepares the masses and audience to attend the socialization, such as PKK mothers, schools, teachers, and other workers. Educators, so that when it will carry out".

During this activity, the audience was ready to hear what the company was saying regarding social and environmental responsibility. Then, the Corporate Social Responsibility Implementation staff of PT PAMA also confirmed, "Yes, before the social and environmental responsibility program is implemented, we conduct outreach first. Usually, we from the corporate social responsibility implementation team will prepare everything, from forming a small team to determining the target audience to be invited, such as mothers, empowering and family welfare, schools, teachers, and educators. We ensure that they know the time and place of the outreach, so that when the activity occurs, the audience is ready to receive the information conveyed by the company regarding the social and environmental responsibility program.

The goal is to have an initial understanding and active participation from the community in implementing the program." Through the statement of the Head of Corporate Social Responsibility and the Corporate Social Responsibility implementation staff, it is clear that the company formed a special team to organize the implementation of the outreach, starting from compiling a list of relevant audiences such as mothers empowering and family welfare, schools, teachers, and educators, to arranging the time and place of the activity. This shows the seriousness of building effective communication with the community so that every social and environmental responsibility program can be understood from the start and encourage active participation from the beneficiaries.

"Before implementing a social and environmental responsibility program, we are involved in preparing everything, including identifying the right audience, such as mothers working on family empowerment and welfare or school teachers. We ensure they are provided with sufficient information about the program. After that, we coordinate with the team to ensure all participants in the socialization are ready to receive the information and understand the goals and benefits of the social and environmental responsibility program."

After carrying out communication/socialization by the company, the community will respond to the programs that will be implemented by the company, as conveyed by the Head of Corporate Social Responsibility at PT PAMA. "The public response is

good, because with corporate social responsibility, the community can receive social and environmental responsibility programs such as helping local such as providing capital/business branding, usually companies provide stalls/stands, some provide financial assistance, and some also provide marketing assistance."

From the answer, it can be interpreted that the community response to the sustainability of the social and environmental responsibility program by PT Pama Persada Nusantara Site Kimberley Process Certification Scheme is relatively positive, because the benefits of the program are directly felt by the community, especially micro, small, and medium business actors around the company's operational area. Resource indicators play a crucial role in implementing social and environmental responsibility programs as the primary foundation for ensuring optimal program objectives are achieved.

Based on East Kutai Regent Regulation No. 42 of 2019, the implementation of social and environmental responsibility must be carried out in a planned, sustainable manner and according to community needs. This cannot be achieved without the support of adequate resources, whether through human resources, budgetary resources, or infrastructure. HeadPartPT PAMA's corporate social responsibility stated that "Yescomp any have a teamspecialin carrying out social and environmental responsibilities and in a structured manner, so that it can support the implementation of the program without any disruption".

Supported by Staff. PT PAMA's corporate social responsibility implementer also stated, "Yes, the company has a special team that handles the implementation of social and environmental responsibility programs, and the team has been formed in a structured manner. This team has several sections with their respective duties, such as program planning, field implementation, monitoring, and evaluation. With a clear structure, the implementation of social and environmental responsibility programs can run well, effectively, and not interfere with other operational activities. As implementing staff, we carry out our duties according to the directions and coordination that have been prepared within the team."

"Yes, the company has a dedicated team that handles social and environmental responsibility programs, and as the corporate social responsibility executor, I play a role in direct implementation in the field. This team consists of various levels, from the Project Manager who manages the entire program, to us as executors responsible for implementing activities in the field. We also coordinate with other departments, such as human resources. Resources and supervisory section, for turn off The program is running smoothly and according to plan."

PT Pama Persada Nusantara has established a dedicated, structured team to manage the sustainability of its social and environmental responsibility programs. This team has a clear division of tasks, with each level having a specific role, from the Project Manager who manages the overall program to the Corporate Social Responsibility Executor who is directly responsible for implementing activities in the field.

Coordination between departments is also highly emphasized, with corporate social responsibility executors coordinating with human resources and supervisors to ensure the program's smooth implementation and success. This demonstrates a well-organized system for implementing social and environmental responsibility, which is crucial to ensuring the program runs according to plan and positively impacts the community.

In addition, regarding facilities and infrastructure, the company has ensured that the facilities required to implement social and environmental responsibility programs are adequate and meet the needs. This shows that PT Pama Persada Nusantara not only focuses on financial aspects, but also provides the necessary infrastructure to support the smooth running of corporate social responsibility activities in the field. Thus, the available resources support the sustainability of social and environmental responsibility programs in a planned and sustainable manner, by the objectives set out in East Kutai Regent Regulation No. 42 of 2019, which prioritizes the importance of transparency, participation, and accountability in every aspect of the implementation of social and environmental responsibility.

The Corporate Social Responsibility Implementing Staff of PT PAMA also added. "So far, the available resources, including human resources, funds, and facilities and infrastructure, have been sufficient to support the implementation of social and environmental responsibility programs. In terms of funding, the allocations provided have been planned comprehensively and are precisely targeted. The community also receives benefits in turns every year, so that implementation is equitable and does not cause social jealousy. Meanwhile, in terms of facilities and infrastructure, the existing facilities are also adequate and can accommodate various social and environmental responsibility activities carried out by the company."

Then, it was added by the executor of corporate social responsibility of PT PAMA. Existing resources are sufficient to support implementing social and environmental responsibility programs. Funds allocated for each program are tailored to needs and are distributed annually to the community. The available facilities and infrastructure are also adequate to support the programs for aid distribution and other social and environmental responsibility activities."

From these two answers, it can be explained that to ensure the sustainability of its social and environmental responsibility programs, PT Pama Persada Nusantara ensures that the resources needed to support these programs are well-prepared and adequate. These resources encompass three main aspects: human resources, funding, and infrastructure.

First, regarding human resources, the company has a structured and organized corporate social responsibility implementation team. This team consists of various levels, from project managers to staff directly responsible for the field. This solid team structure ensures that all social and environmental responsibility activities are carried out efficiently, well-coordinated, and aligned with established plans. Through a clear division of tasks, the team can focus on implementing activities, monitoring, and evaluating programs effectively, without disrupting other company operations.

Second, regarding funding, PT Pama Persada Nusantara has carefully and precisely planned to allocate funds for each social and environmental responsibility program. Each year, funds are distributed to the community, rotating, ensuring all eligible beneficiaries receive the assistance they need. This approach also aims to ensure equitable distribution of benefits, preventing social jealousy within the surrounding community.

Third, the existing facilities and infrastructure have been well prepared to support implementing social and environmental responsibility programs. Adequate facilities for aid distribution and other social and ecological responsibility activities ensure that all activities can proceed smoothly and according to expectations. The available facilities enable the company to optimally implement various corporate social responsibility programs, from providing business capital assistance and stalls or stands for micro, small, and medium enterprises, to supporting product marketing.

Disposition indicators are crucial in implementing social and environmental responsibility programs because they demonstrate a company's attitude and commitment to carrying out its social responsibilities. Based on East Kutai Regent Regulation No. 42 of 2019, disposition encompasses a company's intention, desire, and commitment to implementing social and environmental responsibility programs effectively and on target. Disposition indicators are essential in how a company responds to and adapts to the surrounding community's needs.

A good disposition reflects a company's readiness to implement social and environmental responsibility programs responsibly, not only as a formal obligation but as a tangible contribution to improving the community's well-being and the surrounding environment. For example, at PT Pama Persada

Nusantara Site Kimberley Process Certification Scheme, the proactive attitude of the leadership and the corporate social responsibility implementation team in planning and managing the program.

Social and environmental responsibility is the key to success. This commitment is evident in the existence of a dedicated team working in a structured manner, as well as clarity in fund allocation and program selection that aligns with community needs. This success depends not only on technical aspects but also on the positive disposition of all parties involved. Through a positive disposition, companies will find it easier to establish harmonious relationships with the community, build trust, and gain active community participation in various social and environmental responsibility activities.

Ensuring these programs operate efficiently while providing a sustainable, positive impact on society and the environment is crucial, in line with the principles set out in relevant regulations. The Head of Corporate Social Responsibility at PT PAMA stated, "The company leadership's commitment to overseeing social and environmental responsibility is outstanding, as there is a weekly parent company report. The distribution of social and environmental responsibility, both social/educational, so that this social and environmental responsibility program runs well and is on target." Based on the above response, the Head of Corporate Social Responsibility at PT PAMA emphasized that the company's management's commitment to overseeing the implementation of social and environmental responsibility programs is excellent.

This is reflected in a routine reporting mechanism, namely the weekly reporting of the main activities for distributing social and ecological responsibility. With this routine report, the company's management can directly monitor the development and implementation of programs in the social and educational fields. This structured and regular reporting ensures that social and environmental responsibility programs can run smoothly, on target, and provide impacts against the established objectives. The Corporate Social Responsibility Implementing Staff at PT PAMA also expressed their opinion.

"The company's leadership's commitment to supporting and overseeing the implementation of social and environmental responsibility programs is very strong. Every week, we are required to submit a master report regarding our social and environmental responsibility distribution activities, both in the social, educational, and other fields. This report serves as the basis for evaluation and oversight by the leadership to ensure that all programs are running according to plan and on target. With this routine reporting system, the implementation of social and environmental responsibility becomes more focused and accountable."

Therefore, the company's leadership's commitment to supporting and overseeing the implementation of social and environmental responsibility programs at PT PAMA is evident and structured. The leadership provides support and actively monitors the program's progress through a regular reporting system. Every week, corporate social responsibility implementing staff must prepare a master report covering all social and environmental responsibility activities, from the social and educational sectors to others. This report serves as an assessment and monitoring instrument to ensure that the program is implemented correctly and provides appropriate benefits to the community.

With this regular and accountable reporting system, social and environmental responsibility implementation at PT PAMA can be more focused, transparent, and in line with the desired objectives. The Corporate Social Responsibility Executor of PT PAMA emphasized that. "The company's leadership is strongly committed to supporting the implementation of social and environmental responsibility programs. As executors, we directly experience this support through the routine reporting system carried out every week. We report all social and environmental responsibility activities in the social and educational fields to ensure that these programs are running well and on target." The statement above confirms the previous statement, namely that the company's leadership is firmly committed to supporting the implementation of social and environmental responsibility programs.

This support is visible through the routine reporting system implemented every week. As executors, the corporate social responsibility implementing staff directly experience the positive impact of the leadership's commitment, with the obligation to report all social and environmental responsibility activities. These reports cover various areas, such as social and educational, and ensure that social and environmental responsibility programs are running well, on target, and providing maximum benefits to the community. Thus, this statement confirms that the company's leadership provides verbal support and ensures effective oversight through a structured and routine reporting mechanism.

In supporting the implementation of its social and environmental responsibility program, PT Pama Persada Nusantara site kimberley process certification scheme also emphasizes the importance of transparency and accountability at every implementation stage. As stated by the head of corporate social responsibility at PT PAMA, "In supporting this social and environmental responsibility program, the company certainly carries it out with transparency and accountability, and the company's commitment greatly supports the success of these social and environmental responsibility programs."

Matter this too proving that the company is not only focused on the results achieved, but also ensures that each stage of the program is implemented honestly and is accountable. Transparency in the implementation of social and environmental responsibility programs allows the public and other stakeholders to understand how funds and resources are being used and the extent to which the program has a positive impact. Meanwhile, accountability requires companies to be responsible for all decisions and actions taken in program implementation, ensuring that every step taken can be accounted for and aligns with existing regulations.

The corporate social responsibility implementing staff of PT PAMA added. Several factors that support the successful implementation of social and environmental responsibility programs by PT Pama Persada Nusantara at the kimberley process certification scheme site include transparency and accountability in every stage of the program. The company ensures that the entire process, from planning to implementation, runs openly and can be accounted for. In addition, a strong commitment from the company also plays a vital role in supporting the success of social and environmental responsibility programs. Full support from the leadership to the entire implementation team ensures that each program can run according to plan and provide maximum benefits to the surrounding community."

With a strong commitment from the company to maintain transparency and accountability, and supported by a structured and organized system, PT Pama Persada Nusantara Site Kimberley process certification scheme can ensure that every social and environmental responsibility program implemented not only runs effectively, but also provides a real positive impact on the surrounding community, by the objectives set out in the East Kutai Regent Regulation No. 42 of 2019. The executor of the corporate social responsibility of PT PAMA also emphasized "The main factors that support the successful implementation of social and environmental responsibility programs are transparency and accountability in every stage of the program.

We also feel the full commitment of the company to support these social and environmental responsibility programs, as well as good coordination between the corporate social responsibility teams at various levels. Support from the leadership also plays a vital role in the smooth running of each activity." Thus, transparency and accountability are the main factors that support the successful implementation of social and environmental responsibility programs at PT Pama Persada Nusantara site kimberley process certification scheme. The company emphasizes the desired results and ensures that every process in the program implementation is accountable, open, and in accordance with applicable regulations.

A strong commitment to the company, from the leadership to the entire implementation team, ensures that each social and environmental responsibility program runs effectively and provides maximum benefits to the surrounding community. Through an organized system, transparency in the management of funds and resources, and high accountability, PT Pama Persada Nusantara site kimberley process certification scheme can ensure that every program implemented not only succeeds in achieving its objectives, but also contributes positively to the welfare of the community by the East Kutai Regent Regulation No. 42 of 2019.

In every policy implementation, factors can always hinder the achievement of predetermined goals. This also applies in implementing social and environmental responsibility at PT Pama Persada Nusantara site kimberley process certification scheme, which is guided by the Regulation of the Regent of East Kutai No. 42 of 2019. Although the company has made maximum efforts to implement social and environmental responsibility programs, several obstacles still arise that can hinder the effective and efficient implementation of the program.

As conveyed by the head of corporate social responsibility of PT PAMA "For obstacles related to locations that are usually difficult to access, because in East Kutai this area is larger than the province of West Java and road access to penetrate certain villages is the main obstacle in distributing these social and environmental responsibility programs and also we must be able to understand the culture and culture in each region because in each region own culture and culture which are different, so before we go in we send a team to these areas because we as newcomers we must adapt first to the local people in the area".

From this statement, it can be seen that the company experienced several obstacles. The sustainability of social and environmental responsibility programs is primarily related to geographic and socio-cultural factors. One major obstacle is the vast geography of East Kutai, even larger than West Java Province, which makes access to certain villages extremely difficult. Limited road access is a significant obstacle in delivering social and environmental responsibility programs to needy communities.

In addition to geographic factors, companies face challenges related to the cultural differences in each region. Given that the people of East Kutai have diverse cultural backgrounds, companies must adopt a sensitive approach to local values and customs. Before directly entering these areas, companies send teams to understand the local social and cultural conditions. This is crucial because, as newcomers, companies must adapt to the local environment to ensure that their social and environmental responsibility programs are well-received and maximize the community's benefit.

Thus, despite the barriers in accessibility and cultural differences, PT Pama Persada Nusantara strives to overcome these challenges through careful adjustments appropriate to local conditions. The corporate social responsibility implementing staff of PT PAMA also emphasized, "Some of the obstacles or challenges faced by the company in implementing social and environmental responsibility programs by Regent Regulation No. 42 of 2019 include the difficulty of accessing hard-to-reach locations. The East Kutai region is very large, even larger than West Java Province, so some remote villages have limited road access. This is a major obstacle in distributing aid and implementing social and environmental responsibility programs. In addition, we also face challenges in understanding the different cultures in each region.

Each region has unique social and cultural characteristics, so it is very important for us to first send a team to conduct a local approach. As a company coming from outside the region, we need to adapt and ensure that the programs implemented are in line with the needs and values of the local community." Executor PT PAMA's corporate social responsibility was also added.

"Our biggest challenge is the difficulty of accessing some hard-to-reach locations, especially in areas with limited infrastructure. East Kutai's vast territory and inadequate road conditions are major obstacles. Furthermore, we need to understand and adapt to the local culture in each area before implementing the program, so that it will be well-received by the local community."

Thus, it can be concluded that PT Pama Persada Nusantara faces several significant obstacles in implementing its social and environmental responsibility programs in East Kutai, as stipulated in Regent Regulation No. 42 of 2019. The main obstacle is the difficulty of accessing hard-to-reach locations. East Kutai's vast territory, even larger than West Java Province, means that some remote villages have limited road access. This poses a challenge in distributing aid and implementing its social and environmental responsibility programs.

DISCUSSION

G. Edward III's theory identifies four important policy implementation indicators: communication, resource, disposition, and interrelated bureaucratic structures. Based on the results of observations and interviews conducted, the researcher concluded that the four indicators have been implemented cohesively in the implementation of social and environmental responsibility by the East Kutai Regent Regulation No. 42 of 2019 (Study at PT Pama Persada Nusantara site kimberley process certification scheme). This program was implemented with good system support from all parties involved, so it ran smoothly. PT PAMA not only met the program implementation standards but also

demonstrated a commitment to continuously improving the effectiveness and efficiency of its implementation.

Starting with communication indicators, in the implementation of social and environmental responsibility programs, communication is the leading indicator that determines the effectiveness of information delivery and public participation. Based on East Kutai Regent Regulation Number 42 of 2019 concerning corporate social and environmental responsibility, every business entity is required to implement the principles of transparency, information disclosure, and public participation in every stage of implementing social and environmental responsibility.

PT Pama Persada Nusantara's Kimberley site process certification scheme implements communication indicators through structured outreach activities for communities in various zones surrounding the company's operational area. This outreach includes information on the types of social and environmental responsibility programs implemented, such as in the social, educational, economic, and other support sectors. Communication is carried out directly by the corporate social responsibility team, consisting of the head of corporate social responsibility, implementing staff, and field executors.

The corporate social responsibility implementation team delivered information. It formed a dedicated team to organize the outreach, including identifying relevant audiences, such as family welfare movement mothers, teachers, schools, and other community groups. This demonstrates that the communication was not one-sided but rather systematic, taking into account audience readiness and the relevance of the information conveyed.

Furthermore, the communication approach is dialogic and participatory. The corporate social responsibility implementation team actively interacts with target groups through face-to-face meetings, listening to community needs, and explaining the benefits of social and environmental responsibility programs in detail. This strategy has built trust and active community participation in every program the company implements. The community response to implementing social and ecological responsibility communication has been very positive, especially from micro, small, and medium enterprises who directly benefit from the company's programs.

Assistance provided includes the provision of business capital, branding, facilities such as stalls or stands, and support in product marketing. These forms of support demonstrate the alignment between the social and environmental responsibility programs implemented and the community's real needs, which are achieved through effective communication beforehand. Thus, PT Pama Persada Nusantara Site Kimberley Process

Certification Scheme has optimally implemented communication indicators in its social and environmental responsibility implementation. The communication is open, two-way, and responsive, building synergy between the company and the beneficiary community.

This aligns with the provisions of East Kutai Regent Regulation Number 42 of 2019, which emphasizes the importance of transparency, community involvement, and accountability in every social and environmental responsibility program the company implements. Then there are the Resource Indicators. Resource indicators are a crucial element in the successful implementation of social and environmental responsibility programs. East Kutai Regent Regulation Number 42 of 2019 explicitly mandates that the implementation of social and environmental responsibility must be supported by adequate resources, including human resources, funding, and supporting facilities and infrastructure.

PT Pama Persada Nusantara site kimberley process certification scheme demonstrates a strong commitment by establishing a dedicated team structure to manage and implement social and environmental responsibility programs organizationally. This team consists of various levels, ranging from project manager, head of human capital, head of corporate social responsibility, to implementing staff and executors in the field. Each team member has a structured and integrated role and responsibility, from planning and implementation to monitoring and evaluating social and environmental responsibility programs. In terms of funding, the company has allocated an adequate budget to ensure the sustainability of social and environmental responsibility programs.

These funds are planned and distributed in rotation each year to the community to ensure equitable distribution of benefits and prevent social jealousy. This approach demonstrates the company's compliance with applicable regulations and reflects a commitment to the community's welfare as a whole. Meanwhile, regarding facilities and infrastructure, the company ensures that the facilities required for implementing social and environmental responsibility programs are adequate and meet needs. This includes providing meeting rooms, equipment for social activities, physical assistance facilities, and other supporting facilities.

This readiness ensures that each planned program can be implemented smoothly and achieve its goals. In addition to fulfilling the availability of resources, PT Pama Persada nusantara site kimberley process certification scheme also emphasizes the importance of coordination. Internally, the implementation of social and environmental responsibility programs is crucial. Corporate social responsibility executors coordinate closely with the human capital division and field supervisors to ensure

that program implementation proceeds according to plan, does not disrupt the company's core operational activities, and remains focused on achieving significant social impact.

Through the assistance of skilled personnel, strategic distribution of funds, and facilities and infrastructure, PT Pama Persada Nusantara site kimberley process certification scheme has demonstrated that resource indicators in implementing social and environmental responsibility have been optimally implemented. This aligns with the principles stipulated in East Kutai Regent Regulation Number 42 of 2019, which emphasizes the importance of implementing social and environmental responsibility that is planned, sustainable, and provides a real and positive impact on the communities surrounding the company's operational areas.

Disposition is a critical metric in implementing social and environmental responsibility programs, signaling a company's attitude, commitment, and commitment to consistently and effectively fulfilling its social responsibilities. Based on East Kutai Regent Regulation 42 of 2019, disposition emphasizes the importance of goodwill, integrity, and support from management and all company executives in ensuring the successful implementation of social and environmental responsibility.

PT Pama Persada Nusantara Site Kimberley Process Certification Scheme demonstrates a strong disposition to implement social and environmental responsibility through various forms of concrete commitment from top management and implementers. One manifestation of this commitment is the mandatory weekly reporting mechanism for the corporate social responsibility team to report to the company's leadership. This report covers social and environmental responsibility activities that have been and are being implemented, particularly in the social and educational fields. This reporting system serves as a means of evaluation and as evidence of direct supervision and control by the company's leadership over the implementation of social and environmental responsibility programs.

In addition, the company has established a dedicated evaluation team tasked with conducting post-implementation surveys and assessments of its social and environmental responsibility programs. This evaluation aims to ensure that the implemented programs are truly beneficial and accepted by the community, meeting their needs. This process involves collecting data directly from beneficiary communities to assess the program's effectiveness and impact.

Dispositional commitment is also reflected in the collective and participatory decision-making process. Every decision regarding the implementation of social

and environmental responsibility programs is made through discussions between the Project Manager, the head of human capital, the corporate social responsibility team, and other technical implementers. This approach ensures that each program is thoroughly reviewed, considers local needs, and has a tangible impact on the community.

With a strong commitment from all elements of the company, from planning and implementation to program evaluation, PT Pama Persada Nusantara Site Kimberley Process Certification Scheme has demonstrated that the disposition indicators have been implemented optimally. A routine reporting system, post-program evaluation, and collaborative decision-making indicate that the company not only carries out social and environmental responsibilities as a formal obligation but truly internalizes social values as part of corporate responsibility. Thus, the implementation of disposition indicators by PT Pama Persada Nusantara Site Kimberley Process Certification Scheme is in line with the spirit and provisions of the East Kutai Regent Regulation Number 42 of 2019, which emphasizes the importance of commitment, active involvement of leaders, and accountability in implementing social and environmental responsibilities in creating a positive and sustainable impact for the surrounding community.

CONCLUSION

The implementation of social and environmental responsibility by PT Pama Persada Nusantara Site Kimberley Process Certification Scheme has been carried out in line with the provisions stipulated in the East Kutai Regent Regulation Number 42 of 2019. The implementation of social and environmental responsibility is carried out in a structured manner by paying attention to four leading indicators referring to the theory of G. Edward III, including communication, resource, disposition, and bureaucratic structure. The company implements social and environmental responsibility programs with a dialogic and participatory communication approach through outreach activities with the surrounding community.

Regarding communication, PT PAMA demonstrates a practical approach through outreach activities within the program's target communities. These activities are conducted periodically and involve various parties, such as women's empowerment and family welfare groups, schools, and MSMEs, ensuring clear communication regarding the program's social and environmental responsibility. Communication is two-way, open, and dialogic, conveying information and listening to the community's aspirations and needs.

Regarding resources, the company has established a dedicated team with a clear structure, from the Project Manager to field implementers. This team has a distinct role in planning, implementing, and evaluating social and environmental responsibility programs. PT

PAMA has also provided adequate resources, including funding, human resources, and facilities and infrastructure, ensuring optimal and equitable program implementation across all target areas.

The company demonstrates a strong commitment to disposition indicators, from top management to field implementers. This commitment is reflected in weekly reports on social and environmental responsibility activities, program impact evaluations, and beneficiary surveys. Thus, implementing social and environmental responsibility is no longer merely a formality, but rather a manifestation of the company's commitment to improving the surrounding community's well-being.

Furthermore, in terms of bureaucratic structure, PT PAMA has established a coordinated corporate social responsibility organizational system. Each unit within the structure has a specific role and function, and there is a precise coordination flow, from community submissions to decision-making. The existence of standard operating procedures in program implementation also ensures that all activities are aligned with applicable regulations and are accountable.

The factors that support the successful implementation of social and environmental responsibility at PT PAMA include transparency and accountability in every stage of the program, strong commitment from management, solid coordination between units and implementers, and adequate resource support. This allows social and environmental responsibility programs to be implemented effectively and on target, and to positively impact the community, particularly in the social, education, and economic empowerment sectors.

However, there are also inhibiting factors in implementing social and environmental responsibility, including the vast and difficult-to-reach geographical conditions of the East Kutai region and limited road infrastructure to remote villages. Furthermore, differences in culture and social characteristics of the community are also challenges that the company must face. Therefore, PT PAMA takes an adaptive approach by sending a survey team first to understand local conditions before implementing the program, so that the social and environmental responsibility program can be received as expected.

Overall, the implementation of the social and environmental responsibility program by PT Pama Persada Nusantara Site Kimberley Process Certification Scheme has been carried out by the provisions stipulated in the East Kutai Regent Regulation Number 42 of 2019. The program's implementation also aligns with the policy implementation theory of G. Edward III, which emphasizes the importance of communication,

resources, disposition, and bureaucratic structure in the success of policy implementation.

Therefore, PT Pama Persada Nusantara's social and environmental responsibility implementation can be an example of corporate social responsibility practices oriented toward sustainability and community well-being. If implemented optimally and sustainably, this policy will not only provide social benefits to the surrounding community but also have the potential to boost local revenue through synergy in inclusive and competitive local economic development.

Suggestion

To PT PAMA, It is recommended that companies continue to improve communication effectiveness with the community, not only through one-way outreach, but also by establishing more open and participatory dialogue forums so that social and environmental responsibility programs truly match the community's real needs. Companies need to strengthen local social and cultural mapping more comprehensively before implementing social and environmental responsibility programs, so that the approach used is more contextual and can reach vulnerable groups in remote areas.

In the face of geographical barriers, companies can collaborate more closely with village governments or local institutions to make aid distribution and program implementation more effective and efficient. Post-implementation evaluation and reporting should be improved through internal surveys and independent third parties to make the evaluation results more objective and accountable.

Companies should regularly publish the results and impacts of their social and environmental responsibility programs through local media or annual reports as a form of transparency to the public. To the East Kutai Regional Government, It is hoped that the regional government will strengthen supervision and evaluation of the implementation of social and environmental responsibilities by all companies in the East Kutai region, to ensure compliance with Regent Regulation Number 42 of 2019.

The government can also facilitate the integration of social and environmental responsibility programs with regional development programs, thereby creating synergy between the private and public sectors in improving community welfare. To the Community, The public is expected to be more active in providing input, participation, and evaluation of companies' social and environmental responsibility programs. Direct community involvement can drive program success, as it strengthens a sense of ownership and increases the sustainability of the program's benefits.

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