**CSR strategy implementation to enhance corporate image at PT Bank Rakyat Indonesia (Persero) Tbk**

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**Abstract**

The influence of PT Bank Rakyat Indonesia (Persero) Tbk’s CSR program on company reputation is the subject of this research. This research uses qualitative methods, and data was collected from articles, Bank BRI’s official website, and other relevant documents. The data were processed using the Miles and Huberman method, which involves data collection, data reduction, data presentation, and drawing conclusions. Based on the findings, it was concluded that the implementation of the CSR strategy by Bank BRI, particularly through the BRI Care (BRI Peduli) program, has actively contributed to building a positive corporate image. The BRI Peduli program includes activities such as community empowerment, education, and health initiatives. These activities demonstrate Bank BRI’s commitment to social responsibility and have strengthened stakeholder trust in the company. Furthermore, Bank BRI’s efforts have been recognized with several awards, including the CECT Sustainability Awards, Best Bank for CSR in Indonesia, Top CSR 2018, and Top Leader on CSR Commitment. These accolades serve as evidence of Bank BRI's active role and genuine concern for the community and environmental sustainability. Therefore, the implementation of CSR activities by Bank BRI significantly influences its positive corporate image and enhances its reputation as a responsible and community-oriented banking institution.

**Keywords:** Corporate Social Responsibility (CSR), strategy, corporate image, Bank BRI, BRI Peduli

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1. **Introduction**

The development of human business systems from ancient times to the present has always undergone changes, starting with individual trading to growing into a trading organization or company. In running a business, a company must have management in every sector such as management in marketing, operations, planning, and public relations. Nowadays, a company not only prioritizes consumer feedback or profit, but also prioritizes feedback from the community, such as the good Corporate Social Responsibility (CSR) program. According to Untung (2009:1) CSR is the involvement of companies to advance a sustainable economy focused on corporate social responsibility through economic, social and environmental balance.

Law of the Republic of Indonesia No. 40 of 2007 and Law of the Republic of Indonesia No. 25 of 2007 state that every company is required to implement corporate social responsibility. In CSR itself there is a term Triple bottom line, namely that in its operations a company cannot be separated from 3p (profit, people, and planet). What is meant by profit is the profit that must be obtained by the company to measure the company's performance, what is meant by People is that the company can establish good relationships with stakeholders, employees and the local community, while what is meant by planet is the ecosystem or environment where the company runs its operations. The company is expected to be able to provide a good influence on the environment where the company carries out operational activities rather than damaging and polluting the existing ecosystem which can harm the community and with the concept of the triple bottom line it is also expected that the company can prosper and improve the economy of the surrounding community.

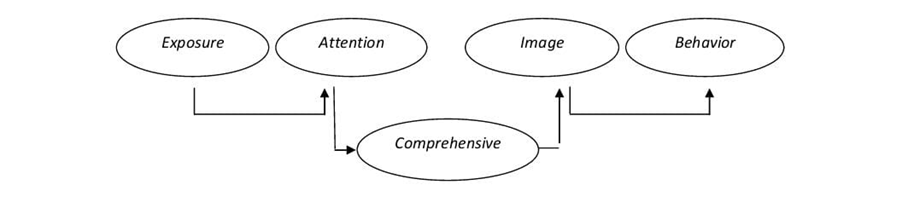
According to Widjaja & Yeremia (2008) CSR is a working relationship between companies and stakeholders that is useful for the sustainability of the company. In the concept of corporate social responsibility there is a partnership responsibility between the government, community resource institutions, and also the local community. This partnership is a social responsibility between stakeholders. Kotler and Lee (2005) There are several forms of social responsibility that can be carried out by companies including: cause promotions, corporate social marketing, corporate philanthropy, community volunteering and socially responsible business practices. According to Rusdiantio (2013:13) The implementation of CSR activities provides a strategic function to reduce management and social risks. Therefore, the implementation of CSR is expected to provide long-term benefits for the community and the companies that run it.

CSR programs are carried out as a form of corporate social responsibility towards the environment, in addition, the implementation of CSR also provides long-term benefits, especially for companies that are consistent in implementing CSR programs such as obtaining social permits for operations, improving the company's image and reputation, reducing the risk of conflict, increasing consumer loyalty, and increasing employee productivity. Through these benefits and functions of CSR, it can be used as a way to form and raise the company's image, which if implemented routinely will have an impact on the company's profit. In addition, companies that implement CSR can create a positive public image related to the company's operational activities.

The implementation of CSR can improve a positive image for the company so that the company continues to exist and can compete with the many competitors that have emerged along with the development of the times. Corporate image is a person's belief, idea, and good assumption of an object (Kotler and Keller 2009:43). Corporate image is a depiction of the company from the community based on their knowledge and experience (Adona 2006:108). Meanwhile, corporate image according to Jefkins (2004:22) is the overall image of the company. According to Dela & Lusia. (2020) a profitable (positive) corporate image can be achieved in several ways, namely: 1) Responsibility. The company does not ignore its social responsibilities; 2) Communication. This is characterized by transparent and open communication; and, 3) Leadership is a form of good and solid domination power.

According to Flavian (2005), a good image is achieved by the process carried out by the company. The company's image is considered important because with a good reputation the company can show the public and potential investors that the company is in good or stable condition and the company can continue to exist amidst increasingly tight competition. Conversely, a bad image can have a negative impact on operational activities and reduce the company's competitiveness. With the existence of CSR programs that interact directly with the community, the company will be increasingly known by the wider community and provide a positive image of the company that has an impact on the sustainability of the company itself.

Based on the image above, Hawkins (2000) concluded that there are several stages in the formation of an image, namely: 1) Stakeholders Know the efforts or CSR programs implemented by the company; 2) observe the efforts or CSR programs of the company; 3) after observing, stakeholders understand the company's efforts; 4. formation of the company's image among stakeholders; and, 5) a good relationship will be established between stakeholders and the company because of the company's image that is formed.



**Figure 1. The Process of Forming a Company Image**

Source: Hawkins (2000)

Rahmayati (2021) argues that the competition in getting customers in Islamic banking is getting tighter, which requires banks to optimize their services. Therefore, a bank needs a good image to be able to attract customers to use Bank BRI services. In addition, a company needs a CSR program to facilitate all its operational activities and as a form of corporate responsibility, usually the target of CSR is the community rather than the company's environment and a group that has an influence on a company. When a company implements a CSR program, it means that the company is trying to provide a positive impact on stakeholders, according to Child & Marcoux (Banea et al, 2024) stakeholders are a group of people or individuals who have the ability to influence or are influenced by the company's operations, in other words the company is trying to provide benefits from the company's presence for the purpose of long-term profit.

The company that carries out CSR activities to improve its corporate image is Bank BRI that engaged in the financial sector that provides various financial product services, Bank Bri is very popular among the public, this is reflected in the number of branch offices owned by Bank Bri amounting to 449 units and 13,863 ATM units / year 2022. Bank Bri also has offices abroad such as in, in New York, Hong Kong, Singapore, Cayman Islands and Taiwan. Basically, Bank BRI believes that business is not only focused on profit but must also pay attention to the welfare of the community and the surrounding environment. By paying attention to the balance between profit and the environment, the company will gradually get a positive image. The purpose of this study is to determine how much influence the CSR strategy of Bank BRI implemented through its various programs has on improving the company's image.

1. **Research Design and Method**

According to Sakyi et al (2020) Study or research is a method to obtain the truth of a phenomenon. In this research, the researcher uses qualitative methodology, Creswell (Murdiyanto, 2020) said that qualitative research is the process of looking at social problems and phenomena. In qualitative studies, researchers become a key instrument to interpret and interpret a problem or social event in society. Therefore, in this study, the researcher wants to describe the extent to which the implementation of CSR by Bank BRI which has been carried out provides a positive image for the company. The data collected is data from CSR activities that have been implemented by Bank BRI on its official website and other articles and documents. To process the data, the researcher uses the Miles and Huberman analysis technique which includes the Miles and Huberman method, the activities are data reduction, data presentation, and drawing conclusions (Annisa et al, 2023 4). Reducing data by conducting observations on the documents found, then the data will be presented in descriptive form with the aim of seeing in detail the existing findings, after which conclusions will be drawn based on the existing findings. The type of research uses descriptive with a qualitative approach that prioritizes the disclosure of meaning and processes of various factors related to changes in organizational structure, typology of bureaucratic organizations, (Nugrahani, 2014). With descriptive research, data analysis uses words that prioritize the process and meaning.

1. **Results and Discussion**

***Implementation of Bank BRI’s CSR Program***

Bank BRI is a company engaged in the financial sector whose activities collect funds and then distribute the funds back to the community, and provide various financial facilities or products. Bank BRI is always committed to always prioritizing the interests of stakeholders or people who have influence on the company. Bank BRI not only focuses on creating profit value for banking but also prioritizes the welfare of society and the environment through social and environmental responsibility programs. This is in accordance with the vision and mission of Bank BRI namely: 1) providing the best service for small businesses; 2) optimizing service for customer satisfaction; and 3) optimizing profits for related stakeholders.

The bank's vision and mission will be a role model for the company's programs, one of which is CSR or Corporate Social Responsibility called BRI Peduli, which includes activities such as follows. First, community empowerment. According to Octaviani et all (2022) community empowerment is an effort by an individual or group towards the underprivileged community so that with empowerment, the community becomes more advanced and their lives become better. For example, empowering the women's farmer group Mentari through BRI Peduli's corporate social responsibility fund in Maguwoharjo Sleman.

Second, education. In today's era, the cost of education is getting higher while there are still many children out there who have not been able to get a decent education, one of the main factors is the economy, especially in remote areas. Therefore, Bank BRI is moving the BRI Peduli social and environmental responsibility (TJSL) program in the field of education (Gatra.com, 2007). One of the programs is providing outstanding scholarships, improving school facilities, and the road to state university program.

Third, health. Bank BRI's CSR program, namely BRI Peduli, which covers various fields, one of which is in the health sector, including: 1) BRI Peduli “Preventing stunting is important”. Bank BRI is carrying out the "preventing stunting is important" activity which is spread across various regions in Indonesia in order to commemorate National Nutrition Day on January 25. The activities carried out are providing Anthropometry Kit packages at the Health Center which are equipped with digital scales, LILA tape and thermoguns. In addition, additional food distribution for children was carried out within 3 months; 2) Free health check-up. In the framework of health day, Bank BRI held a free medical check-up which served blood pressure, cholesterol, blood sugar, uric acid, doctor consultations and drug administration based on test results for 13,200 people spread across Indonesia as a real manifestation of social environmental responsibility (TJSL) to help underprivileged communities in improving public health. The health services provided include blood pressure, cholesterol, blood sugar, uric acid checks, doctor consultations and drug administration based on test results; 3) Air purifier assistance. One of Bank BRI's programs is to provide air purifiers to maintain health and air cleanliness when at that time there was haze; and, 4) Ambulance assistance. Bank BRI also provides ambulances to support health services in hospitals, for example the provision of ambulances at the Ulin Banjarmasin Regional General Hospital. This proves that Bank BRI truly carries out their Social and Environmental Responsibility (TJSL) through their CSR activities, namely BRI Peduli.

***Implementation of CSR Activities of Bank BRI as a Strategy to Improve Corporate Image***

Improving the reputation image of Bank BRI is a strategic objective of the implementation of CSR activities that can foster public and customer trust in Bank BRI through BRI Peduli's TJSL activities that are integrated with business strategies. The strategies used by Bank BRI to foster trust include: 1) improving Services, 2) BRI Peduli Program; and, 3) improving the bank's reputation in the eyes of stakeholders.

In implementing social and environmental responsibility activities, BRI Peduli uses the triple bottom line concept (people, planet, profit). BRI Peduli always conducts evaluations such as building a program management system that includes planning, managing, monitoring, and evaluation including measuring the impact of activities to improve the quality of BRI Peduli activities so that they are right on target in their implementation. Thus, the public will know and recognize Bank BRI in the future. Indirectly, CSR program will form a positive perception and stigma about the company, which in the end the company's image will improve in the eyes of the public.

***Corporate Image of Bank BRI***

In the implementation of BRI Peduli, the company's strategy is considered important in forming a positive image of the company. According to Purba et al. (2003), a valuable asset owned by a company is a good reputation or image, this image is what influences the public's perspective on the good and bad of the company. In this case, Bank BRI has implemented CSR with full responsibility, namely: 1) planning CSR activities that are right on target and needed by the community; and, 2) publishing CSR activities through appropriate media This can be seen from various social and environmental responsibility programs that are very helpful to the community.

Through this CSR BRI Peduli, Bank BRI wants to form a good corporate image output through public perception, which can create a sense of trust for the community and stakeholders to use Bank BRI services, so that it can create sustainability and long-term benefits. In addition, Bank BRI is a company that has a responsibility to the surrounding environment and its community so that it is not affected negatively.

Bank BRI CSR activities, namely the BRI Peduli program, have a major impact on the wider community, this can be proven by the achievement of several awards, namely: 1) CECT Sustainability Awards; 2) Best Bank for CSR in Indonesia; 3. Top CSR 2018; and, 4. Top Leader on CSR Commitment.

Bank BRI’s achievement as a Bank with the best implementation of CSR social responsibility and environmental development for 3 years in 2018, 2019 and 2020 as the Best Bank for CSR in Indonesia in the Asia Money Best Bank Award event. This proves that the CSR strategy through BRI Peduli activities has an impact on the company’s image.

1. **Conclusions**

From the results of the study, it was concluded that the implementation of the CSR strategy implemented by Bank BRI has played an active role in forming a positive image of the banking company, as evidenced by the BRI Peduli program which includes activities such as community empowerment, education, and health. Bank BRI has also received various awards such as the CECT Sustainability Awards, Best Bank for CSR In Indonesia, Top CSR 2018, and Top Leader on CSR Commitment as a form of its existence and concern for the community environment. Therefore, the implementation of CSR activities has an influence on the positive image of the Bank BRI company.

The suggestions that can be made for Bank BRI are to expand the target of the CSR target so that not only certain groups of people get the benefits of the program but also other groups of people who need it so that the feedback from the CSR program can be greater than before, even so it is necessary to continue to provide a higher quality CSR program so that the sense of interest and trust from stakeholders can increase.

Suggestions are also given for further research which is expected to be able to change the method of research on the influence of CSR on image from initially qualitative to quantitative so that more optimal results can be obtained, in addition the researcher suggests looking for research objects that are closer to the environment where the researcher lives so that the impact given can be more targeted and relevant to the conditions.

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