RESEARCH ARTICLE

THE DISCLOSURE OF CORPORATE SOCIAL RESPONSIBILITY MOTIVES: IN THE SOCIO DIGI LEADERS PROGRAM FOR YOUNG GENERATION INDONESIA

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ABSTRACT

In the present article the clinical the presence of the company should contribute to the public, so that the business activities of the company get support from the public. A form of corporate commitment and contribution to the public can be realized through various programs that benefit the public. Corporate Social Responsibility (CSR) is a means for companies to realize their commitments. Although CSR is a voluntary effort from the company to the public, practically many CSR providers consider the program to be limited to efforts building the company's reputation. Of course this view will make CSR programs not substantial. Referring to this view, the study aimed see the motive of implementing CSR programs carried out by State-Owned Enterprises (BUMN), namely PT Telkom Indonesia through the Socio Digi Leaders program. The method used in this study is a qualitative approach with a single case study design. In this context, study is only conducted in one company, PT Telkom Indonesia. The results show that PT Telkom Indonesia implements CSR in the form of the Socio Digi Leaders program initially because of moral obligation motives, motives for operating permits, reputation motives, and business continuity motives. Referring to the results of the study, it is suggested that PT Telkom Indonesia in carrying out its CSR program should maintain its purity of intention from pragmatic interests such as optics. Thus, optics is not the main goal, but it is a feedback from the success of the CSR program. In addition, if the motives and objectives of CSR programs are always framed by moral values and commitment to stakeholders, then the realization will be good, because the program is truly directed to the public interest aimed at long-term development.

INTRODUCTION

Based on the BPS of the Republic of Indonesia, there is currently an increase in the number of entrepreneurs. From 1.6% to 3.1% of the population. That statistics is encouraging because it has broken the psychological limit of 2%. The number of entrepreneurs in a country is often regarded as an indicator of the progress. The benchmark is at least 2% of the population must be an entrepreneur. With a population of 250 million, this country must have at least 5 million entrepreneurs (https://kominfo.go.id). The increase in the number of entrepreneurs is certainly inseparable from the rapid use of information and communication technology which is also increasingly globalized in the world. This is what was then captured by the younger generation, especially businessmen based on digital technology. This is as shown in the data of the Ministry of Communication and Information of the Republic

of Indonesia which recorded in 2017, the entrepreneurship ratio in Indonesia rose to 3.1% or around 7.8 million people who had become entrepreneurs. The potential was also captured by the Indonesian government, where the government launched Indonesia as the largest digital economy in 2020 and is targeted to be the largest in Southeast Asia. One of the cornerstones of national development in this declaration is the digital sector. The government is targeting e-commerce transactions to reach US $ 130 billion and creating 1,000 technopreneur with a business value of US $ 10 billion in 2020. Of course it is very realistic, considering the potential of the e-commerce industry in Indonesia cannot be underestimated. From Ernst and Young's analysis data, it can be seen that the growth of the value of online business sales in the country every year increases by 40 percent. There are around 93.4 million internet users and 71 million users of smart phone devices in Indonesia (Irawan, 2018). Although various programs have been implemented to encourage the growth of new entrepreneurs, the fact is that Indonesia is still lagging behind by neighboring countries. Based on the data

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published on the kominfo.go.id site, it is stated that compared to neighboring countries, it must be admitted, we are outnumbered. Singapore is 7%, Malaysia 5%, Thailand 4.5%, and Vietnam 3.3%. America and Japan have skyrocketed far. Ten percent of its citizens are involved in the business world (https://kominfo.go.id). Looking at these conditions, Indonesia needs to work hard to increase the number of young entrepreneurs. Entrepreneurs themselves are people who take risks and bear all the effects of creating a new business. McClelland believes that successful entrepreneurs are someone who is high-performing, takes initiative, and shows a high level of proactivity (Memon *et al*, 2015: 1). Referring to the statement, of course what the government must prepare in facing the challenges of the global economy lies in preparing the character of the younger generation who have high performance, initiative, and are not reactive to the challenges of the times but are proactive and progressive. The mental readiness of young entrepreneurs is certainly very necessary, considering the challenges in the digital business era today are certainly very heavy. In the context of the digital economy, an important argument that must be built is to think of economic activities more flexibly and unconventionally. Economic activity not only operates through markets, but allows using digital technology tools (Elder-Vass, 2017: 228). With the digital economy, it certainly has an impact on the emergence of issues ranging from the potential for job loss as a result of artificial intelligence technology. (Coyle, 2017: 222).

Without functional policies, the digital economy that is currently engulfing will cause mass unemployment in the short and long term, sharp competition in employment, reduced salaries, stagnant economy, increased inequality, indebted households, disruption of social cohesion and improvement social tensions simultaneously (Pulkka, 2017: 298). To encourage the achievement of the target of 5 million entrepreneurs in Indonesia, as well as efforts to avoid the negative impact of unpreparedness to welcome the era of the digital economy, it requires participation and public support for various efforts and steps of the government to encourage an increase in the number of business people in the digital field. The presence of CSR is a means for various parties to be actively involved in supporting the achievement of the target of 5 million entrepreneurs. The encouraging thing now is that not a few companies that support the government's target with its involvement through corporate social responsibility (CSR) programs. The company's involvement in the CSR aspect is certainly inseparable from the benefits to be gained from various CSR activities themselves. Companies should have a commitment to involve themselves in CSR programs. Ethics in business as well as company sensitivity to the public interest are certainly the main things in the implementation of CSR programs. If the company is less sensitive to its environment, then this allows public resistance to the company. Indeed the company must view CSR as part of the public rights that must be fulfilled. But Frynas (2009) identifies that the implementation of CSR programs is part of a reason to meet the demands of internal and external interests of the company which include: 1) To comply with a regulation, law and rules 2) As part of a company's social investment to get a positive optics 3) Part of the company's business strategy 4) To obtain licenses to operate from the local community 5) Part of the company's risk management to reduce and avoid social conflicts. One of the State-Owned Enterprises (BUMN), PT Telkom Indonesia, consistently encourages the growth of young entrepreneurs, especially in the field of digital business.

PT Telkom Indonesia's CSR implemented a theme of "Telkom Indonesia for Indonesia" with three pillars, namely: 1) digital environment i.e. the development, provision and management of telecommunications infrastructure and various information and communication technology (ICT) facilities to support and connect all community activities, including environmental conservation activities. CSR programs with the theme of the digital environment include: Creative BUMN Enterprises, Digital UMKM villages, Creative Camp Digital Lounges, and Natural Disaster Victims Assistance. 2) Digital society, which supports community empowerment through education about the optimal use of ICTs to facilitate the daily activities of people's lives. CSR program with the theme of Digital Society including: Socio Digi Leaders, BUMN present on campus, and Indonesia digital learning. 3) Digital economy i.e. the development of ICT facilities in a variety of public services used by the community, as well as support for micro and medium enterprises, especially in the creative industry sector, related to the optimization of ICT use. CSR programs with the theme of Digital Economy include: MSME Go Digital and Online Marketing Training.

In this study, the researcher focused on analyzing how the implementation of CSR programs in Socio digi leaders. This program is intended to help develop digital entrepreneurs in Indonesia. This program develops business by utilizing ICT, to create entrepreneurs and young people who are smart and innovative. This Socio Digi Leaders program is a competition and self-development event to produce a mature and good generation of hard skills and soft skills. It gives young people the opportunity to develop business through digital applications that can be useful for the social environment. The implementation of CSR programs is based on digital technology because Telkom realizes that the presence of digital technology encourages total change and will focus on human resources. Through digitization, it is expected to create the perfect platform for innovation. In order to realize a digital society, PT Telkom Indonesia provides high quality connectivity services through infrastructure development and developing content and applications that are useful in people's daily lives so as to provide the best digitization experience for customers. Higher public internet literacy driven by widespread use of smartphones and fixed-broadband is an important component of digital economic growth, in addition to the availability of various applications or supporting content, readiness of business people or entrepreneurs to be able to create standardized products and reliable logistics network support. The reason companies carry out CSR programs is certainly very relevant, considering that we are now entering the digital era. This is as stated by Gazzola et al (2017: 2) that the presence of a digital economic era stimulates industry players to continue to innovate and be ready to face constant competition in the business sector. In addition, this condition also triggers an increase in consumer welfare. If previously industrial players only carried out conventional services, industry players can now improve the quality of their services with the help of digital technology. This condition certainly greatly affects the way industry players and consumers transact. The development of CSR implementation is currently developing rapidly, where not a few companies carry out CSR programs seriously, this is as indicated by the number of companies that have received public appreciation. Departing from this concept, the company must change its CSR concept from charity programs (short-term programs) as a means of publication and promotion, into empowering

programs (long-term programs). Although the development of the CSR concept has been very rapid, not a few companies are still implementing it only to comply with the laws and regulations. Of course with different initial motives, it can affect the quality and implementation of CSR in the future. In this context there will be a difference in output between companies that are truly eager to carry out CSR with companies that are only for imaging purposes. Referring to these conditions, it is important for us to understand the motives of the company in implementing CSR programs. This is as stated by Michael E. Porter (Rachman, Efendi and Wicaksana, 2011: 85-86) stating that there are at least four corporate motives for carrying out CSR activities. Firstly, moral obligation motives that mean achieving commercial success while respecting ethical values. Secondly, sustainability motives that mean fulfilling current needs without neglecting future needs. Thirdly, operating permission that mean building an "optics" to guarantee the approval of the government and stakeholders. The four reputation motives mean that the CSR agenda is based on the motive of increasing brand and reputation to consumers, investors, and employees.

From various motives, it is important for researcher to know the motives of CSR activities in various companies. Different motives will affect the color of the CSR program that is run. Then there are many unique and distinctive features of various programs in various companies. PT Telkom Indonesia has many CSR programs, one of which is the Socio Digi Leaders program as a competition and self-development program to produce a mature and good generation of hard skills and soft skills. This condition later became the reason for the company to analyze the Corporate Social Responsibility Program: Socio Digi Leaders by State-Owned Enterprises in Indonesia. This study is expected to provide various recommendations related to the approach and model of communication applied to the CSR program implemented by PT. Telkom Indonesia, especially in increasing youth participation in this program. In addition, this study is expected to analyze various communication barriers and provide solutions to various obstacles encountered. Thus, this CSR program can create a sustainable development in the digital economy.

Literature Review

Corporate Social Responsibility: CSR definition is varied. Essentially, CSR is a committed business operation not only to increase the financial profit of the company, but also to build social economy, holistically, institutionally, and sustainably. Some other names being identical to CSR are corporate giving, corporate philanthropy, corporate community relations, and community development. Similar opinion was also expressed by Kotler and Lee (2005) that CSR is part of a company's commitment to improve the better condition of society through discretionary business practices and the contribution of company resources. In this definition, Kotler and Lee emphasize discretionary components, which can be interpreted as voluntary companies in implementing business practices that are beneficial to public welfare (Rahman, 2018: 34). Referring to this definition, CSR can be interpreted as a commitment of the organization or company in contributing as a form of social responsibility to the community, with the aim of meeting the expectations of stakeholders, especially the community in realizing sustainable development and improving the welfare of the community or recipients of CSR programs. By implementing CSR programs, the company certainly does not only enrich the company, but furthermore

the presence of the company can be felt by its benefits by the public. Every company certainly has a reason why they implement CSR programs. Of course there are many motives behind the company implementing CSR programs, where Michael E. Porter (2009) identifies four reasons, namely 1) moral obligation. Companies in running their business must respect ethical values, 2) Sustainability. Companies need to be wise in meeting current needs without neglecting the needs of the future, 3) Operating permits. To get an operating permit, the company needs to build an "optics" to get government and stakeholder approval, and 4) reputation. CSR is part of a strategy in increasing brand and reputation to consumers, investors, and employees (Irawan, 2018: 119). The CSR program is certainly not part of the charity effort, but all CSR programs also have many benefits for the company. The benefits of CSR programs are not only felt by the community (stakeholders), but also by the company itself. Kurucz et al (2008), at least identify four categories of benefits that may be achieved by companies involved in CSR activities: (1) reduction of costs and risks; (2) get a competitive advantage; (3) developing reputation and legitimacy; and (4) looking for results and benefits for the common interest through the creation of value and synergistic cooperation (Irawan, 2018: 117).

Study has shown that CSR activities carried out by companies play an important role in shaping the cognitive responses, attitudes, and behaviors of stakeholders who have different interests. CSR programs are also found to increase purchase intentions for customers, grow positive appreciation from customers, strengthen customer loyalty, and increase customer trust in the company. In addition, the implementation of CSR programs can also attract potential employees and increase employee commitment and pride towards the company. Furthermore, the implementation of CSR can also influence investors' decisions and preferences through increasing the company's trust. Indirectly, the implementation of CSR programs has benefits as well as the aim of increasing reputation and strengthening the company's competitive advantage in the long run (E Arikan *et al,* 2016: 132).

Community Empowerment: A sustainable CSR program can be realized when there is a participatory community engagement. For this reason, the community that is the target of the CSR program must be the subject of development is a necessity, and this can be realized through the principle of community empowerment. Community empowerment can be done through the learning process so that the ability to have access and control in development. Through this empowerment, the community is expected to have the ability to seize opportunities for available resources. In addition, the community is also able to play a role as a decision maker and determinant in choosing and utilizing these opportunities. The Merriam-Webster Dictionary defines empowerment as a means of activating self-actualization, providing means, knowledge, or opportunities so that individuals will become more empowered. Then Chamberlin (1997) defines empowerment as a process to increase the ability to have the power of decision making, access to information and resources, learning skills that are important for individuals, having choices to make choices, and influencing change in one's life and community (Shellman, 2014: 21). In addition, empowerment behavior is an effort that is oriented towards encouraging co-workers to assume their own responsibility and accountability. (Jonsson *et al,* 2015: 137).

Empowerment is a development process through active approaches to problem solving, increasing political understanding, and increasing the ability to exercise control in the environment. (Kaminski, 2000: 1359). Then empowerment is considered successful if the individual feels trusted by his leaders in doing the work independently, and feels himself meaningful to the organization. (Lorinkova, 2017: 1633). The success of development based on community empowerment is very close to community participation. Craig and Mayo stated that participation is an important component in generating independence and the empowerment process. The process is done cumulatively so that the more skills a person has, the better the ability to participate. Paul further stated that empowerment and participation are very potential strategies in order to improve economic, social, and cultural transformation. This process will eventually be able to create development that is people-centered. One international agent, the World Bank, for example, believes that the participation of people in the third world is an effective means of reaching the poorest people to be able to live independently (Rahman, 2018: 35).

RESEACRH METHODS

The method used in this study is a qualitative method with a single case study design. The single case study has three rationalizations, they are (1) when the case states an important case in testing a well-prepared theory, (2) the case presents an extreme or unique case and (3) the case of disclosure (Yuliawati & Irawan, 2018: 29). The uniqueness of the CSR program carried out by PT. Telkom Indonesia is the company's effort to create a generation that has hard and soft skills in the business field through digital applications that can benefit the social environment. This program is a series of mentoring activities to the process of competition and self-development to find the talents of young people who are competitive in the field of digital business. Data collection techniques in this study are through interviews and observations with relevant sources and related to Socio Digi Leaders CSR activities. In addition, this study is supported by secondary data obtained from offices, books, (literature) or other parties that provide close data about the object and objectives of the study. The data taken are data containing information value related to CSR activities carried out by PT. Telkom Indonesia, both from websites, books, documents, photos and so on. The selection of resource persons in this study used purposive sampling technique. Through this technique the researcher determined the sample or resource by considering certain aspects, one of which was the parties understand and were involved in the process of implementing CSR programs. The selected speakers included the Development Committee of the Socio Digi Leaders CSR Program, External Corporate Communication, and Participants in the 2018 Socio Digi Leaders program.

Data analysis techniques according to Miles and Huberman include three concurrent activities: data reduction, data presentation, and conclusion drawing (verification). Then to determine the validity of the data, the researcher conducted triangulation techniques. Triangulation is a data checking technique that utilizes something other than study data for checking purposes or as a comparison. Denzin distinguishes four types of triangulation as examination techniques that utilize the use of sources, methods, investigators and theories (Haryati, 2018: 176). The triangulation technique used in this study was triangulation of data and sources. Through this technique, the researcher compared the results of interviews with supporting data, then to triangulate the sources, the researcher compared and checked the degree of confidence of the information obtained by: (1) comparing observational data with data from interviews (2) comparing the consistency of the source answers, namely by comparing what the resource person said in public for example, with what was said personally (3) comparing one's perspective, with other people in the work team. Referring to this opinion, then in this study researcher conducted the process of examining the validity of the data by comparing the techniques of comparing and checking the degree of confidence of the information obtained by: (1) comparing the data observed with the data of interviews (2) comparing the consistency of the respondent's answers, that was, by comparing what the resource person said in public, for example, what was said personally (3) comparing one's perspective, with others on the work team (Kusuma, 2018: 53).

DISCUSSION

Various business activities of the company must be oriented towards increasing PT Telkom Indonesia's revenue growth on an ongoing basis. This also applies to various programs including the implementation of CSR. The implementation of CSR must help improve success in managing and creating economic opportunities in the current transition to the digital telecommunications era. The results showed that the CSR program implemented by PT Telkom Indonesia was a strategic effort in order to improve the efficiency and productivity of PT Telkom Indonesia through various innovations and investments to improve economic value for the company's stakeholders. Previous study states that CSR programs are not seen as part of charity efforts, but behind that all CSR programs also have many benefits for the company. The benefits of CSR programs are not only felt by the community (stake holders), but also by the company itself. In accordance with Kurucz et al (2008), at least there were four categories of benefits that might be achieved by a company involved in CSR activities: (1) reducing of costs and risks; (2) getting a competitive advantage; (3) developing reputation and legitimacy; and (4) looking for results and benefits for the common interest through the creation of value and synergistic cooperation (Irawan, 2018: 117).

Besides the extraordinary benefits of implementing this CSR program, it is interesting if we can analyze the various motives behind the implementation of the CSR program. Referring to the results of the study, the researcher identified several reasons and motives of PT Telkom Indonesia in implementing CSR programs in broad outline referring to efforts to encourage business growth of a company. If analyzed theoretically and comprehensively, the researcher found that PT Telkom Indonesia carried out a CSR program referring to four motives between them namely moral obligation motives, reputation motives, operating permit motives, business continuity motives. If drawn linearly, the CSR programs implemented by PT Telkom Indonesia outline not only benefit stakeholders, but have benefits for the sustainability and business growth of the company. The first motive is the basis for the implementation of the CSR program implemented by PT Telkom Indonesia, namely the moral obligation motive. In this context, it needs to be understood that companies in carrying out their business must respect ethical values. Corporate social responsibility is an activity whose effects can be evaluated based on the goals set previously. In addition to

providing benefits to the community or community, CSR is also designed to make people aware that companies take on social or other problems. This means that the presence of a company must be understood as an organization that only seeks profit, but can contribute to society. In addition, Telkom Indonesia also realizes that building human resources to be more competent can start from the younger generation. Providing knowledge to the younger generations can become more innovative and creative in developing the nation's economy through digital. Therefore Telkom sees that we must develop a creative culture in Indonesia. In the context of the Socio Digi Leaders program it strives to create a digital mindset. This digital mindset aims to change the conventional work pattern that is relatively long, to become more efficient digital-based. Ease that can be obtained if we are assisted with digital media such as can reduce costs such as can reduce physical costs including the cost of electricity, rent, and others. Socio digit leaders are the process of preparing young people to be able to compete in the digital era, therefore in this program participants are equipped with company management competencies, financial, CSR, communication and others. The participants are guided by mentors from practitioners who are competent in their fields. Through these practitioners, participants are expected to be able to absorb various knowledge of the startup field, Leadership program, Social need oriented, and Entrepreneurship.

The second motive for implementing the Socio Digi Leaders CSR program is the reputation motive. In this context, the CSR program is part of the strategy in increasing brand and reputation to consumers, investors and employees. In order to strengthen the reputation of the company, Telkom Indonesia is committed to be able to contribute to social welfare and improve the environment with the development of human resources. This commitment is also a component of the company to be more transparent and accountable. Telkom Indonesia also strives to get involved in the nation's development process to be better through various improvements in its performance as information and communication company as well as a complete telecommunications service provider and network in Indonesia, and significantly developing Corporate Social Responsibility (CSR) programs that reach the needs of the real community. In addition, PT Telkom Indonesia considers that the Socio Digi Leaders program can strengthen Corporate Branding. This is because the corporate communication department will expose the public through TV, printed media, online media and social media. For example, the Socio Digi Leaders program has been promoted to television media as in 2016 Telkom Indonesia used the Andi Noya program at Kompas TV and 2017 Kick off at UGM Hall with 200 more students. The Kick off program is important because it then brings up the content that is brought by TV or printed media. In addition to using conventional media, Telkom Indonesia also uses online media such as Telkom's official social media website accounts i.e. twitter, facebook, line, and youtube. The publication process was carried out through various collaborations with several universities to disseminate information on UGM, Binus, and many more. In addition, PT Telkom Indonesia also distributed it through several seminars on campuses. Thus the community can find out various work cultures and corporate benefits for the community, especially the younger generation. This CSR program also has a positive impact on both the community and the company. This is evident in the fact that based on the 2017 Annual Report, the

Company measured CSR (PKBL) Index with an achievement of 73.07%. This achievement illustrates that CSR activities carried out by the Company have an effect of 73 % of customer loyalty and Company reputation. From these data it is evident that CSR activities provide reinforcement of the company's reputation. The third motive in implementing the CSR program implemented by PT Telkom Indonesia is the motive for operating permits. The presence of the company should not get public resistance, but it gets support from the public. In this context, the company must be adaptive and able to follow various norms that exist in the community as well as regulations set by the State where the company stands. The presence of company compliance with regulators (the government), indirectly the company tried to get an operating license in its business activities. Theoretically, the motive for operating permits is an attempt by the company to build an "optics" in order to get the approval of the government and stakeholders. The CSR program implemented by PT Telkom Indonesia is a manifestation of the company's commitment and obedience to the applicable rules. In state-owned enterprises (BUMN) companies themselves, CSR programs are regulated in the laws and regulations. The legal basis for the implementation of PKBL activities has been regulated by Law No. 19 dated June 19, 2003 concerning SOEs, as well as a series of Decrees of the Minister of SOEs which have been amended several times, with the latest being the Minister of SOE Regulation No.PER-02/ MBU/ 7/ 2017 dated July 5, 2017 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No.PER-09/ MBU/ 07/2015 concerning the State-Owned Enterprise Partnership Program and Environmental Development Program, and the Letter of Minister of State-Owned Enterprises No.S- 513/ MBU/ 08/2016 dated 30 August 2016 concerning Submission of Public Shareholders' Aspirations for Preparation of Work Plans and Corporate Budgets for 2017. To carry out this obligation, the Company has formulated this CSR policy and operational guideline, namely the Directors Regulation PR.202.60/ r. 00/ HK200/ COP-A2000000/2017 dated 8 August 2017 concerning the Community Development Center Organization. Legislation is a binding and mandatory rule. When a company does not comply or violates the regulation, sanctions and even the company's operating license can be revoked.

The last motive revealed in the implementation of the CSR program in the form of Socio Digi Leaders is the motive of business sustainability. In this case, the company needs to be wise in meeting current needs without neglecting future needs. Telkom Indonesia realizes that the company's main business is engaged in information and communication as well as a complete telecommunications service and network provider in Indonesia, which certainly has positive and negative potential. One of the impacts is that not a few people access the internet for entertainment even more than for economic or social interests. To minimize the negative impact of online activities, especially among young people, Telkom Indonesia also initiated the Socio Digi Leaders program as an effort to help many young people in developing digital-based businesses. Through them, we get a solution on how to do business cheaper. Then the Socio Digi Leaders program aims to explore the potential and creativity of the younger generation who will replace the older generation. Telkom Indonesia realizes that in attracting young people it is not easy to participate in company programs, special approaches are needed to attract their interests in ways that they like or that become their needs, one

of which is employment. Aside from being a means to track young entrepreneurs, the Socio Digi Leaders program is also used as a method of employee recruitment. Socio Digi Leaders is one of the steps for employee recruitment companies to attract young talented talents to work and work at Telkom. Since 2016 Telkom initiated a program to capture young talents of social and digital insight who prioritize creativity and innovation in the concepts of business, products, social management, education or technology. Competitors have a greater chance to become part of the company. From the analysis related to the motive for the implementation of CSR programs in the form of socio digi leaders implemented by PT Telkom Indonesia, it can be seen that the company's orientation is trying to realize the company's commitment to the public, but it is still in line with the company's orientation which leads to the sustainability of the company's business. This is as explained in the following figure:

Figure 1. CSR Motives of PT Telkom Indonesia

It is seen that in the disclosure of this sustainability motive, PT. Telkom Indonesia tries to meet current needs without neglecting future needs. As a company that provides telecommunications services to the community, PT. Telkom Indonesia is fully aware that its business sustainability depends on three main pillars: economic performance, environmental performance and social performance. Therefore the company strives to balance this economic, social and environmental performance in order to support the sustainability of the company's business. For this reason, the company's CSR program is directed to support the sustainability of the company's business through the implementation of the right CSR strategy. The CSR strategy of PT. Telkom Indonesia covers three pillars: (1) digital environment i.e. the development, provision and management of telecommunications infrastructure and various information and communication technology (ICT) facilities to support and connect all community activities, including environmental conservation activities, (2) digital society i.e. supporting community empowerment through education about the optimal use of ICTs to facilitate the activities of everyday community life, and (3) Digital economy i.e. the development of ICT facilities in various public services used by the community, as well as support for micro and medium enterprises, especially in creative industry sector, related to the optimization of ICT use. Theoretically, then various companies in implementing CSR programs are planned or not, it will refer to the four motives for implementing CSR.

The company in carrying out its CSR program is certainly not only a form of commitment to the public, but there are several reasons and motives behind it. In this context, the CSR program implemented by PT. Telkom Indonesia through this Socio Digi Leader contains elements and motives of morality, reputation, operating permit, and business sustainability as described in the analysis above. In addition, the implementation of CSR will also have positive implications in the form of strengthening the legitimacy of stakeholders in the company's activities. The legitimacy of stakeholders, especially the community, is of course very important to support the continuity of the company. This is in line with the opinion of Hadi (2011: 87) that the legitimacy of society is a strategic factor for companies in order to develop the company in the future. It can be used as a vehicle to construct the company's strategy, especially in relation to the effort to position itself in an increasingly advanced society. To realize the legitimacy of stakeholders to the company, the company must establish good communication with stakeholders and contribute to stakeholders. A manifestation of the company's contribution and commitment to stakeholders can be realized through CSR programs. Surely the CSR program must be formulated by promoting the values of empowerment and independence to stakeholders, especially the community. This is as stated by Pattern (Hadi, 2011: 92) that the effort that needs to be done by the company in order to manage legitimacy to be effective, namely by: identifying and communicating / dialogue with the public, communicating dialogues about social and environmental values, and build their perceptions about the company, and carry out legitimacy and disclosure strategies, especially related to the issue of social responsibility. In this context, CSR conducted by PT. Telkom Indonesia through this Socio Digi Leader, aside from being a form of corporate commitment to the community, especially the younger generation, this program is also a corporate strategy in maintaining the legitimacy and support of the community towards the company's activities, so that it can be conducive. This is where CSR actually is one part of the way for companies to contribute to society, as well as CSR programs are also part of the company's business strategy in the long run. The position of the company in this CSR program is to try to communicate that the company is not only responsible for the owners (shareholders) as they have been so far, but has shifted to a broader one that is up to the social (stakeholder) realm. This is in accordance with Suyono (2010: 20) Stakeholder theory holds that the presence of a company is not only to maximize the wealth of the owner of the company or shareholders, but also to serve the interests of the company's stakeholders, such as employees, suppliers, government and society. Thus, in order to gain legitimacy from stakeholders, the company should not only prioritize its benefits, but need to think about the expectations of stakeholders and contribute to the stakeholders, this is because the two parties influence and are affected both directly and indirectly. Directly it is on the activities and policies of the company. If the company does not pay attention to stakeholders it is not impossible to reap protests and can lead to resistance and loss of stakeholder legitimacy towards the company. In addition, CSR programs also need to be seen as part of the company's business strategy, where the results of study shows that companies that carry out CSR programs will benefit greatly from both profit and non-profit benefits.

Conclusion

The motives of the Corporate Social Responsibility Program through the Socio Digi Leaders program by PT Telkom Indonesia are efforts by the Company to Strengthen the Digital Business Sector in Indonesia. In more detail it was found that PT Telkom Indonesia implemented this CSR program based on the following motives: (1) Moral obligation motives are the form of company commitment in conducting their business

ethically and holding moral rules, (2) The motive for operating permits is the form of company compliance in implementing the laws and regulations, (3) Reputation motive through this CSR program, the company can maintain public reputation, (4) Sustainability motives is as an effort to balance economic, social and environmental performance. Companies can still meet current needs without losing future needs. Based on the conclusions of the study, the researcher suggests that the motives and objectives of this corporate social responsibility (CSR) program should not be in pragmatic interests such as optics. Thus, optics is not the main goal, but it is a feedback from the success of the CSR program. In addition, if the motives and objectives of CSR programs are always framed by moral values and commitment to stakeholders, then the realization will be good, because the program is truly directed to the public interest aimed at long-term development.

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