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Influence Analysis of Gojek Indonesia's Corporate Social Responsibility (CSR) on Corporate Image (Case of NGO "Yayasan Anak Bangsa Bisa")

Meuthya Larasati
School of Communication, Atma Jaya Catholic University of Indonesia

Dorien Kartikawangi
School of Communication, Atma Jaya Catholic University of Indonesia

ABSTRACT

During the pandemic of 2020, Gojek Indonesia established a non-profit organization named 'Yayasan Anak Bangsa Bisa' that aims to distribute aid and support to the stakeholders affected by the pandemic. This research seeks to discover if any influence is caused by implementing Gojek Indonesia's Corporate Social Responsibility (CSR) on corporate image. The theories used in this research are the CSR Dimension Pyramid as the independent variable and Elements of Corporate Image as the dependent variable. While the method used is descriptive quantitative with a questionnaire as the chosen data collection method. This research concluded that there is a 40,2% positive influence between CSR implementation and Gojek Indonesia's corporate image. Though the result is positive, Gojek Indonesia's actions have not yet exceeded the public's expectations. Gojek Indonesia's overall corporate image is a trusted, innovative, and unique company. Although, the corporate identity element, specifically the slogan 'Pasti Ada Jalan,' is still not familiar enough to the public. Thus, this research recommends that the following study consider the actions taken based on the existing corporate image and an interview with Gojek Indonesia's team as an additional data collection method. A more practical recommendation is for Gojek Indonesia's team to conduct social listening to observe the public's expectations of CSR actions and add the slogan 'Pasti Ada Jalan' to their application and services layout.

Keywords: communication management, Corporate Social Responsibility, corporate image, stakeholders' relations.

INTRODUCTION

Background

The pandemic that struck the world on 2020 caused many changes to our daily life. In the case of Indonesia, the government assigned Large Scale Social Restrictions (LSSR) from March to June 2020 as an effort to suppress the spread of the virus. However, this policy brought forth new issues such as the loss of income due to the restrictions placed on office buildings, schools, and shopping centers. This restriction also cut off the access to transportation and logistics between regions. Loss of access to transportation and logistics heavily impacted the people who work in the field, whether they are from online or public transportation.

Based on e-Conomy's 2020 report, the online transportation industry had a decrease in income up to 68%. Hence, it would make sense why companies are willing to make various efforts in easing their employee's burden. These efforts take form as corporate social responsibility or CSR that refers to the social responsibility that a company has towards their stakeholders. This explains why the author deems it important to research Gojek Indonesia's CSR program in the context of the pandemic; where companies are struggling to stay afloat in the current economy, Gojek Indonesia quickly responded to their employee's struggles in the form of a CSR program. Gojek Indonesia is a technology-based startup company from Indonesia, established by Michaelangelo, Nadiem Makarim, and Kevin Aluwi on October 2010 as an effort to solve the issue of time-consuming traffic in Jakarta. This solution comes in the form of connecting local motorcycle drivers with consumers via a call centre at it's beginning. In it's 11 years of operating in Indonesia, Gojek Indonesia has expanded its services up to 25 different services varying from transportation, logistics, groceries, entertainment, and many more. Now, Gojek Indonesia offers their services with their super-app 'Gojek' and taking pride in technology and innovation. On March 2020, Gojek Indonesia established 'Yayasan Anak Bangsa Bisa', an NGO dedicated to distribut help to their stakeholders who are impacted by the Covid-19 pandemic. The initial funding came from the payroll deductions of Gojek Indonesia's senior management as much as 25% from the period of March 2020 until March 2021, and also from the transfer of salary increase funds for the Gojek Indonesia employees. . The help provided by 'Yayasan Anak Bangsa Bisa' include distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers, education funds, and also support for Micro, Small, and Medium Enterprises (MSME).

Theoretical Framework

CSR Dimension Pyramid (Caroll, 2016):

This theory suggests that a company's CSR program can have 4 dimensions or stages that are likely to those of a pyramid. The dimensions are as follows; economic responsibility, legal responsibility, ethical responsibility, and philanthropic responsibility.



International Journal of Corporate Social Responsibility (Caroll, 2016)

Economic Responsibilities:

The company is required to be able to sustain itself financially through profit, and this profit can be sourced through their CSR program. This profit is needed as a form of the company's responsibility towards their shareholders and stakeholders.

Legal Responsibilities:

A company that operates within a certain region is required to follow the rules and regulations that apply within said region. This is a requirement and also an expectation held by society, hence why fulfillment of legal responsibilities is important. The laws that companies must obey consist of, but are not limited to, permissions, worker's rights, terms of services, and government expectations.

Ethical Responsibilities:

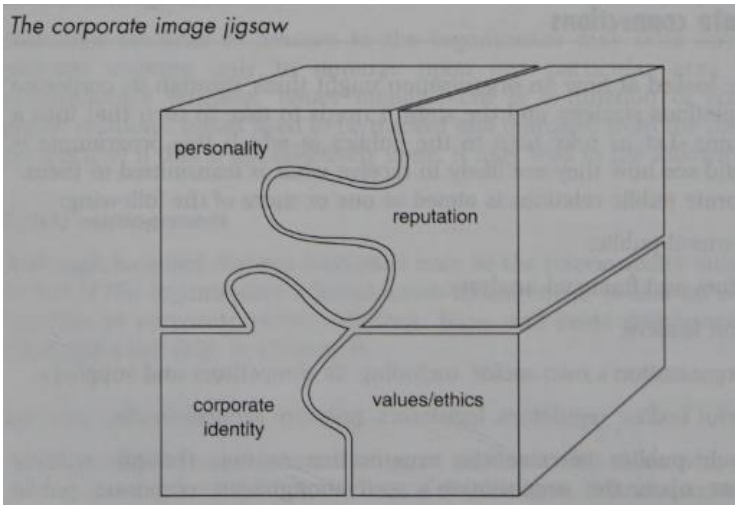
A company that fulfills legal responsibilities is no longer deemed enough for society's expectations, therefore companies are expected to operate ethically as per the local's norm. Companies are expected to not only abide by laws, but also by activities, standards, rules, and practices that society has. This makes a company held responsible to their stakeholders' welfare, even if it is not officially written in law.

Philanthropic Responsibilities:

Philanthropic responsibilities are all activities a company does to help their stakeholders with the main purpose of 'being a good corporate citizen'. The key difference between ethical and philanthropic responsibilities lies in the help given; it must be given voluntarily, not required by the law, and is exceeding society's expectation. This help must be given solely due to the company feeling responsibility towards society and their stakeholders. The help in question can be in the form of cash, products and services, employees serving as volunteers, or other activities that are targeted towards the community and stakeholders.

Elements of Corporate Image:

Harrison (2004) explained that a corporate's image is made of four interconnected elements, namely personality, reputation, values, and corporate identity.



Public Relations: An Introduction (Harrison, 2004)

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Personality:
Personality refers to the entirety of a company's characteristics that are understood by their target audience. Thus, in building a corporate image it is important to note the kind of characteristics that are wanted to be seen by the target audience.

Reputation:
Reputation is the activities that a company has done in the past and is perceived by their public as a good experience. This tie close with the company's daily activities, such as the selling of goods or services provided. Therefore, a good reputation is obtainable by hard work from the company's entire activities. There are few indicators of a good indicators such as good management quality, a healthy financial condition, good quality of goods and services, promising long term investment values, the company's capacity to innovate, brilliant marketing quality, responsibility towards the community and environment, and lastly the ability to attract, manage, and retain qualified individuals.

Values:
Values refer to the company's internal values or culture. These values are influenced by and will influence the individuals working in the company itself. Companies that state their values clearly will help the external public in managing their expectations. These values are generally also used as a behavioral 'guide' for their employees so that they jeopardize the company's reputation.

Corporate Identity:
Corporate identity is a group of components that are created to help external public easily recognize the company. Logo, colors, or company slogans are examples of corporate identity. Corporate identity can also be used to express the values and characteristics that a company has. These four elements of corporate image contribute to the overall corporate image that are perceived by the public. Thus, keeping a small contrast between corporate image and reality will result in the company deemed highly trusted and open by the public.

Research Gap
The gap between this research and ones established in the past lies in the theories used, this research uses the top two dimensions from the CSR pyramid theory namely ethical and philanthropic responsibility. Other differences lie on the use of corporate image theory, whereas other research use image indicator theory and image formation theory. Former research methodologies vary from qualitative to quantitative methods, however this research uses quantitative methods due to the need to see the influence of CSR programs on corporate image, with the use of surveys on respondents. This research also uses the context of the pandemic that happened on 2020 and how this condition encouraged companies like Gojek Indonesia to establish a CSR program to help their employees that faced direct impact from the pandemic.

METHODOLOGY

Research Paradigm
The CSR program acts as the independent variable, while corporate image acts as the dependant variable. Corporate image is the object that will receive the influence by CSR

implementation. The influence of CSR implementation is assesed by the criterias of CSR dimension as stated by Caroll (2016), through ethical and philanthropic responsibility.

This research focuses on the top two CSR dimensions due to the research conducted by Stremeimikiene, et. al. (2021) that argues how ethical and philanthropic responsibilities can be used to assess a company's performance. The bottom two of the dimensions serve as the foundation that all company and CSR programs should have, hence why this research does not focus on it. A company should be able to sustain itself by earning profits, thus fullfiling the economic responsibility. A company should also adhere to the laws and regulation within the region they operate in, fulfilling the legal responsibility. The decision to only focus on the top two CSR dimensions also come from the consideration of socio-cultural conditions Indonesia that are present in Indonesia, and also drawing conclusions from past research of similar topics. To measure the influence that exists within corporate image, the criteria's used are the elements personality, reputation, values, and corporate identity.

Sampling Technique and Respondents

The population of this research is the users of 'Gojek' application that live in Indonesia, based on the research done by Statista on November 2019 is 29,2 million active users per month.

While the sample is chosen with the technique of non random sampling, with criterias as follows:

1) Users of the application 'Gojek'
2) Uses the application 'Gojek' atleast once a month (Period of March 2020 – February 2022)
3) Within the productive age range (15-64 years old)
4) Knowledgable of Gojek Indonesia's CSR program 'Yayasan Anak Bangsa Bisa'

With the help of the Slovin formula, the final sample size obtained is 100 of 'Gojek' application users in Indonesia.

Data Collection

This research collects data using two methods, namely:

Primary Data:

The source of primary data is the result of the survey that was given to the respondents. The survey is conducted via online questionnaire, then the data is processed with the software SPSS in order to measure the influence towards corporate image.

Secondary Data:

The secondary data of this research is the information obtained through the official company website of Gojek Indonesia on gojek.com and the official website of 'Yayasan Anak Bangsa Bisa' on anakbangsabisa.org. Other data sources are obtained from online news articles, journals, and past research with similar topics.

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FINDINGS AND DISCUSSION

CSR Dimensions

Ethical Responsibility:

Most of the respondents strongly agree that the CSR activities 'Yayasan Anak Bangsa Bisa' have fulfilled the criterias of ethical responsibility. The criterias in question are, when a company is able to fulfill expectations of operating ethically and according to values, standards, rules, and local practices. By that definition, it is imporant to take into consideration the socio-cultural conditions of the region, in order to have a CSR program that can help improve the well-being of the stakeholders in a way that does not violate local ethics. This socio-cultural adjustment can help with the establishment of a CSR program that can exceed the consumer's expectations, where in this research it is something that is obtainable by Gojek Indonesia through the 'Yayasan Anak Bangsa Bisa' CSR program specifically the distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers.

Philanthropic Responsibility:

Most of the respondents agree that the CSR activites 'Yayasan Anak Bangsa Bisa' have fulfilled the criterias of philanthropic responsibility. The criteria in question is when a CSR program is done voluntarily and is able to exceep the expectations and hopes of their public. The emphasis of philanthropic responsiblity lies in the company's desire to play it's part as 'a good corporate citizen', and also how the CSR program itself exceeds the expectation of the stakeholders and society. The respondents perceive the distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers are activites that exceed the expectations of Gojek Indonesia's consumers. 'Yayasan Anak Bangsa Bisa' CSR program is able to adjust to the socio-cultural conditions and show their concern towards not only Gojek Indonesia's drivers, but also their stakeholders during the pandemic of Covid-19.

Based on the explanation above, the author can compare result on the analysis of ethical responsiblity and philanthropic responsibility. The mean score obtained by ethical responsibility is 4,46 and is higher than the mean score obtained by philanthropic responsibility which is 4,13. This proves that the majority of respondents perceive the CSR program of 'Yayasan Anak Bangsa Bisa' is more accurately described as part of ethical responsibility. Even though there are a few answers of 'strongly disagree' on the category of ethical responsibility, it is still in a lower number compared to the answers of 'disagree' and 'strongly disagree' on the category of philanthropic responsibility. Both analysis showed the two categories being in the positive range of answers, meaning the respondents generally perceive this CSR program as a good program that shows Gojek Indonesia's concern and care towards their stakeholders. However, the respondents judge that the more appropriate category of this program is ethical responsibility. This is due to the distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers are deemed fit for the current society's decline in economic well-being in the midst of Covid-19 pandemic.

Gojek Indonesia succeeded in showing their care and concern towards their drivers as one of their main stakeholders, and healthcare workers as the fronliners of the pandemic. Thus, the respondents deemed that the CSR program of 'Yayasan Anak Bangsa Bisa' is ethically in accordance to local values and ethics, but it is still unable to exceed their expectations of Gojek

Indonesia. In Indonesia, there are laws that regulate CSR and Sustainable Development Goals (SDG) and states that it is mandatory for companies to have sustainable CSR programs, effectively making society's expectations higher towards CSR program. These high expectations encouraged the respondents to answer that this CSR program does not exceed their expectations, but rather only perceive it as an ethically suitable activity to be held during the pandemic.

Within the independent variable, the highest 'strongly agree' answer is obtained by the statement 'the distribution of meal packages for healthcare workers are in line with the expectations of the respondent as part of Gojek Indonesia's consumer' with the score of 60. Thus, respondents perceive that the distribution of meal packages for healthcare workers is a suitable activity to be done in the pandemic, since healthcare workers are the frontliners in handling Covid-19. While the highest 'strongly disagree' and 'uncertain' answer scores are at 4 and 36 respectively, both obtained by the statement 'the distribution of meal packages for healthcare workers are a unique CSR activity that has not been done by other companies'. Even though the distribution of meal packages for healthcare workers is an activity suitable in the context of the pandemic, the respondents deem that Gojek Indonesia is not the only company that carries out this activity therefore is not unique.

Gojek Indonesia is able to fulfill the expectations of their public, showing their concern and care towards the stakeholders during the pandemic. But, is still deemed unable to surpass this expectation, thus the CSR program 'Yayasan Anak Bangsa Bisa' with the context of declining economy welfare due to the pandemic is categorized as ethical responsibility.

Elements of Corporate Image

Personality:

There are few personality aspects that are deemed less suitable for Gojek Indonesia, but overall, the respondents are able to see Gojek Indonesia's personality clearly. As a technology-based company that strives on speed and creativity, Gojek Indonesia is perceived able to represent it in their services, in both logistics and transportation.

Reputation:

There are a few reputation aspects that are not yet able to give the best experiences to their public, but overall, the respondents deem their experience with Gojek Indonesia's services good and satisfying. Gojek Indonesia is still able to increase their performance in the international competition and also give optimal training for their employees in order to give the best experience for their public. By upgrading the aspects above, Gojek Indonesia can increase their reputation element by putting efforts into giving the best experience for their public.

Value:

There are a few internal values that can be further internalized to their employees in order to have these values easily perceived by their public. Among these values are, the company's care towards their stakeholders, the ability to solve social issues in society, and valuing the company's speed in adapting with changes within society.

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Corporate Identity:
There are a few respondents that struggle to identify Gojek Indonesia's corporate identity; however, the majority are still able to identify it easily when faced in daily life activities. The corporate identities in question are logos, signature colors, unique phrases, and slogans used in promotional activity. Gojek Indonesia has room to improve in optimizing their logo positions, signature colors, and slogans in order for the public to easily identify these corporate identities in their daily life.

Based on the explanations above, the author is able to analyze each element of Gojek Indonesia's corporate image. Overall, the respondents are able to perceive Gojek Indonesia's corporate identity clearly, from all elements namely personality, reputation, value, and corporate identity. In all four elements of corporate identity, the element with the lowest mean score of 4,27 is corporate identity, while the other 3 elements are able to be perceived clearly. Gojek Indonesia's corporate identity aspects such as logos, signature colors, and unique term 'ojek online' can be increased in familiarity, in order to have their public easily identify and associate it with Gojek Indonesia.

The highest score of 'strongly agree' answers are obtained in the statement 'respondents are able to identify and associate Gojek Indonesia's logo when presented in their daily life', and also in the statement 'respondents are able to associate the term 'ojek online' with Gojek Indonesia when presented in their daily life' both with the score of 60. This shows that the majority of the respondents agree that the Gojek Indonesia logo is unique and easy to remember, hence why it is easy to identify and associate when presented in their daily life, and also agree that Gojek Indonesia is one of the most popular 'ojek online' that they encounter hence they find it easy to associate it with Gojek Indonesia.

The highest score of 'strongly disagree' answer is obtained in the statement 'Gojek Indonesia is able to solve social issues present in society' and the statement 'Respondents are knowledgeable of the slogan 'Pasti Ada Jalan'', both scoring a 4. Thus, a few respondents consider Gojek Indonesia yet able to solve social issues, and they also consider themselves unfamiliar with the slogan 'Pasti Ada Jalan'. In order to resolve the two problems, Gojek Indonesia can conduct a social listening to be able to arrange an activity that will solve the social issues present, and increase their public's familiarity with the slogan by adding it into the interface of their 'Gojek' application.

Christensen et. al. (2007) stated that a CSR program is the efforts made by a company to resolve economic, social, or environmental issues that involve their stakeholders. When the Covid-19 pandemic hit, Gojek Indonesia identified that there is a decline in economic well-fare as a direct impact from the Large-Scale Social Restriction (LSSR). To resolve this, Gojek Indonesia established Yayasan Anak Bangsa Bisa as the NGO that will distribute help from Gojek Indonesia to their stakeholders. The help in question refers to the distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers. In this distribution, Gojek Indonesia utilizes their own application platform.

All of the results of the CSR program are published through the internal company media and also reported by external media. These information regarding the CSR program encouraged the

formation of a corporate image for Gojek Indonesia by their public. The percentage of influence the CSR implementation of 'Yayasan Anak Bangsa Bisa' caused towards Gojek Indonesia's corporate image is at 40,2%.

If there is an increase in the score of CSR implementation 'Yayasan Anak Bangsa bisa', there will also be an increase in Gojek Indonesia's corporate image score as much as 0,494. Thus, the CSR program that Gojek Indonesia established directly impacted in the increase of corporate image perceived by their consumers. The results of the CSR dimension analysis shows that both dimensions are categorized as positive, where Gojek Indonesia's perceive that the CSR program has fulfilled their expectations and the corporate image can be seen clearly. Gojek Indonesia as a technology-based company is able to utilize their platforms to distribute said CSR program as proof of their efforts in aiding society with their technology. This influence shows that even though a CSR program is yet able to surpass the consumer's expectation, the corporate image formed can still be positive. This shows that Gojek Indonesia's CSR program is on-target and suitable with the socio-economic conditions of their stakeholders, which encouraged a positive, responsible, and innovative corporate image to form on their consumers.

Referring back to the CSR dimension theory by Caroll (2016) that places philanthropic responsibility in the highest category. The results of this research shows that there is a dissimilarity between the theory used and the results that show Gojek Indonesia's ability to still achieve a positive corporate image despite only obtaining the category of ethical responsibility. Thus, there could be an update to the CSR dimension theory with the context of region, social, and also economy where the company operates and also where their consumers originate from. A CSR program with the category of ethical responsibility is high enough to create a positive corporate image and does not necessarily need to obtain philanthropic responsibility.

CONCLUSION

The CSR program 'Yayasan Anak Bangsa Bisa' is an effort done by Gojek Indonesia to solve the economic issues faced by their stakeholders as a direct impact of the Covid-19 pandemic. Gojek Indonesia established 'Yayasan Anak Bangsa Bisa' as the NGO that will distribute help from Gojek Indonesia to their stakeholders. The help in question refers to the distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers.

The results of the influence analysis of 'Yayasan Anak Bangsa Bisa' CSR implementation towards Gojek Indonesia's corporate image shows a positive influence. Every increase on CSR implementation also means an increase on corporate image. Therefore, increasing Gojek Indonesia's corporate image on their consumers can be obtained by improve and fix the CSR programs.

The distribution of grocery coupons, family meal packages for the drivers, and meal packages for healthcare workers are CSR activities that fulfill the category of ethical responsibility, but not philanthropic responsibility. This is due to the CSR programs inability to surpass the expectations created by the consumers towards Gojek Indonesia. This expectation is influenced by Covid-19 pandemic itself, and also the regulations regarding CSR and SDGs in Indonesia. Furthermore, Gojek Indonesia's corporate image overall is able to be perceived clearly by their consumers, although there are still aspects of the element corporate identity that is still

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unfamiliar with the consumers, such as logos, signature colors, slogans, and the term 'ojek online'. While the other three elements of corpoarate image is able to be perceived clearly; Gojek Indonesia is a company who's services are trusted, has good reputation, and have internal values that are internalized properly within their employees.

Although Gojek Indonesia is unable to surpass the Indonesian society's expectations, the corporate image formed is still considered positive. Thus, CSR programs that obtain the ethical responsibility category can still form positive corporate images.

LIMITATIONS AND RECCOMENDATIONS OF THE STUDY

Limitations

This research is limited to the CSR program established by Gojek Indonesia that is 'Yayasan Anak Bangsa Bisa' that serves as the independent variable that will later be analyzed to see the influence it has towards corporate image that is formed on the public, which serves as the dependent variable. The public in question refers to Gojek Indonesia's consumers that are located in Indonesia.

The theories used in this research is limited to Corporate Social Responsibility (CSR) and it's dimensions, and also corporate image that is measured through the elements of corporate image. While the methods used is quantititative methods conducted throug an online survey.

Reccomendations

The recommendations for this research can be divided into two segments, scientific recommendation and practical recommendation. The scientific recommendation is that future research can consider the actions that resulted from a certain corporate image. Since this research only focuses on the knowledge an individual has towards a company, and not the actions taken afterwards. The author also suggests to add an additional data source through an interview with a representative of Gojek Indonesia so that there will be additional internal knowledge on the CSR programs conducted. While the practical recommendations is for Gojek Indonesia re-analyze the expectations their consumers have towards CSR programs. This expectation analysis will help Gojek Indonesia in formulating a CSR program that will exceed the expectation set. The author also suggests for Gojek Indonesia to add the slogan 'Pasti Ada Jalan' to the interfaces of their services, since the research shows there are still consumers who are unfamiliar with this slogan.

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