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Stakeholder Engagement in Tourism CSR in the COVID-19 Era

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Abstract

This study focuses on the implementation of Corporate Social Responsibility (CSR) program by PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (PT TWC) in Magelang Regency, Indonesia. The objective of research is to find out 1) the condition of TWC Borobudur during Covid-19 pandemic; 2) Stakeholders of PT TWC's CSR in Borobudur to develop safe tourism; and 3) the implementation of PT TWC's CSR in Borobudur through Stakeholder Engagement. Basic theory used was Greenwood's stakeholder engagement theory. The research used qualitative method with case study approach. The informant came from the employees of PT TWC Borobudur, the administrator of Village-Owned Enterprise (BUMDES), formal and informal leaders, tourism business actors related to accommodation, transportation, consumption and destination. Supporting informants consisted of NGOs, media, tourists, and non-tourist communities. The result of research shows the decrease in the number of tourists affecting the company's income. However, as a State-Owned Enterprise (BUMN), PT TWC Borobudur is committed to keep complying with its obligation to implement CSR during COVID-19 pandemic. The CSR implementation is aimed at creating a tourism region that pays attention to its stakeholders' safety and getting positive image as a responsible company. CSR program was carried out with stakeholder engagement to get the best outcome. The stakeholder engagement process was implemented through formulating objective, identifying and selecting stakeholders, reaching stakeholders, and securing their interest, and implementing stakeholder engagement. The outcome of stakeholder engagement process in PT TWC Borobudur's CSR is the control over COVID-19 transmission. PT TWC Borobudur was capable of preparing itself and being qualified for the reopening of TWCB for the tourists.

Keywords: *Corporate Social Responsibility (CSR), PT Taman Wisata Candi(PT TWC), Stakeholders.*

Introduction

Community and corporation are closely interrelated. The corporation's orientation to profit only is considered to ignore business ethics. Every company is responsible for its business actions and activities that have an impact, either directly or indirectly, on the

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stakeholders where the company exists [1]. It is this matter that results in Corporate Social Responsibility (CSR) that has been discussed widely in many studies [2]. CSR refers to a concept that business is responsible not only for financial interest of the organization but also for the interest of broader community [3]. Such benefit grows awareness that life sustainability and corporation's long term development are depending on the achievement of balance between profitability and harmony with the stakeholders [4]. Just like other industries, tourism also benefits the destinations economically and socially. Nevertheless, tourism also can exert negative impact on economic, social, and environmental sectors [1]. Recalling this, tourism company also takes social responsibility for natural and social environment where they operate [5].

Indonesian government also sees that the agenda to improve economic growth can be implemented through tourism development. Tourism is very vital to economic development as it can create job opportunity, increase business income, and encourage the regional government to construct and to maintain infrastructure [6].

Government's seriousness is characterized with the publication of Presidential Regulation (Indonesian: Peraturan Presiden, thereafter called Perpress) No. 3 of 2016 about the Acceleration of National Strategic Project Implementation. Through this Perpres, the government has accelerated the construction of transportation, electricity, and clean water infrastructures to support the development of 10 featured tourism regions [7]. The target of 20,000,000 foreign tourists to come to Indonesia in 2019 has not been achieved yet, despite the massive implementation of breakthrough program to develop tourism. The target is getting farther from the achievement when Covid-19 pandemic attacked the world in late 2019, and came into Indonesia in March 2020. In December, only 164.09 thousand foreign tourists came [8]. Despite the decrease in the income of Tourism Company, CSR activity remained to be conducted in many companies. The companies revised their budget to respond to the need for funding the CSR activities.

The history of modern tourism records many local crises and several internal crises characterized with the extreme and sudden decrease of demand for certain tourist destination area or product type [9]. Crisis is non-natural and social disaster that can threat human life [10]. A community's dysfunction is a serious disturbance detrimental to human life, whether materially, economically, or environmentally [11].

To make the tourism revive safely, the world's Tourism Organization (UNWTO) took a stance in late 2020 that tourism sector should be committed to prioritizing the security and the health of world people. It was followed by Indonesian government by implementing CHSE (Clean, Health, Safety & Environmental Sustainability)-based healthcare protocol constituting the Republic of Indonesia Ministry of Tourism and Creative Economy's strategy to restore economy for national tourism. This strategy is expected to be one of actions to restore the sluggish Tourism due to Covid-19 pandemic and the Ministry of Tourism and Creative Economy allocated grant fund of IDR 3.3 trillion specifically to the region to implement CHSE protocol in various tourist destinations [12].

This strategy of applying CHSE protocol refers to the Minister of Health's Decree Number HK.01.07/Menkes/382/2020 and WHO (UN's WHO) and WTTC (World's Forum for Tourism Industry)'s guidance in the attempt of preventing and managing Covid-19. The implementation of CHSE protocol by Ministry of Tourism and Creative Economy in tourism industry aims to give the tourism industries or the tourism business actors some knowledge on how to create tourism that prioritizes cleanliness, healthcare, security, and environmental preservation during pandemic.

This program implementation focuses on Tourist Attractions, actors of hotel, homestay, and restaurant businesses, special interest tourism like golf, rafting, diving, and MICE (meeting, incentive, convention, exhibition) guidance or the organization of other activities so that the actors of tourism business get verification and certification to

indicate the presence of guarantee to the tourists. The preparation of CHSE healthcare protocol is the beginning stage to be taken through collaboration and commitment between tourism stakeholders (ABCGM/academician, business, community, government, and media) to reach the remote areas. The next is the implementation stage taken by giving socialization and education about the guidance of CHSE-based Healthcare Protocol by the government to the actors of tourism and creative economic business and destination (manager, owner, actor, and stakeholder and simulation and trial to be conducted on the actors of Tourism business such as hotel, Restaurant, Attraction, Homestay, Tour and Travel Business, Guide. SPA, MICE, Special interest and creative economic business such as theatre, performing art, music, fine art, fashion, culinary, craft, photography) to implement CHSE-based Healthcare Protocol to their business.

Before the publication of CHSE-based healthcare protocol, PT Taman Wisata Candi Borobudur (PT TWC Borobudur) as the State-Owned enterprise (Indonesian: Badan Usaha Milik Negara, thereafter called BUMN) managing TWC Borobudur, has arranged CSR-specific special program as an attempt of creating safe tourism. The activity was begun in April 2020, by contributing Self-Protection Apparatuses (SPA) and distributing mask. When the government launched CHSE protocol, PT TWC Borobudur supported it fully. The implementation of CHSE healthcare protocol resulted in CHSE certificate from the Ministry of Tourism and Creative Economy (Indonesian: Kementerian Pariwisata dan Ekonomi Kreatif, thereafter called Kemenparekraf) [13]. The CSR program was held by PT TWC Borobudur to develop Safe Tourism with stakeholder engagement.

COVID-19 pandemic is a new phenomenon, but there are always disturbance and problem faced by tourism [14]. In the case of Borobudur Temple tourist object, the construction of Tourist Park around the temple generated conflict. Land acquisition in 1980s at lower price was not acceptable to the people. This incidence did not make some programs planned by the company following the operation of Tourist Park automatically acceptable to the public. Even some programs were cancelled due to some people's declination. BPS's data of 2019 shows that the poverty rate of Borobudur Village belongs to high category in Magelang Regency; this conflict may be one of its causes.

Encountering the sudden decrease in income due to COVID-19 pandemic, the company preferred implementing CSR. The company understands that TWC Borobudur area be mainstay of income to the employees of company and the people out of company. CSR program remained to be implemented in economic, education and health sectors. The special program during Covid-19 pandemic was to develop safe tourism with stakeholder engagement. Therefore, the research on CSR PT TWC Borobudur during Covid-19 pandemic is important to find out: 1) the condition of TWC Borobudur during Covid-19 pandemic; 2) Stakeholders of PT TWC Borobudur's CSR to develop safe tourism; 3) the implementation of CSR by PT TWC di Borobudur through Stakeholder Engagement.

Methods

The unit of analysis used in this research is industrial organization, in this case CSR PT TWC Borobudur and its stakeholder. This research focuses on the interaction of individuals as the representative of company with their social world, particularly in solving the problems around them. Therefore, the method used in this research was qualitative approach with constructive paradigm [14]. Social constructivism confirms an assumption that individuals always attempt to comprehend the world where they live and work. They develop subjective meaning over their experiences, the meanings directed to certain objects or things. These meanings are quite numerous and varying so that the author is required to find complex perspectives more than to narrow the meanings into a number of categories and ideas.

The research used a qualitative method with case study approach. The qualitative method is used to explore and to understand the meaning by a number of individuals or a group of individuals [15], so that the author acquire a comprehensive and complete understanding on tourism CSR during pandemic through stakeholder engagement. The case study approach is used to get some benefits [16]. Firstly, it can present the perspective of the subject studied. Secondly, it presents a comprehensive elaboration resembling what the readers experience in their daily life. Thirdly, it is an effective means of showing the relationship between author and informants. Fourthly, it can give an in-depth elaboration necessary to assessment or transferability. For the benefits to be achieved, the research supporting instrument was developed, starting with determining variables, dimensions, and aspects studied.

The conditions for using case study approach are fulfilled in the presence of typical implementation of tourism CSR activity during COVID-19 pandemic. The company was stressed due to the decrease in the number of tourists coming and the moral obligation to contribute socially to the society. Viewed from the tourism business actor, the typical characteristic lies on the existence of tourism region formerly prioritized and featured changed into the sector mostly affected by Covid-19 pandemic.

This research took the sample using critical purposive sampling technique. The purposive sampling technique was selected because the author has gotten an overview on the social structure of society during the preliminary data collection. Thirty two informants were employed in this study, coming from the employees of PT TWC who dealing with CSR, administrators of Bumdes (Village-Owned Enterprises) formal and informal leaders, tourism business actors related to accommodation, transportation, consumption, and destination. Supporting informants consisted of NGOs, media, tourist, and non-tourism actor community.

The data collected in this study consisted of primary and secondary ones. Primary data is the one obtained directly from its source, either key or supporting informant involved or knowing CSR program of PT TWC. Secondary data was taken from the data processed by other party or individual, group, or governmental institution. Primary data was collected using observation, in-depth interview, and focus group discussion (FGD). Secondary data was collected using document technique.

Observation was carried out to observe the location of research directly to mine the data about the characteristics of informants. In the location, their daily activities were observed to understand the existing problem in this community. Thus, to understand it, the author asks the definition of such phenomenon according to the informants, and interprets it. In-depth interview with key informants was used to mine their personal data, life history, and social-economic background and the problems they have faced before and after the implementation of CSR program during Covid-19 pandemic. Data validation was carried out through conducting an in-depth interview with supporting informants. In-depth interview is considered as sufficient if the final conclusion can be drawn. The interview was conducted either offline or online, adjusted with the Covid-19 pandemic condition. Then, FGD was carried out [17] constituting a discussion made by a small group consisting of 5-10 persons led by moderator (author) and the recorder of discussion result during the session. FGD was conducted by involving the tourism business actors interviewed, to find out their attitude and behavior constituting the aspiration of group.

To ensure data validity, this research used source and method triangulations [18]. Source triangulation will compare and cross-check the data obtained from other data source at different time. Meanwhile, method triangulation was conducted by comparing and cross-checking data using other data collecting techniques.

Data analysis and interpretation were conducted by collecting category, interpreting directly, creating pattern, and making naturalistic generalization. This research used direct interpretative analysis, in which the author looks at an example and draws a meaning

from it without finding many examples. It is a process of collecting data separately and putting it together again in order to be more meaningful [19]. The procedure of analysis in this research includes processing and preparing data, reading the data entirely, and analyzing in more detail through data coding. Although it should not prevail rigidly in the field, it should be interactive in which a variety of stages are interrelated and should not be consistent with the arrangement displayed.

Result and Discussion

1. General Description of PT TWC Borobudur

PT TWC is a State-Owned Enterprise (Indonesian: Badan Usaha Milik Negara, thereafter called BUMN) authorized fully to manage Borobudur, Prambanan and Ratu Boko Temple Tourist Parks. This company was established to preserve and to safeguard the historical heritage property, particularly temple. With the large income from temple tourism, PT TWC is expected to contribute to giving solution to improve the people's economy around the temple. Some CSR programs have been organized to achieve the goal.

During the crisis due to COVID-19 pandemic in 2020, many industries went bankrupt. No certain industry was resistant to this pandemic, but tourism and hotel industry is the one mostly affected by this [20]. Tourism is closely related to security and safety. The condition of tourist object with guaranteed safety and security will attract tourists to come. Tourist visit is the main income for the tourist object [21]. However, the healthcare protocol to prevent COVID-19 transmission states that tourist objects should be opened and closed according to the rise and tide of pandemic condition. Consequently, the number of tourist visits has decreased far from the targeted one.

United Nation's World Tourism Organization (UNWTO) states that during COVID-19 pandemic, the international tourism departure expectedly decreased by 58%-78%, and international mobility also decreased significantly by 65% In May 2020. The decreased mobility led to the decrease in job opportunity in US' accommodation industry by about 35% in July 2020 compared with that in July 2019 [22]. National Restaurant Association also mentions the decrease occurring in restaurant and food industry by US$ 200 billion within 6 (six) months since March 2020 [23].

Malra notes that, according to WTTC's report in 2019, tourism contributes US$ 8.9 trillion to the world's GDP, creates about 330 million job opportunities throughout world. However, the scenario has reversed following the beginning of COVID-19 pandemic. The COVID-19 pandemic has impacted severely the tourism industry throughout world including hotel, tour operator, travel agent, air, land, and sea transportation and other sectors. [24]. Travel, tourism, and hotel industries have been destructed by the impact of COVID-19 pandemic [25]. About 120 million jobs were at risk, with the economic destruction perhaps surpassing $1 trillion [26]

To Indonesia, the visit of foreign tourists to Indonesia reached 3.7 million people out of the predicted one, 18 million. The total loss the Indonesian tourism industry suffered from per April 2020 was 84.7 trillion. Thousands hotels and restaurants were forced to be closed, and so were a number of airplane and tour operator that also suffered from loss [27]. The data of foreign tourist visit to Indonesia is presented in the table below.

Table 1.1 Data of Foreign Tourists coming to Indonesia in 2017-2020

No	Year	Total
1	2017	14.039.799
2	2018	15.750.305
3	2019	16.106.954
4	2020	3.718.221

Source: Compiled data from BPS in 2017-2021

Pandemic encouraged some companies to prefer terminating the work relation with employee quickly without giving wage, despite the decrease in the company's credibility. However, at the same time some companies remained to have good will and to contribute in their own way and to disseminate the more meaningful values of company [28]. This measure is taken by the companies that are aware that life sustainability and their long-term development are dependent on the achievement of balance between profitability and harmony with stakeholders [29].

PT Taman Wisata Candi Borobudur (PT TWC Borobudur) is one of tourism companies stricken hard by COVID-19 pandemic. Borobudur Temple belongs to KSPN along with other 9 featured tourist destinations. When Covid-19 pandemic spread to Indonesia, Borobudur Temple Tourist Park was closed for about 4 months from March to June 2020 and opened again on June 25, 2020. The number of tourist visits to Borobudur Temple decreased dramatically. There was a decrease in tourist visit by 76% from 4 million visitors in 2019 to 996 thousand visitors in 2020. The data can be seen in the table below.

Table 1.2 Data of Tourist Visit to Borobudur Temple by Tourist Origin in 2017-2020

No	Year	Domestic	Foreign	Total
1	2017	3,551,326	224,473	3,775,799
2	2018	3,663,054	192,231	3,855,285
3	2019	3,747,757	242,082	3,989,839
4	2020	965,000	31,000	996,000

Source: BPS of Magelang Regency in 2020

Amid the pressure of the reduce number of tourism visitors, PT TWC Borobudur preferred maintaining all employees and kept undertaking CSR. The one responsible for CSR implementation stated that:

As the tourism service company, we were also highly affected. Nevertheless, there was no reduction of employee number in all levels. But there was a change in working system, applying work-from-home system. The number of employees who work in the office was limited according to healthcare protocol. Facing the COVID-19 pandemic, the company is just like facing natural disaster. But, in COVID-19 pandemic, both company and community face the same risk. The choice to implement CSR is intended to answer the people's need and to encourage the establishment of synergy with stakeholder.

The company must be able to survive and to fulfill moral obligation as well as implement its social contribution to the community all at once [30]. PT TWC Borobudur understood it and preferred undertaking CSR. COVID-19 pandemic has encouraged the companies to be more ethical and responsible socially by still providing positive and meaningful value particularly when the company's resource is limited and its life sustainability is in danger [31].

Disaster situation is a condition in which CSR can be shown. CSR can be a company's strategy to minimize the negative effect and to maximize the positive impact on its stakeholders [32]. In disaster situation, the company should maximize the positive impact on specific stakeholders, community group mostly affected and needing help immediately. On the other hand, the company with strong commitment and effective CSR strategi has more opportunities to achieve the sustainable company post-COVID-19 pandemic.

2. Stakeholder of CSR PT TWC Borobudur

The definition of stakeholder refers to various certain groups that without their support the company will stop from operating. Stakeholder, as each group or individual, can affect or be affected by the achievement of company's objective [33]. Company is an entity not only operating for its own interest but also benefiting stakeholders. Thus, a

company's existence is highly affected by the support given by stakeholders to the company.

Stakeholder theory is based on how to observe, to identify and to explain analytically various elements underlying a decision making and an action taking in running business activity. Then, the relationships established in business activity are mapped. Generally, it is intended as an attempt of showing whoever has interest, is related, and involved in business activities [34].

Recalling that there is a new reality of relationship between company and stakeholders, there are some formulations of stakeholder. Freeman and Reed propose two stakeholder formulations: the wide sense of stakeholder and the narrow sense of stakeholder [35]; Jones classifies stakeholder into inside stakeholder and outside stakeholder [36]; Blair and Whitehead divide the types of stakeholder by potential threat and cooperation into four types: supportive stakeholders, marginal stakeholders, non-supportive stakeholders, and mixed-blessing stakeholders [37].

The different business operated by the company will lead the company to have different priority of stakeholder. People and surrounding environment are stakeholders at the first scale of priority to the mining company. Meanwhile, consumers are the first priority of stakeholder to consumers good company [38]. The stakeholders being the priority in the CSR of PT TWC Borobudur PT TWC Borobudur, as suggested by the one responsible for CSR, are as follows:

As a State-Owned Enterprise (BUMN), we have practiced CSR for a long time. In our company, it is called Environmental Building and Partnership Program (Indonesian: Program Kemitraan dan Bina Lingkungan or thereafter called Social and Environmental Responsibility (Indonesian: Tanggung Jawab Sosial dan Lingkungan, thereafter called TJSL). From that, we build synergy with many parties as our stakeholders. For the activities during COVID-19 pandemic, we particularly involved the employees of PT (Limited Incorporation), formal leaders, Village-Owned Enterprises (Indonesian: Bumdes), tourism actor, and tourists. We also collaborated with Integrated Service Post (Indonesian: Posyandu), NGO, and Media.

Considering the social economic condition, the stakeholders of CSR PT TWC Borobudur can be identified using Blair and Whitehead's formulation by seeing potency and threat. They consisted of the employees of PT TWC who deal with CSR, administrator of Bumdes, formal and informal leaders, tourism actor related to accommodation, transportation, consumption and destination), NGO, media, tourist, and non-tourism actor community. The identification of PT TWC Borobudur's stakeholders by potency and threat is illustrated in the figure below.

Potential Cooperation	Potential Threat of Stakeholder: High	Potential Threat of Stakeholder: Low
High	Mixed-Blessing Stakeholder Collaboration *Posyandu*, NGO, Media	Supportive Stakeholder Involving Employee of PT, formal-informal leaders, Bumdes, Tourism actor, tourist
Low	Non-supportive Stakeholder Surviving Non-tourism actor surrounding community	Marginal Stakeholder Monitoring Tourism actor outside the region

A company's life sustainability is dependent on the stakeholders' support so that the company's activity is done to find the support. The more powerful the stakeholders, the more will be the company's attempt of adapting. Social disclosure is considered as a part of dialogue between company and its stakeholders [39].

Based on CSR policy developed by PT TWC Borobudur and by referring to its objective, the company develops a stakeholder managing strategy. Three important measures are taken to formulate the stakeholder managing strategy [40]. Firstly, identifying keys and issues in which the stakeholders are interested. Secondly, analyzing potential threat and cooperation of individual key stakeholders based on potential threat and cooperation. Thirdly, the general strategy to manage stakeholders.

The use of stakeholder managing concept that formulates stakeholder as Freeman defines will confirms which the social entity the company is responsible to. The formulation of key stakeholders along with the issues they consider relevant will be really helpful to the company in formulating CSR programs or in other words, the stakeholder management can be the guidelines for the companies to formulate strategy, policy, and CSR programs.

3. The Implementation of CSR by PT TWC Borobudur through Stakeholder Engagement

Stakeholder engagement is defined as a practice done by an organization to involve stakeholders positively in their activities. In defining stakeholder engagement in this way, it can be seen that many divisions of organizational activities engage stakeholders. Stakeholder engagement is neither an exclusive domain of the companies that are responsible socially nor an exclusive domain of CSR activity [41].

Two simplest important aspects in stakeholder engagement are: business entities and stakeholder within it. The two of them will result in a mutually benefiting relation and the agreement between the two can reduce conflict [42].Therefore, the company must understand each of stakeholders and how to engage the stakeholders respectively.

There are some types of stakeholders in a company; therefore the practice of engagement can be present in many organizational activities, including public relation, customer service, supplier relation, accounting management and human resource management [41]. In the attempt of achieving a successful stakeholder engagement, the company ensures well the objective of engagement, the method used in implementing engagement, expectation, perception, and interest of individual stakeholders, and list of output to be achieved such as decision, recommendation, and policy (43).

Lane and Devin [44] agree with Greenwood [41], Black [45], and Johnston [46] proposing that the engagement of stakeholders is perceived best as a process. Based on Johnston's model about relational for consultation [46], Lane and Devin developed the model of stakeholder engagement implementation in CSR [44]. The process of engaging stakeholders consists of three steps: identifying and selecting the appropriate stakeholders, reaching them and getting their interest, and applying engagement strategy.

PT TWC Borobudur is aware that tourism is an industrial field vulnerable to crisis and disaster. Since before the incidence of COVID-19 pandemic, PT TWC Borobudur has had a simple crisis management that is internal to the company. However, in the beginning of COVID-19 pandemic incidence, it could be seen a different method was needed to respond to this phenomenon. PT TWC Borobudur keep monitoring the development of information, situation, and government's instruction. Despite the decreased in the number of visitors, PT TWC Borobudur kept implementing CSR by including safe tourism as a new program as it was needed at that time. The safe tourism program was implemented through stakeholder engagement.

The process of implementing stakeholder engagement by PT TWC can be seen in the table below.

Step	Stakeholder Engagement	Description
1	Formulating the objective of stakeholder engagement	• There is alignment between the objective of stakeholder engagement and the objective of company • The company understands the stakeholders' perspective on CSR • The company understands the stakeholders' need during COVID-19 pandemic
2	Identifying and selecting stakeholder	The process of engaging consists of three steps: • Identifying and selecting appropriate stakeholders • Reaching stakeholders and getting their interest • Applying strategy engagement
3	Engagement by reaching stakeholder and securing their interest.	• Determining the most possible media and communication tools • Providing communication to for the stakeholders needing • Reaching stakeholders with communication that will secure their interest in engaging with CSR
4	Implementing Engagement	Input Strategy • The interacting strategy: communicating detailed activities in CSR program to the stakeholders. • The application of engagement strategy: getting the best input to stakeholders in the form of thought, comment, and suggestion through various channels. • The integrating strategy reflecting the company's willingness to invite the stakeholders' active participation and to accept input in decision making. Engagement Method • One-way and two-way communication methods are used in the implementation step and adjusted with the character of stakeholders. • The communication is inhibited due to COVID-19 pandemic • The communication inhibition is solved by intensifying the use of social media. Outcome of Engagement • Control over COVID-19 transmission. • Capability of preparing themselves when TWCB is reopened to the tourist

Step 1 Formulates the objective of stakeholder engagement

Before the stakeholder engagement implementation, PT TWC formulates the objective of activity and the scope of activity. The objectives of stakeholder engagement in developing safe tourism are: 1) to increase the number of tourist; 2) to get profit; and 3) to maintain the image as the responsible company. Meanwhile, the objectives of PT TWC establishment are: 1) to maintain the cultural heritage; 2) to get profit; and 3) to encourage the economic growth of the people around the area. So there is alignment between the stakeholder engagement's objective and the company's objective.

The activities cover the health sector, including socializing the danger of COVID-19 transmission, SPA donation, mask distribution, food staple distribution, socializing CHSE protocol, safe food training, and supporting the implementation of vaccination for 10 thousand participants in Borobudur museum. The objective of and the scope stakeholder engagement are formulated by the one responsible for the CSR of PT TWC along with internal stakeholders coming from health workers. Involving the stakeholders who understand the objective of an activity, the optimum outcome will be expectedly achieved.

Step 2 Identifying and Selecting Stakeholders

CSR of PT TWC Borobudur has some persons usually called and engaged in various activities. Stakeholders are identified coming from varying background and profession. Based on social-economic condition, the stakeholders of CSR in PT TWC Borobudur can be identified by seeing potency and threat [37] consisting of the employees of PT TWC dealing with CSR, administrator of Bumdes, formal and informal leaders, tourism actor related to accommodation, transportation, consumption and destination, NGO, media, tourist, and non-tourism actor community.

The stakeholders in the CSR of PT TWC Borobudur PT TWC Borobudur, as suggested by the one responsible for CSR, are as follows:

As a State-Owned Enterprise (BUMN), we have practiced CSR for a long time. In our company, it is called Environmental Building and Partnership Program (Indonesian: Program Kemitraan dan Bina Lingkungan or thereafter called Social and Environmental Responsibility (Indonesian: Tanggung Jawab Sosial dan Lingkungan, thereafter called TJSL). From that, we build synergy with many parties as our stakeholders. We have some people we usually called and involved in our activities along with the community. They come from varying background and profession.

In normal condition, the management will easily involve stakeholders in planning, implementation, and evaluation. However, it is difficult because the presence of healthcare protocol. Not all stakeholders have adequate communication vehicle. The health workers participating in formulating the objective of safe tourism program stated:

For this activity in the beginning of COVID-19, we were the only company health workers involved. Then, employees, formal-informal leaders, tourism actor, media, and tourists were involved.

Stakeholders from Bumdes not involved in this safe tourism development activity stated:

We were often involved in the past, but we were not in this pandemic. We know because we read the announcement posted on the fence of Tourist Park. But we understand, because of the COVID-19 incidence, the ones involved were limited. And it does not matter because the facilities were also provided by other institutions or organizations. We, not involved in this safe tourism development activity, can find out the activity from the announcement posted on the fence of Tourist Park.

Step 3. Reaching stakeholders and securing their interest

Having selected the stakeholders to be involved, those responsible for CSR then determined the most possible media and communication vehicles. Morsing and Schultz identify three basic strategies that can be used by the company to communicate with stakeholders: information, listening, and engagement [47].

The stakeholder information strategy is the basis of communication stategy as it has unilateral approach. The objective is to inform the stakeholders the philanthropic activity implemented by the company to get their support. Information strategy is implemented in the communication with formal leader. A staff of Borobudur Village Head Office stated:

We knew the activity of distributing mask conducted by PT TWC from the notification given to us. We received the information before the activity was conducted. We replied by conveying that we have received the information and pleased the company to hold the program.

The activity of distributing 10,000 masks was held by PT TWC Borobudur on September 8, 2020 with the village apparatus' recognition. The distribution of mask was intended to the employees of company, sellers in TWC Borobudur, tourist, sellers in Borobudur market, and general public.

The stakeholder responding strategy has bilateral approach because the company communicates it intention to stakeholders and then collected and takes their response into account. Stakeholders coming from media stated:

In normal condition, information about CSR activity can be delivered through press conference or can be sent directly. However, in pandemic condition, we should obey healthcare protocol, so that more news files are sent online. If information has read value, we will upload it in our media.

The company sends information about safe tourism program through socializing the CHS protocol aiming to convince the stakeholders about the company's attraction. At that time, only a few tourism businesses could meet the standard CHSE protocol. The response strategy is used in the communication with media to ensure that their CSR activity can be published.

Stakeholder engagement strategy uses dialogue between company and its stakeholders that can be held through discussion forum and social media [48,49]. The engagement of an employee assigned to participate in the activity of distributing mask stated:

I was getting 3-day working shift in a week at that time. My superior told me that I was assigned to help the activity of vaccinating 10,000 participants in Borobudur Museum. Some friends from other divisions would go with me. Then, we were given instruction about the detailed task including, among others, collecting the data of participants, disseminating information, and preparing the venue. Although it was different from my ordinary task, i accepted it. I was grateful for not being fired. This task seemed not too much different from my basic task in administrative field. Moreover, communication facilities in the form of data package were provided to us. It was very helpful to us, because data package has been a basic need for either personal or work purpose.

The vaccination activity approved to be held on September 26, 2021 in Borobudur Museum was the collaboration between Central Java Provincial Government, Magelang Regency Government, and CSR of PT TWC Borobudur. The full stakeholder engagement strategy gives them a perception that their opinion is important and their need and demand will be fulfilled [50]. Good stakeholder engagement communication is useful for the company to indicate the extent to which the stakeholders are involved, the manager's ability of responding to their concern, and the outcome achieved when stakeholders are involved in the decision making process.

The stakeholder engagement strategy is also used to communicate with the people when the company invites the people to participate in the vaccination program. The employees of PT TWC reached the people through communication that can ensure their interestedness in participating in vaccination activities. A Borobudur villager stated:

I have been vaccinated; I got it in a program held in Borobudur Museum. My husband and I were invited by our child who got information from WA group. Before the vaccination, we were registered first by our child. We also could get some information about the cost (free or with payment), what we should prepare, and the effect following vaccination. It is because some people said that vaccination makes us vulnerable to sickness. In fact, we unnecessarily pay for the vaccination, and if we do not get vaccination we will be infected more easily. So, we decided to follow the vaccination program.

Information about free vaccination in Borobudur Museum was shared in WhatsApp group and in other groups. The material information generated their interestedness in participating in the vaccination activity.

Step 4. Implementation of Stakeholder Engagement

The Step of stakeholder engagement implementation consists of three sections: strategy input, engagement method, and stakeholder engagement output. The strategy input is composed of some elements: interacting strategy, engagement strategy implementation, and integrating strategy. Interacting strategy is intended to communicate the detail of activities in CSR program to stakeholders. The engagement strategy is intended to find the best input from stakeholders including thought, comment, and recommendation through various channels. Integrating strategy reflects the company's willingness to support the stakeholder's active participation and to accept input in decision making.

Input strategy can be seen from the statement of the one responsible for the CSR program in PT TWC concerning the vaccination activity plan:

We communicate the detail of vaccination activity to stakeholders about date and location of vaccination, providing facilities, and requirement and provision of vaccination participants. We looked for input from stakeholders to make the activities run effectively and efficiently. The input we got particularly pertains to the delivery of information to society and the provision of adequate facilities in the location to make the personnel and the participants comfortable. Finally, vaccination activity could be held in Borobudur museum on September 26, 2021.

The participation of stakeholders can be observed from a experience of a tourism actor (a seller) participating in the vaccination program in Borobudur Museum.

We went to the vaccination venue in the morning to prevent from waiting for a long time. The program ran smoothly and orderly; many seats were available for those waiting for the vaccination call, and for the vaccination document. My family and I were vaccinated there. But some of my relatives and neighbor did not so there. They have been vaccinated earlier in puskesmas (public health center). I participated vaccination to prevent from being infected with COVID-19. And I have actually never been infected.

The implementation constituting the part of engagement is composed of stakeholders' interest in the organizational communication obtained in the Step 3. In addition to input strategy, engagement method is also taken into account as it will affect the output of stakeholder engagement. The two-way communication method will be used more in the implementation stage, adjusted with the character of stakeholders. The one responsible for CSR of PT TWC Borobudur explains communication in stakeholder engagement in developing safe tourism.

We applied one-way and two-way communications in developing safe tourism. In the beginning of COVID-19 transmission, we added some activities to adapt to the condition.

One-way communication was used in formulating the objective of CSR program and two-way communication when developing safe tourism. We were cooperating with Health Department of Magelang, local public health center, and paramedics, and also coordinating with village government, and Indonesian National Armed Forces (Indonesian: Tentara Nasional Indonesia or TNI).

PT TWC Borobudur communicated the detail of activities and constraints arising, and looked for the input from stakeholders to solve the constraints. Eventually, the activities could be implemented, from socialization of the danger of COVID-19 transmission to the organization of vaccination.

The outcome of stakeholder engagement is to achieve one out of three outputs: control, collaboration, or joint determination. The outcome of stakeholder engagement process in CSR of PT TWC Borobudur is the control over the COVID-19 transmission. PT TWC Borobudur could prepare itself for reopening the TWCB to the tourists. The activities and output of CSR in PT TWC Borobudur can be seen in the table below.

Activities of CSR in PT TWC Borobudur

Activities and date	Stakeholder	Communicating method	Output
Donation of Self-Protection Apparatus April 28, 2020	Employees of PT TWC Health workers	One-way	The increase of SPA availability
Socialization of COVID-19	Employees of PT TWC *Puskesmas*	Two-way	Behaving according to healthcare protocol to avoid COVID-19
Distribution of 10 thousand masks September 8, 2020	Employees of PT TWC Tourism actor Tourists Market seller General public	Two-way	Mitigating the transmission of COVID-19
Socialization of CHSE protocol	Employees of PT TWC Health workers Tourism actors	Two-way	Behaving according to standard CHSE
Food staple distribution	Employees of PT TWC Tourism actors General public	One-way	Helping the fulfillment of need for food staple
Safe Food Training	Employees of PT TWC ACP Indonesia i-Clean	Two-way	Having skill of serving safe food
Supporting vaccinations for 10 thousand participants	Central Java Provincial Government Magelang Regency Government Borobudur Sub District Borobudur Village Employees of PT TWC Company's health workers Tourism actor General public	Two-way	Increased body immunity

Discussion

From the research results it can be seen that PT TWC Borobudur responded to the spread of COVID-19 by including the safe tourism program as part of CSR. The goal of the safe tourism program is to increase the number of tourists again, maintaining a reputation as a

company that cares about the surrounding community. This goal is in line with the opinion that CSR activities during the COVID-19 pandemic can be associated with product improvement, risk management and better reputation [51]. To increase the legitimacy and social reputation of the company, the safe tourism program which is carried out through stakeholder engagement is considered the best practice in sustainability reporting. So stakeholder engagement is an important aspect of CSR activities [44].

PT TWC Borobudur's CSR stakeholders who were involved in setting goals were health workers from within the company. Activity objectives are reviewed and adjusted based on input from health workers. The formulation of stakeholder engagement goals is determined and aligned with company goals. Goal setting refers to the provision of financial support decided by the company. Stakeholder engagement in formulating goals shows that the company understands the views and needs of stakeholders regarding CSR. The formulation of this goal is step 1 in PT TWC Borobudur's CSR stakeholder engagement process. The next step is in line with the Lane & Devin [44] model which consists of three steps, namely identifying and selecting the right stakeholders, reaching out to them and getting their interest, and implementing an engagement strategy.

At the stakeholder identification stage, PT TWC Borobudur's CSR compiled a list of stakeholders in various previous activities. The company then decides which of them to explore the relationship with. Stakeholders are selected by considering their roles in previous activities. Traditionally, stakeholders who have potential compared to threats, have high value and must be prioritized by the organization [52]. The selection of stakeholders by PT TWC Borobudur is in line with the method offered by Blair and Whitehead by looking at potentials and threats [37]. In the end, the selected stakeholders consisted of those responsible for CSR at PT TWC, Bumdes administrators, formal and informal leaders, tourism actors related to accommodation, transportation, consumption and destinations, the media, tourists, and non-tourist communities.

After the organization decides which stakeholders will be involved, it then reaches them with communications that are able to foster interest in being involved with company activities. This interest is reached through one-way communication which contains messages about activities needed by stakeholders [53]. Activities such as distribution of masks, basic food assistance, or vaccinations are urgently needed by stakeholders during the CPVID-19 pandemic. Furthermore, the company tries to persuade selected stakeholders to engage with them. It is at this point that the company differentiates itself from what other organizations do. The distribution of masks in PT TWC's CSR program was carried out by packing the masks in neat and clean bags. Vaccination is carried out in a museum that has a wide and shady yard so that stakeholders are comfortable waiting their turn. The implementation of the safe tourism program which began with socialization of COVID-19 encouraged stakeholders to avoid transmission.

The last stage is the implementation of stakeholder engagement. This stage is the result of two-way communication carried out in stage 3. The implementation stage consists of interaction, involvement, and integration. With interaction in the input strategy allows for activities proposed by stakeholders to the company. The vaccination program at the Borobudur Museum is one example of this activity. The activity was proposed by the Regional Government of Central Java and the Government of Maelang Regency which was supported by the Health Service and approved by PT TWC Borobudur's CSR, and received a positive response from the community. Vaccination activities can take place because of the involvement of stakeholders in decision making. Decision making is carried out with two-way communication in the form of participatory and responsible dialogue [54,55]. Participatory dialogue is a strategy used to accommodate suggestions from stakeholders. This input strategy reflects an increase in the level of stakeholder contribution sought by the company. The integration strategy as part of the input is implemented by forming a vaccination team. One of the roles of the team members is to

provide information to the public about vaccination activities, especially those related to participant requirements, time and place of vaccination.

The input strategy is designed to obtain important input from stakeholders, which reflects the company's willingness to open up active participation in decision making. This 'transactional relationship' [56] requires continuous and repeated input of meaningful information from stakeholders through their participation in decision-making that the company will comply with. An example of this strategy could include extensive dialogue and consultation with stakeholders not only in vaccination activities but also PPE donations to health workers and the distribution of groceries to members of the community around the company.

In addition to strategic input, the engagement method is considered because it can affect output. Companies must communicate SE activities well, taking into account social, cultural, and political factors that influence stakeholder perceptions. This is particularly relevant in the tourism sector, which involves multiple stakeholders [53] (Turco et al., 2020). Two-way communication is more widely used in the formulation of objectives according to the character of the stakeholders. One-way and two-way communication are used in developing safe tourism. At the beginning of the spread of COVID-19, TWC Borobudur added activities to adjust to the situation. Two-way communication is used when developing safe tourism to support cooperation with the Magelang Health Service, local health centers, paramedics, and coordinate with the village government and the TNI.

PT TWC Borobudur communicates details of activities, obstacles that arise and seeks input from stakeholders to overcome them. Communication barriers due to limited internet data packages were then overcome by providing financial assistance during the activity. Communication barriers were overcome by intensifying the use of social media. That way communication is easier and messages can be conveyed between stakeholders. In the end, activities starting from socializing the dangers of the spread of COVID-19 to carrying out vaccinations can be carried out.

Outcomes from stakeholder engagement can be achieved in the form of control, collaboration or joint determination. The outcome of the safe tourism program with PT TWC Borobudur CSR engagement stakeholders is control of the transmission of COVID-19. Companies and communities around the area are able to prepare themselves by observing behavior according to the TWCB health protocol to reopen for tourists. Community behavior in adjusting facilities and infrastructure according to health protocols is also available, so that the transmission of COVID-19 can be minimized.

Conclusion

The government is encouraging BUMN CSR activities so that during the COVID-19 pandemic it is focused on the health sector. PT TWC Borobudur, which was affected by the pandemic, is also committed to continuing to carry out its CSR program. Policy determination in this case refers to the provision of financial support and health and sanitation policies. The company develops safe tourism through stakeholder engagement. On a practical level, this research informs that tourism companies and local authorities are reformulating policies and strategies for crisis recovery during the COVID-19 pandemic.

PT TWC Borobudur's CSR stakeholders were selected based on potential and threat considerations. Stakeholders consist of employees, Bumdes administrators, formal and informal leaders, tourism actors related to accommodation, transportation, consumption and destinations, the media, tourists and the public. The purpose of CSR is carried out with stakeholder engagement in order to provide the best results for stakeholders and maintain the company's reputation. The stakeholder engagement process was analyzed using AA1000SES 2015 [43] and the Lane & Devin [44] model with 4 activity steps,

namely formulating objectives, identifying stakeholders, reaching out to stakeholders, and implementing stakeholder engagement.

The outcome of the safe tourism program with PT TWC Borobudur CSR engagement stakeholders is control of the transmission of COVID-19. Companies and communities in the area are able to prepare themselves by changing their behavior according to health protocols. Practical implications can be drawn by tourism policy makers and destination managers to make informed decisions, compare their policies during crises, and generate new ideas.

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