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Implementation of Corporate Social Responsibility of Pertamina Geothermal Energy Kamojang Area through the Mekarsari Women Farmers Group

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Abstract

This study analyzes communication strategies Corporate Social Responsibility (CSR) of PT Pertamina Geothermal Energy (PGE) Kamojang Area in empowering the Mekarsari Women Farmers Group (KWT). The research problem focuses on communication strategies in transforming CSR physical facility assistance into independent group capacity, as measured by the ability of KWT Mekarsari in making production decisions and managing equipment operations autonomously. The novelty of this research lies in the analysis of technology optimization direct use geothermal a strategic communication instrument to improve production time efficiency, filling the gap in previous research literature that has only focused on macroeconomic impacts. Through a qualitative case study approach, data was collected through in-depth interviews, observations, and document analysis. The findings indicate that two-way communication has been proven to significantly improve production drying time efficiency and strengthen the sense of ownership, as evidenced by members' independent initiatives in equipment maintenance and active involvement in joint decision-making. Marketing strategy based on learning market, and an empathetic approach to local wisdom has been shown to strengthen social cohesion and product competitiveness. This research contribution confirms that integrating technological innovation with inclusive, participatory communication is key to sustainable empowerment, where companies act as facilitators of learning spaces for group independence.

KEYWORDS

corporate social responsibility; sustainability communication strategy; women's empowerment; women farmers' groups; innovation diffusion.

Introduction

As a State-Owned Enterprise (SOE), PT Pertamina plays a strategic role in maintaining national energy security through the management of various energy sources, including geothermal energy. Given the high ecological sensitivity of the geothermal energy sector, often located in conservation areas, the company is required to integrate sustainability principles into every aspect of its operations. In this context, Corporate Social Responsibility (CSR) is not just a form of compliance with environmental regulations, but also functions as a governance instrument (governance) to align operational impacts with the social and economic needs of local communities (Purwanto et al., 2021). Therefore, a participatory CSR communication strategy is crucial to bridge the interests of the company and the local community to ensure operational sustainability. (Purnomo & Sisdianto, 2024). One unit that has set a precedent for this practice is PT Pertamina Geothermal Energy (PGE) Kamojang Area, as one of the oldest and largest geothermal working areas in Indonesia with an installed capacity of around 235 MW (Hakiki & Firdausi, 2023). Operating since 1983, PGE Kamojang Area is located in Laksana Village, Ibun District, Bandung Regency, within a conservation zone and protected forest. PGE Kamojang Area makes social and environmental responsibility an

integral part of the Company's operational sustainability (Limbong Kondorura et al., 2021).

Regulatorily, the implementation of CSR for companies in the natural resources sector has been regulated in Law Number 40 of 2007 concerning Limited Liability Companies, specifically Article 74 paragraph (1). In geothermal practice, this regulation is crucial because company operations directly intersect with conservation areas and the living spaces of village communities. The implication is that the challenge for companies has now shifted from simply fulfilling legal obligations to how to manage CSR communications to build public legitimacy and accountability, including in achieving the PROPER assessment standards set by the government. In accordance with these provisions, CSR in the PGE Kamojang Area is no longer seen as merely a philanthropic activity, but as an integrated sustainable development strategy. This strategy plays an important role in strengthening the relationship between the company and the community and improving the company's image (Gupta, 2025). CSR programs are designed to align the company's economic interests with community welfare and environmental preservation, while building community participation and trust through sustainable communication strategies (Dhiba & Koan, 2024).

Based on the official sustainability report of PGE Kamojang Area, CSR implementation in this area has reached 14,976 beneficiaries in the last ten years of operational period (Ovinda, 2025). In this context, beneficiaries are defined as community members directly involved in the empowerment program and those indirectly impacted by the social infrastructure being built. This achievement is managed through integrated collaboration with 23 partners, taking into account economic, social, and environmental aspects (Mulia Sari et al., 2025). This broad scale of beneficiaries demands a highly structured communication strategy to maintain message consistency and public participation. This consistency is reflected in the achievement of the PROPER Gold rating for 14 consecutive years (2011-2024) and various international awards. These achievements not only demonstrate the success of the physical program, but also serve as indicators of the effectiveness of the company's sustainability communication governance, thus strengthening the relevance of the PGE Kamojang Area as a representative research object in the context of empowerment-based CSR communication strategies.

In its implementation, PGE Kamojang Area utilizes geothermal energy innovation through the use of direct use geothermal to improve the production efficiency of fostered partners in the agriculture and food sector, and empower women through mentoring the Mekarsari Women's Farmers Group (KWT) in Legok Pulus Hamlet, Sukakarya Village, Samarang District, Garut Regency. The integration of gender perspectives and social inclusion in CSR contributes to the achievement of sustainable development goals (Sofyan Sauri et al., 2025). Through the utilization of Geothermal Snack and Geothermal Fertilizer (Geo-Fert) facilities, KWT Mekarsari is directed to adopt technology in the production process, while the empowerment process of the Women's group is influenced by adaptive communication strategies to build long-term economic independence (Ratnasari & Setyaningrum, 2023).

External recognition of the PGE Kamojang Area CSR program is also reflected through awards Environmental and Social Innovation Award (ENSIA) 2025 Social Innovation category, particularly on successful technology integration direct use geothermal in supporting community productivity. This award is an important indicator that the complex technological innovation adoption process is accepted by the fostered partners thanks to GPR strategic message in bridging knowledge transfer. However, this achievement does not fully explain the dynamics of GPR's sustainability communication

strategy in transforming physical facilities into independent capacity for women's groups. Therefore, this research is highly relevant to analyze how GPR's communication patterns are able to transform technological assistance into independent economic strength in the Mekarsari Women's Group (Octaviani et al., 2022).

This research is related to a number of previous studies relevant to mapping the academic position of the research. This research concerns the CSR strategy of PGE Area Kamojang on coffee quality geothermal found that technical assistance can improve product quality, but found challenges in external marketing and communication aspects that have not been implemented sustainably (Hakiki & Firdausi, 2023). Other research analyzes the role of KWT in strengthening women's economic capacity and social capital, although the results show that the program is often hampered by limited market access and long-term management (Luthfitah et al., 2023). Meanwhile, research that evaluates the contribution of CSR to women's economic independence in the oil and gas industry, but has not touched on the rolestrategis Government and Public Relations (GPR) and optimization of geothermal energy-based facilities (Zukhruf Arifin et al., 2024). Although these studies have made important contributions, none have yet fully explained the GPR communication mechanisms that transform facility assistance into independent capacity. Specifically, there is a gap literature on how innovation direct use geothermal functions not only as a means of production, but also as an arena for participatory communication to build group independence.

Based on the literature review, previous research focused on the macroeconomic impact of renewable energy CSR, or the technical effectiveness of the engine geothermal. The novelty of this research lies in filling the literature gap regarding the role of GPR communication strategies in converting physical technology into empowerment tools. This research focuses on optimizing technology direct use geothermal operationally defined as increasing production time efficiency and product quality for the Mekarsari Women's Group. Furthermore, an aspect that has not been discussed in depth is how marketing communication strategies and strengthening social cohesion function as strategic communication tools to increase the group's independent capacity. Therefore, this study provides a theoretical contribution by linking energy technology management with inclusive communication to create economic independence for women at the local level.

This study integrates the Sustainability Communication Strategy Theory and the Diffusion of Innovation Theory as analytical tools. The Sustainability Communication Strategy Theory used as the main framework for dissecting data through model sheuristics which is operationalized into four levels (Rottger & Rettler, 2024). Level input analyzed through the availability of geothermal technology facilities and the training provided; level output measured from the effectiveness of the communication process and changes in the production methods of KWT Mekarsari; level outcome focused on expanding market access and increasing economic capacity; and level outflow analyzed through the strengthening of social norms, solidarity, and group independence. These four levels serve as coding themes in analyzing interview transcripts, observation notes, and company documents. With this model, GPR PGE Kamojang Area communication is understood not merely as delivering messages, but as a strategic process that aligns economic, environmental, and social aspects to achieve sustainability through inclusive and ethical relationship management.

As a supporting theory, the Diffusion of Innovation Theory from Everett M. Rogers which was updated by (Hanugrah Nur Muharrani Putri & Sukmono, 2025), used to explain how KWT Mekarsari members accept and adopt technology direct use geothermal. This adoption process is analyzed based on five

main characteristics, namely relative advantage, integration (compatibility), difficulty level (complexity), the ability to be tested (trialability), and observability. The integration of these two theories facilitates research to examine how sustainability-oriented communication design can enhance the effectiveness of technological innovation introduction. The goal is for each CSR intervention to be understood, accepted, and independently implemented by women's groups to increase their economic capacity.

The focus of the problem in this research lies in the process of physical assistance from CSR to become an independent and sustainable group capacity. Independent capacity is defined as the ability of the KWT Mekarsari group to manage technical operations independently and make business decisions independently. Based on these problems, this study analyzes the CSR assistance strategy by GPR PGE Area Kamojang through three main aspects: (1) optimizing the use of CSR facilities to build technical independence in the production process; (2) product marketing communication strategy as a benchmark for economic independence; and (3) the role of GPR in strengthening motivation and social cohesion as a foundation for program sustainability.

Therefore, the purpose of this study is to comprehensively analyze how the GPR PGE Area Kamojang mentoring can strengthen the economic independence of the Mekarsari KWT. Specifically, this study aims to analyze the optimization of operational facilities, the contribution of marketing communication strategies to product sales, and the GPR approach in maintaining member motivation and solidarity as elements of sustainable empowerment. This study assesses the influence of these mentoring strategies to demonstrate a tangible impact on improving the skills and economic independence of group members, going beyond mere theoretical analysis.

Methods

This research uses a qualitative approach with an intrinsic case study method within the constructivism paradigm. The research locations were determined in two main areas: PGE Area Kamojang in Laksana Village, Ibun District, Bandung Regency as the implementer of the CSR program, and KWT Mekarsari in Legok Pulus Village, Sukakarya Village, Samarang District, Garut Regency as the beneficiary. Both locations were chosen because they have a direct role as implementers and beneficiaries of the women's empowerment program based on community-based geothermal. This approach aims to deeply understand the mentoring strategy. Corporate Social Responsibility (CSR) by Government and Public Relations (GPR) PGE Kamojang Area through the Mekarsari Women Farmers Group. This approach comprehensively analyzes the phenomenon of women's empowerment in a real-life context, rather than for broad generalizations. The intrinsic case study method was chosen because of the unique characteristics of the location and the group's social dynamics, which require specific understanding (Wulandari et al., 2025).

The research informants were selected based on their involvement and knowledge of the implementation of the PGE Kamojang Area CSR program through the Mekarsari KWT. The informants consisted of three representatives from the Government and Public Relations (GPR) of PGE Kamojang Area and two administrators of the Mekarsari KWT who played an active role in program implementation (see table 1 and table 2). The informants were selected based on their ability to provide relevant and in-depth information according to the research needs. In addition to the main informants, this study also involved two expert sources as part of source triangulation to strengthen the objectivity and depth of the analysis (Lenaini, 2021) (see table 3).

Interviews lasted 35-90 minutes per session during the field observation period from August to November 2025. The primary data were supported by analysis of official company documents and group production records. Data analysis was conducted through a process of coding thematically arranged by model level heuristic (input, output, outcome, and outflow) to ensure the consistency of the findings and their relevance to theory. This approach aligns with the results of previous research that demonstrated the effectiveness of qualitative methods in analyzing the empowerment process of women's farming groups (Luthfitah et al., 2023), as well as changes in women's economic and social capacity through community-based CSR programs (Santosa et al., 2024). All research procedures were conducted with due regard to research ethics through informed consent from all research subjects to ensure the legitimacy and voluntariness of participants.

Data collection was conducted through in-depth interviews, participant observation, and document analysis, including CSR reports, training documentation, and group activity records. Data analysis was conducted systematically following the Miles, Huberman, and Saldana model, which included data reduction to organize relevant informants, descriptive narrative presentation, and drawing conclusions based on interpretations of field (Praptono Noviean Fajar, 2025)

To ensure the validity of the data, researchers applied source triangulation and techniques combining various perspectives from GPR, KWT members, and expert sources. For example, informants' claims about production time efficiency

Table 1. Key Informant Data Research of the PGE GPR Team in the Kamojang Area

No	Informant Name	Age	Department
1	Ovinda Hariyesa	26	Junior Government and Public Relations (GPR) PGE Kamojang Area
2	Dindin Komarudin	50	External Public Relations Government and Public Relations (GPR) PGE Kamojang Area
3	Reyhana Rashel Sajida	23	Community Development Officer (CDO) CSR PGE Kamojang Area

Source: Data processed by researchers.

Table 2. Research on Supporting Informant Data for Mekarsari KWT

No	Informant Name	Age	Department
1	Teti Setiarum	58	Chairperson of the Mekarsari Women Farmers Group (KWT)
2	Anisa	45	Treasurer of the Mekarsari Women Farmers Group (KWT)

Source: Data processed by researchers.

Table 3. Expert Source Data Research

No	Informant Name	Age	Profession
1	Dr. Achmad Wildan, S.Sos, MM.	45	Lecturer in Public Relations Concentration, Communication Science Study Program, Garut University
2	Hanif Alfajar S.I.Com., M.A.P.	30	Public Relations Officer of the Garut Regency Communications and Information Service

Source: Data processed by researchers.

were verified through direct observation of the snack drying workflow and review of group production record documents. Furthermore, member checking was conducted in December 2025 by sending a summary of thematic findings to three key informants (GPR representatives) to ensure that the narrative interpretation accurately represented their experiences and perspectives. Input from these informants was then used to refine the analysis on aspects of the group's economic independence. This step was taken to ensure the research narrative was truly objective and free from subjective bias (Augina et al., 2020).

Result and Discussion

The Mekarsari Women Farmers Group (KWT), located in Legok Pulus Hamlet, Sukakarya Village, Samarang District, Garut Regency, was officially established on February 12, 2018. Based on an interview with Teti Setiarum, the group's leader, the formation of the Mekarsari Women Farmers Group began as a social needs-based initiative within the local Kindergarten and Elementary School environments. Mothers often spent around three hours waiting for their children to attend school without engaging in productive activities. Teti Setiarum realized that this free time could be put to good use, so she established a forum to facilitate members in engaging in productive activities, such as making kitchen spices and planting seeds, without interfering with their domestic roles and childcare.

In the initial stages, the group's activities were very simple, utilizing limited manual resources. Of the 35 members, 13 core members actively participated consistently in daily operations. The social information structure within this group was evident in its pattern of independent coordination, no longer entirely dependent on company instructions. This is reinforced by Teti, the head of the Mekarsari Women's Group (KWT):

"There are around 13 active members ready to work every day. When we receive an order, we immediately share the tasks through mutual cooperation. What's important to us is togetherness and solidarity so that the Mekarsari KWT can continue to operate even without outside assistance someday." (Teti, 2025).

Interview findings indicate that active member involvement is the primary driver in maintaining the continuity of group activities, while other members participate flexibly according to their time and capacity. This participation pattern demonstrates the existence of a social information structure within the group, where core members play a key role in program sustainability. Social capital in the form of trust, solidarity, and collaboration is a crucial factor in maintaining group cohesion and participation (Al Nido et al., 2024).

In addition to productive economic activities, the Mekarsari Women's Group (KWT) also carries out social and humanitarian activities that foster unity within the group. Member involvement in internal communication and training plays a role in improving women's abilities to support family food security and local economic activities (Gunawan et al., 2024). Routine social activities such as religious study groups function as informal communication spaces that strengthen solidarity and trust between members (Aksoy & Wiertz, 2024).

The early development of the Mekarsari Women's Group (KWT) was also marked by participation in community activities outside the group. KWT Mekarsari acted as a social mediator between the Legok Pulus Village community and PT Pertamina Geothermal Energy (PGE) Kamojang Area in meeting the community's basic needs, particularly access to clean water. Effective communication within the KWT among its members improved the group's ability to manage information, create collaboration, and enhance skills through training and shared experiences (Daniel Nugroho et al.,

2024).

Based on field findings, KWT Mekarsari also assisted in facilitating communication and providing support to the community during the process of assisting in the revitalization of clean water piping for the community in the Legok Pulus Village area, which originates from the Ambu Karsih spring.

This finding is reinforced by visual evidence in the form of a clean water piping facility initiated by PGE Area Kamojang in 2021 (see Figure 1). The "Cai Hejo (Green Watering)" program demonstrates that PGE Area Kamojang CSR implementation focuses not only on productive economic programs but also on meeting the community's basic needs in a sustainable manner. This dual role strengthens KWT Mekarsari position as a strategic partner in community-based CSR implementation.

The consistency of these economic, social and humanitarian activities is an important indicator of KWT Mekarsari's readiness to receive external assistance on an ongoing basis (Sayuti, 2023). This condition encouraged PGE Kamojang Area to involve KWT Mekarsari in the program Corporate Social Responsibility (CSR). In 2020, PGE Area Kamojang started social mapping activities in its operational area, including Sukakarya Village, to identify the potential, needs, and socio-economic characteristics of the surrounding community. This mapping process is carried out systematically by Social Development Study Center Gadjah Mada University as the basis for determining CSR fostered partners.

The results of the social mapping placed KWT Mekarsari as one of the candidate partners for development based on the collective spirit of its members, organizational stability, and strategic geographical position (Lillah et al., 2024). This is reinforced by the explanation of Reyhana Rashel Sajida, who serves as Community Development Office (CDO) CSR PGE Kamojang Area:

"We do not choose CSR partners carelessly, but through social mapping first by the Social Development Study Center of Gadjah Mada University (UGM) and those who have potential that can be maximized." (Reyhana Rashel Sajida, 2025)

This statement demonstrates that social mapping serves to identify the group's internal strengths, the suitability of activity types to the characteristics of its members, and to identify local economic potential for sustainable development. Through this social mapping, the selection of KWT Mekarsari as a fostered partner was carried out systematically and based on empirical data, rather than on incidental considerations. The findings of this study align with empirical studies that position social mapping as a methodological step in designing CSR programs to identify social actors and local community networks (Nasrul Z et al., 2022).

Dindin Komarudin who serves as External Public Relations Government and Public Relations (GPR) PGE Kamojang Area added:

"KWT Mekarsari was selected because of the high



Figure 1. Revitalization of Legok Pulus clean water piping by PGE Kamojang Area.

Source: Researcher Documentation, 2025.

enthusiasm of its members and its strategic location for CSR development.” (Dindin Komarudin, 2025).

This statement emphasizes that the success of a CSR program depends not only on the group's internal potential but also on the group's social readiness to build relationships with the surrounding community to improve distribution and market access more efficiently (Malta, 2025).

After officially becoming a fostered partner in 2022, the Mekarsari KWT began receiving mentoring, which included the provision of production facilities, technical training, and organizational and marketing capacity building. This provided the analytical basis for discussing three main aspects: optimizing the use of CSR facilities, product marketing strategies, and increasing motivation and social cohesion among the Mekarsari KWT members. Thus, the intervention by PGE Area Kamojang is understood as a continuation of the internal dynamics of the group that had already formed independently.

Optimizing the Utilization of CSR Facilities to Build Technical Independence in the Production Process

In the analysis of the Sustainability Communication Strategy Theory, the use of CSR facilities cannot be understood solely as the distribution of production facilities, but also as a communication process that connects resource management, behavioral change, and strengthening the social and economic independence of the community (Rottger & Rettler, 2024). The provision of Geothermal Snack and Geo-Fert facilities by PT Pertamina Geothermal Energy (PGE) Kamojang Area represents the next strategy input which is strategically designed to produce long-term impacts, both in terms of economic, social and environmental sustainability.

Ovinda Hariyesa, who serves as Junior GPR PGE Kamojang Area, emphasized that the focus of CSR programs is not only on physical assistance, but also on building a two-way communication ecosystem between the company and the community. In Sustainability Communication Strategy Theory, this approach is crucial at the community level input to ensure technology is managed independently without creating dependency, Ovinda emphasized this in an interview:

“At GPR, we don't just provide physical assistance like Geothermal Snacks or Geo-Fert and then call it a day. We provide thorough guidance to ensure everyone understands how to use them. Our primary focus is on developing self-reliance through two-way communication.” (Ovinda, 2025).

This statement demonstrates that GPR views communication as a tool for transformation, not simply a medium for program information. Communication is interactive, not simply top-down, allowing for shared learning between the company and its target groups (Azzahra & Saleh, 2025).

This was reinforced by Reyhana Rashel Sajida, as Community Development Officer (CDO), who explained that the selection of KWT Mekarsari as a CSR partner was based on the results of social mapping comprehensive. This social mapping process not only identifies the economic vulnerability of the community, but also the productive potential that can be developed sustainably (Mujahiddin et al., 2023). This, decisions regarding the distribution of facilities are based on social data, not reactive, but rather based on social data that positions the community as an actor in development. This approach reflect social mapping which emphasizes the fit between social context, local needs, and intervention strategies (Sukaris, 2019).

From the beneficiaries' perspective, active participation in the early stages of program planning is a key factor in developing a sense of ownership. Anisa, treasurer of the Mekarsari Women's Group, stated that transparency and involvement of all parties from the program design stage are crucial for transforming the group's status from recipients to

managers:

“We've always been involved. From the initial planning stage to the end, we've been constantly involved. All of KWT Mekarsari goals and hopes wouldn't have been realized without the CSR support of PGE Area Kamojang. We're the ones who run the facility on the ground, so we feel like this facility is a shared asset that needs to be maintained.” (Anisa, 2025).

In the context of Sustainability Communication Strategy Theory, this early-stage involvement serves as a communication channel that strengthens the program's legitimacy. The involvement of the treasurer and members at the grassroots level demonstrates that PT Pertamina Geothermal Energy (PGE) Area Kamojang communication strategy focuses not only on group leaders but also on shared responsibility. This demonstrates a shift in the status of CSR from charitable assistance to sustainable social investment (Sukaris, 2019).

Analysis using the Diffusion of Innovation Theory shows that the use of geothermal-based drying technology in the Geothermal Snack program has significant relative advantages (Hanugrah Nur Muharrani Putri & Sukmono, 2025). This innovation is technically capable of overcoming the current dependence on weather factors, a major obstacle in traditional methods. Teti Setiarum, Chairwoman of the Mekarsari KWT, provided an example of this efficiency comparison.

“Manual drying takes up to three days, especially during rainy weather. However, after using geothermal snacks, they are dry in just one day and of good quality. This has made the members even more enthusiastic because they immediately see the benefits in their daily production activities.” (Teti, 2025).

These advantages in time efficiency and consistent product quality accelerated the adoption of the innovation among members of the Mekarsari KWT. From a sustainability communication perspective, this successful adoption demonstrates that the information on agricultural digitalization and modernization delivered by the PGE Kamojang Area is not only normative but also practical and meets the group's needs. The technology's ability to deliver results quickly serves as a driver for behavioral change in members adopting more modern and sustainable production practices.

This image shows the application of geothermal-based drying technology, which is the focus of innovation in the Geothermal Snack program. This visualization reinforces the concept relative advantage in the Theory of Innovation Diffusion, where time efficiency in the production process and consistency of product quality encourage accelerated acceptance of technology by KWT Mekarsari members (see Figure 2).

In addition to the technical advantages experienced by members, the innovation adoption process is also supported by



Figure 2. Application of geothermal snack technology based on geothermal heat in the drying process of processed products by KWT Mekarsari.

Source: Researcher documentation, 2025.

ongoing communication conducted by the GPR PGE Area Kamojang. Ovinda Hariyesa explained that the introduction of Geothermal Snack technology is not done solely through the provision of facilities, but is accompanied by direct outreach and mentoring to group members:

"We provide thorough guidance to ensure everyone understands how to use Geothermal Snacks. We not only explain the benefits but also accompany members during practical applications so they can see for themselves the results and benefits of this technology in the production process." (Ovinda, 2025).

This statement shows that the communication process acts as a channel for the dissemination of innovation, enabling members of the Mekarsari KWT to gain knowledge, understand the benefits of technology, and build confidence in its use. In the Diffusion of Innovation Theory, this process is a stage knowledge and persuasion, namely when innovation is introduced through interpersonal communication and members begin to form positive attitudes towards the innovation offered (Hanugrah Nur Muharrani Putri & Sukmono, 2025).

However, this study also identified obstacles in the complexity aspect (complexity), especially those related to physical and geographical factors. The distance between the production site, which is approximately 3 to 4 kilometers from the residences of KWT Mekarsari members, presents a challenge in daily operations. Ovinda Hariyesa explained that GPR addresses these obstacles by implementing adaptable communication strategies, one of which is through adjusting the production flow to follow the schedule and division of tasks among members. This approach demonstrates that communication functions not only to convey information, but also as a mechanism problem solving responsive to field conditions (Snyder & Snyder, 2023). Communication serves not only as a means of conveying information about an innovation but also as a mechanism for reducing barriers to adoption. In Diffusion of Innovation Theory, responsive communication support helps group members overcome complexity barriers, enabling the innovation to continue to be used sustainably.

Dindin Komarudin, PGE's External Public Relations Officer for the Kamojang Area, added that the integration of upstream and downstream processes between Geo-Fert and Geothermal Snack is part of a purposefully constructed visual communication message. The use of Geo-Fert organic fertilizer for members' gardens, whose harvests are then processed using the Geothermal Snack facility, is a concrete example of renewable energy efficiency. This integration not only increases production effectiveness but also enhances the understanding of KWT Mekarsari members regarding the concept of energy sustainability in a practical, not a normative, way.

The image demonstrates that the use of Geo-Fert serves not only as technical assistance in agriculture but also as a visual and practical communication tool regarding sustainability (see Figure 3). By engaging in hands-on practice in the field, members of the Mekarsari KWT (Farmers Group) can concretely understand the concepts of energy efficiency and the circular economy, enabling sustainability values to transcend mere normative discourse.

From an academic perspective, the utilization of CSR facilities should not be limited to physical infrastructure development, but should also focus on reducing community dependence on companies. Dr. Achmad Wildan, in his capacity as an academic, expressed critical thinking that strengthening participatory communication is a crucial tool for promoting the strategic independence of the Mekarsari KWT:

"Facility utilization should be directed toward reducing dependency. Sustainability should be assessed not only by the existence of physical facilities, but also by the group's

social and economic capacity to make independent strategic decisions, both in technology management and independent market development." (Wildan, 2025).

In the study of Sustainability Communication Strategy Theory, this perspective asserts that CSR success is measured through outcomes such as community independence in managing resources. This aligns with the Diffusion of Innovation Theory, where the confirmation phase of technology acceptance is achieved when groups can independently experience change and develop innovations without the need for ongoing guidance (Mutani et al., 2020).

From a practitioner's perspective, the key indicator of success in technical mentoring lies not in the presence of infrastructure, but rather in improving the skills of human resources. Hanif Alfajjar, a public relations practitioner, emphasized that technology serves as a tool, while the essence of sustainability lies in the quality of the knowledge transfer process that occurs during the mentoring period:

"Improve the quality of communication between the company and the KWT. Don't rely solely on technology or social media, as face-to-face meetings are far more effective for mutually expressing each other's needs. Mentoring should be accompanied by capacity and skills development for members so they can continue to develop what they have learned independently." (Hanif Alfajjar, 2025).

In the study of Sustainability Communication Strategy Theory, this interactive learning process provides opportunities for KWT Mekarsari members to adapt and innovate independently. This aligns with the Diffusion of Innovation Theory, which states that success in adopting technological innovations reaches its peak when beneficiaries are able to manage and improve their businesses without ongoing assistance from the company (Suzana et al., 2022).

Optimizing CSR facilities through the Mekarsari KWT is the result of integrating technological innovation with high relative advantages with an inclusive sustainability communication strategy from the planning stage. Despite socio-geographical constraints, the adaptive and participatory mentoring approach of the GPR PGE Kamojang Area was able to overcome these obstacles and create a more planned production system. The results achieved not only include time efficiency and improved product quality, but also increased technical capabilities and group independence, which experts consider the main foundation for the sustainability of community-based CSR programs.

Product Marketing Communication Strategy as a Benchmark of Economic Independence

At the level output and outcome within the framework of Sustainability Communication Strategy Theory (Rottger & Rettler, 2024). Marketing strategies play a crucial role in ensuring that the production capacity built through CSR initiatives contributes to real business sustainability. In the



Figure 3. Utilization of Geo-Fert organic fertilizer by members of KWT Mekarsari, a renewable energy-based CSR program of PGE Kamojang Area.

Source: GPR PGE Kamojang Area Documentation 2025.

context of the Mekarsari KWT, the marketing communications approach implemented by the GPR PGE Kamojang Area aims to address the gap between production capacity and market access, a previously recognized weakness of the group.

Anisa, who serves as the Treasurer of KWT Mekarsari, stated that before receiving assistance, the group's business was at a very basic stage with very limited marketing:

"Before assistance from the PGE Kamojang Area, we only sold to neighbors through word of mouth. We had production, but we didn't know where else to sell our products besides our local area. Without support (marketing intervention), our business likely wouldn't have grown." (Anisa, 2025).

This situation suggests that the primary challenge stems not from the technical aspects of production, but rather from a lack of business understanding. In response, Ovinda Hariyasa, a Junior GPR PGE Kamojang Area, described the planned marketing communications steps, emphasizing brand identity strengthening and legality:

"We provide serious support, not just tools. We work from packaging standardization and logo refinement to product legality. The goal is to transform KWT products beyond just being home-made products and ready to compete in a broader market." (Ovinda, 2025).

Strengthening brand identity, packaging standardization, and assistance in product legality are important initial steps to change the image of KWT Mekarsari products from home-made products to competitive products in the wider market (Suprihatin et al., 2024). This approach demonstrates the understanding that marketing communications is not just about promotion, but also relates to creating perceptions of quality, consumer trust, and product legitimacy (Suhaemi et al., 2024). This statement shows that marketing strategies are not only realized through technical assistance, but also through a communication process that introduces new perspectives on the importance of brand identity and product legality. From the perspective of the Diffusion of Innovation Theory, the mentoring process is related branding, packaging, and legality are the stages knowledge, namely when KWT Mekarsari members gain knowledge about marketing innovations that they have not previously implemented. Direct mentoring also functions as a stage persuasion, because members begin to understand the benefits of this innovation in increasing product competitiveness and wider market access.

Dindin Komarudin as PGE's External Public Relations emphasized the importance of the company as an early market leader by absorbing KWT products as official company souvenirs:

"Whenever we have company guests or attend formal events, we always give KWT Mekarsari products as souvenirs. This is our way of ensuring economic circulation within the group and also serves as a learning platform for the women to maintain quality and manage orders professionally." (Dindin Komarudin, 2025).

In the context of ongoing communication, the company's role as a market facilitator is both important and temporary (Duha et al., 2025). Analysis from the perspective of the Diffusion of Innovation Theory (Hanugrah Nur Muharrani Putri & Sukmono, 2025). This demonstrates that this action is a deliberate effort to increase innovation visibility. Reyhana Rashel Sajida, CDO of PGE Kamojang Area, emphasized the importance of public visibility through participation in exhibitions:

"We invite them to participate in major competitions and exhibitions. There, stakeholders and potential partners can directly observe the quality of their products, such as cassava skin crackers, purple sweet potatoes, and traditional cakes. This increased visibility is crucial for expanding market networks beyond the company."

(Reyhana Rashel Sajida, 2025).

The image shows the tangible results of the marketing communications strategy implemented by KWT Mekarsari (see Figure 4). The processed products displayed at the exhibition demonstrated improved packaging quality, brand identity, and market recognition. This demonstrates KWT Mekarsari's shift from a local producer to a community business group with broader competitiveness (Rachmawati & Akbar, 2025).

Participation in the exhibition serves not only as a promotional tool but also as a communication tool that demonstrates the tangible results of marketing innovations to KWT Mekarsari members. Reyhana Rashel Sajida explains:

"When women participate in exhibitions, they can directly see consumer responses to their products. This builds their confidence and understanding of the quality standards required by the market." (Reyhana Rashel Sajida, 2025).

In the Theory of Diffusion of Innovation, this condition reflects the aspect observability, which is when the results of an innovation can be directly observed by the beneficiaries. The experience of seeing products on display, receiving consumer feedback, and securing collaboration opportunities are factors that strengthen members' confidence in the effectiveness of the implemented marketing strategy.

Teti Setiarum, as Chair of KWT Mekarsari, added that external recognition obtained through exhibitions and competitions has a big psychological impact on member motivation:

"The women feel more motivated and confident when their products sell well and receive praise from people outside the village. This sense of pride drives us to innovate, as we feel our abilities are widely recognized." (Teti, 2025).

This non-material impact is crucial for business continuity, encouraging members to be more proactive and embrace new market opportunities. KWT Mekarsari marketing innovations have also expanded to include catering services and the production of traditional cakes, which are managed independently. Anisa stated that this operational efficiency is supported by the use of digital communication via the WhatsApp platform:

"When an order comes in, we coordinate through a WhatsApp group. We have a clear schedule for who cooks and who packs. This allows for smooth communication without constant direction from PGE Kamojang Area staff." (Anisa, 2025).

Through the WhatsApp platform, task distribution, production scheduling, and order delivery take place in a participatory and transparent manner (Permadi & Suwandi, 2025). This organized communication pattern demonstrates that innovation occurs not only in production and marketing but also in the group's internal communication patterns. The use of WhatsApp as a coordination medium demonstrates that innovation occurs not only in production and marketing but also in the group's internal communication system. Digital technology has become part of the members' work



Figure 4. KWT Mekarsari public exhibition and promotion activities.

Source: Researcher documentation, 2025.

t routines, helping them organize production, allocate tasks, and fulfill orders more effectively and transparently (Winarko et al., 2020).

However, experts place particular emphasis on balancing communication channels. Public relations practitioner Hanif Al Fajjar emphasizes that digital efficiency should not replace the depth of interpersonal interaction:

"Don't rely too much on technology or social media. In-person meetings are still more effective in ensuring the company and KWT Mekarsari can convey their aspirations more deeply. Face-to-face communication is crucial for building trust and long-term relationships." (Hanif Alfajjar, 2025).

This view emphasizes the need for a balance between the efficiency offered by digital communication and the depth of interpersonal relationships in the context of community empowerment (Purnamasari et al., 2025). Meanwhile, Dr. Achmad Wildan, an academic, emphasized the importance of restructuring the brand narrative to be more focused on the Mekarsari KWT. He argued that marketing communications should be a tool to strengthen economic independence:

"The marketing narrative must highlight the profile and independence of KWT itself. The KWT Mekarsari brand must be able to stand on its own two feet, without always being in the shadow of a larger company, so that its identity as an independent producer becomes more visible to consumers." (Wildan, 2025).

This view places the function of marketing communications as an instrument of economic emancipation, not merely to strengthen the company's image (Yazirin et al., 2022). The marketing communications strategy implemented by the GPR PGE Kamojang Area has succeeded in opening market access and increasing the visibility of KWT Mekarsari products. The combination of strengthening the branding, product legality, and improvement to observability through official distribution channels and public exhibitions has encouraged the creation of economic independence for groups (Paulus, 2025). Experts agree that the sustainability of this business will be strengthened if KWT Mekarsari is able to build and manage its own brand narrative independently, while GPR PGE Area Kamojang acts as a strategic partner to ensure the transition process is sustainable.

The Role of GPR in Strengthening Motivation and Social Cohesion as the Foundation for Program Sustainability.

The aspects of strengthening motivation and social cohesion reflect the level of outflow in Sustainability Communication Strategy Theory which is the stage where the impact of communication is not only limited to behavioral changes or improvements in technical skills, but also includes significant and long-term social and organizational transformations (Rottger & Rettler, 2024). At this stage, the sustainability of the CSR program is determined by the extent to which new values, norms, and social relationships can be internalized in the lives of the target groups.

Reyhana Rashel Sajida explained that the main challenge in empowering women lies in the unstable motivation of members, who are often divided between household responsibilities and economic activities. Realizing that a technocratic approach is not effective enough, the GPR PGE Kamojang Area implemented an empathetic communication approach by leveraging local culture through *ngariung* activities (a tradition of gathering and eating together in Sundanese Indonesia):

"Maintaining the enthusiasm of the KWT mothers is difficult because they also have busy lives at home. So, we use local programs like 'ngariung', or eating tumpeng together. At these events, the conversation isn't always formal, but rather a social gathering to foster relationships and keep them motivated." (Reyhana Rashel Sajida, 2025).

This informal activity serves as a means of communication that strengthens emotional bond (Yulianti et al., 2025). This was also emphasized by Ovinda Hariyesa, who emphasized the importance of individual mentoring to build a sense of psychological safety among members:

"We don't always come with a formal company agenda. Sometimes, we simply visit to hear their daily stories or concerns. This way, KWT members feel valued as equal partners, not just recipients of assistance. This personal connection makes them feel comfortable." (Ovinda, 2025).

This non-hierarchical interaction format creates an environment where members feel like strategic partners. In the context of ongoing communication, trust and emotional closeness become essential prerequisites for women's participation (Khairullah et al., 2024). Within the group, Anisa, the treasurer of the Mekarsari Women's Group (KWT), explained that communication patterns are developing democratically and transparently, especially by maximizing digital media utilization:

"If there are plans, we first inform them in the WhatsApp group for discussion. After that, we gather. All decisions are made by mutual agreement, and the leader allows members to express themselves and be creative." (Anisa, 2025).

From the perspective of Diffusion of Innovation Theory, strong social cohesion acts as a channel of interpersonal communication that accelerates the spread of new information, experiences, and practices among group members. High levels of trust among members accelerate the process of innovation adoption because information is obtained from individuals who are considered credible and have shared experiences. Teti Setiarum emphasizes that group solidarity is a source of collective energy when facing work pressures:

"With 13 active members, we help each other out when we receive an order. This regular interaction provides a platform for us to share knowledge and support one another." (Teti, 2025).

Social interactions that are formed through light conversation, jokes, and mutual encouragement within the group become a source of collective energy (Mustika & Psikologi, 2023). The motivation of KWT Mekarsari members has undergone a significant shift; it is no longer focused solely on financial gain, but also on pride and recognition. The sense of pride felt when their work is accepted and recognized by their families strengthens the members' identities as productive and empowered women (Riski & Betrix Ticoalu, 2024).

From the perspective of an expert resource person, Dr. Achmad Wildan assessed that the social cohesion formed in the Mekarsari KWT is a strategic social asset that must be further developed into a knowledge asset:

"Sustainability should be assessed not only by the availability of physical resources, but also by the group's social capacity to make strategic decisions. Social cohesion in the Mekarsari Women's Group (KWT) needs to be further enhanced to become a knowledge asset, allowing them to share experiences and skills with other women's groups in the surrounding area." (Wildan, 2025).

She suggested that KWT Mekarsari function as a "community communicator," a group that not only manages its business independently, but is also able to share experiences, skills, and empowerment values with other women's groups in the surrounding area (Laila & Sugito, 2025). In this way, the program's impact is not felt solely by one community but also creates a ripple effect that extends the empowerment benefits horizontally.

In line with this view, Dindin Komarudin from the GPR PGE Kamojang Area emphasized that the core of social sustainability lies in the strength of internal integration within a group. Solidarity and mutual trust are seen as key assets in facing various external challenges:

"Independence can be achieved if the group is united. If members have strong social bonds through interactions in group activities, they will be able to face any challenge, whether technical, organizational, or market-related, without having to rely on outside assistance." (Dindin Komarudin, 2025).

The success of women's empowerment in KWT Mekarsari is highly dependent on the quality of effective communication in maintaining motivation and strengthening social (Laila & Sugito, 2025). The integration of empathetic communication from mentors, a culturally sensitive approach, and democratic discussion methods within the group has fostered strong social resilience. Experts validate that this social asset is key to the sustainability of the CSR program, transforming the Mekarsari Women's Group (KWT) from mere beneficiaries into independent, empowered agents of social change with a strong collective identity (Hafiya Fitri & Bella Audina Sitorus, 2025).

Conclusion

This study shows that the implementation of Corporate Social Responsibility (CSR) of PT Pertamina Geothermal Energy (PGE) Kamojang Area through the Mekarsari Women's Farmers Group (KWT) not only functions as a regular social assistance program, but has developed into a sustainable and structured communication process. The use of facilities that rely on direct use of geothermal through its Geothermal Snack and Geo-Fert innovations, it has proven to be more than just providing physical infrastructure. These facilities serve as strategic communication bridges linking renewable energy technology with behavioral changes in production and increasing women's social and economic independence at the community level.

The main findings of the study indicate that the optimization of CSR facilities built through dialogic communication from the planning stage successfully created a strong sense of ownership among members of the Mekarsari KWT. This sense of ownership is a crucial factor in encouraging the acceptance and sustainable use of innovation. The utilization of geothermal energy through the Geothermal Snack and Geo-Fert facilities provides tangible benefits compared to conventional methods, both in terms of time efficiency, production quality, and business process sustainability. However, the success of this innovation is not solely determined by the superiority of the technology, but also by the intensive communication process carried out through socialization, training, mentoring, and ongoing interpersonal interaction between the GPR PGE Area Kamojang and members of the Mekarsari KWT. This process enables group members to understand, accept, implement, and maintain the use of innovation in their daily production activities.

On the economic side, the marketing communications strategy implemented by the GPR PGE Kamojang Area has proven effective in reducing the gap between production capacity and market access. Strengthening brand identity, standardizing packaging, establishing product legality, and participating in various promotional activities and exhibitions not only increases product visibility but also broadens members' knowledge of more professional business management. This experience fosters self-confidence, the ability to adapt to market changes, and the courage to develop independent business innovations. Thus, the communication process serves not only as a means of conveying information but also as a learning mechanism that

accelerates the adoption of various marketing innovations and strengthens the group's economic capacity.

Furthermore, the sustainability of women's empowerment in this program is highly dependent on increasing motivation and social cohesion that reflects the stage outflow in Sustainability Communication Strategy Theory. An empathetic communication approach based on local wisdom, such as the practice of *ngariung* (a tradition of gathering and eating together in Sundanese Indonesian culture), has proven successful in building trust and emotional solidarity. This psychosocial transformation is evident in the shift in members' motivations, where an orientation toward financial gain now coincides with pride in their identity as productive and empowered women. This strong social cohesion serves as a key social capital that helps the group maintain its business continuity independently and reduces dependence on external assistance.

Overall, this study makes a novel contribution by positioning CSR as a strategic communication process that integrates the use of environmentally friendly technologies, market learning, and social emancipation within a single sustainability framework. The results of this study indicate that the success of renewable energy-based CSR is determined not only by the provision of technology and economic assistance, but also by a communication strategy that is able to encourage the acceptance of innovation, market learning, and strengthening social cohesion in the community. This finding expands CSR studies that have previously focused more on measurable economic impacts by positioning communication as a key factor in the sustainability of community empowerment programs.

This research is limited by its location coverage, focusing on only one beneficiary group, the Mekarsari Women's Group (KWT Mekarsari). Therefore, the results emphasize a deeper understanding of communication processes and social dynamics rather than generalizing findings. Furthermore, the measurement of economic impact is still descriptive, based on the experiences and perceptions of informants, and therefore cannot quantitatively describe long-term economic changes.

Based on these limitations, future research is recommended to expand the analysis in several directions. First, it is important to broaden the context by involving more than one group or region receiving CSR programs to obtain a more varied comparison of sustainability communication models. Second, the use of mixed methods should be considered to allow for more objective measurement of economic impacts using quantitative indicators, such as increased income, production volume, and business stability. Third, further research could focus on analyzing digital marketing communications within communities or changes in women's leadership within CSR-based business groups to enrich the study of development communication and community empowerment.

Author contributions

Rosanti Rahmawati, as the lead author, was instrumental in formulating the research idea, developing the research design, collecting data, analyzing the data, and writing the initial draft of the manuscript. The second and third authors, as supervisors, provided guidance in developing the research idea, improving the methodology, and conducting a comprehensive review, evaluation, and editing of the manuscript until it was ready for publication.

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