

CORPORATE SOCIAL RESPONSIBILITY OF DJARUM FOUNDATION IN PREPARING INDONESIAN FUTURE LEADERS

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ABSTRACT

The progress of a country cannot be separated from the existence of human resources, but to achieve a developed country, requires the productive, creative, and innovative human resources in managing the resources in Indonesia. To create the productive human resources, the role of the government and private sectors is needed for the progress of Indonesia. Through Djarum Foundation, PT. Djarum does the Corporate Social Responsibility (CSR), one of the CSR program is giving the scholarship (Djarum Scholarship Plus) to the college student which aims to create the future leaders. The aim of this research is to find out how CSR of Djarum Foundation in preparing Indonesian future leaders and what soft skill training programs can enhance the character of leadership in character building. This research is a descriptive qualitative research which uses interview for gaining the data, the target of this research is the representative of Djarum Scholarship Plus grantees of 28th-32nd generation. The result of this study showed that in preparing and creating the Indonesian future leaders, Djarum Foundation through CSR actively conducted the soft skill training programs (Character Building, Leadership Development, and Nation Building) and the implementation programs (Community Empowerment, Competition Challenge, and International Exposure) to bring about good changes for the progress of Indonesia.

Keywords: corporate social responsibility, djarum foundation, leadership, soft skill

INTRODUCTION

Indonesia is a unitary state with the total population of more than two hundred million people consists of productive ages which increase every year. In the next few years, Indonesia will face a Demographic Bonus, a reward for the nation that happens once in the historical development of the country where the country will have more productive ages. This abundant natural resources should be balanced with the creative and innovative human resources in order to achieve the Indonesian development which leads to be one of the developed countries in the world. Having the productive human resources with leadership character,

the contribution from the government and private companies is needed. Nowadays, most private companies do Corporate Social Responsibility (CSR) to achieve a positive impact on society as a whole. This CSR program has been done in many fields including in educational field, that is by giving scholarship to talented students. One of the important roles of private companies is preparing talented and brave future leaders to make Indonesia a better country.

PT. Djarum is a cigarette company with its headquarter in Kudus – Central Java. Most of its CSR Programs are managed by Djarum Foundation. Djarum Foundation has five fields in doing the CSR programs (Social, Sport, Environment, Education, and Culture Initiatives). There are Djarum

Community Contribution, Djarum Badminton Scholarship, Djarum Trees for Life, Djarum Scholarship Plus, and Djarum Cultural Appreciation. Djarum Scholarship Plus is an educational program of Djarum Foundation in giving scholarship to some of the most outstanding college students in Indonesia. Djarum Scholarship Plus is founded in 1984 and committed to raise the level of education and prepare future leaders for Indonesia.

Djarum Scholarship Plus gives both financial support and soft skill training programs. The Soft skill training programs are Character Building, Leadership Development, and Nation Building. Besides that, Djarum Scholarship Plus also gives a chance to scholarship grantees (*Beswan Djarum*) to join some Competition Challenges and International Exposure. From these programs, it is hoped that the grantees can develop emotional and intellectual skills.

In solving some social problems in the community, Djarum Scholarship Plus also gives Community Empowerment program for the community which is done by the grantees (*Beswan Djarum*). This research will focus on knowing how Djarum Scholarship Plus educates the Indonesian future leaders by conducting some training programs in order to enhance the character of leadership.

METHODOLOGY OF RESEARCH

This is a descriptive qualitative research with two data collection techniques, they are interview and documentation (the video and voice records from the interview for the validity). Moleong (2013, p.6) defined the qualitative research is a research done

with the purpose is to understand holistically about a phenomenon about the perception, motivation, action, and use various scientific methods to describe the phenomenon in words. This research is interviewing the *Beswan Djarum* coaches of CSR program from Djarum Foundation who are responsible for Djarum Scholarship Plus and the representative of *Beswan Djarum* in the 28th-32nd generation who have contributed to Indonesia.

The reason of choosing the informants is because the soft skill training programs and implementation programs began in the 28th generation. The analysis data is done through data reduction (focusing in the important things), data display (giving the brief descriptions), method triangulation (comparing the information of *Beswan Djarum* with *Beswan Djarum* coach to check the validation), and the conclusion (drawing the conclusion).

FINDINGS AND DISCUSSION

The Role of Djarum Scholarship Plus in Preparing Indonesian Future Leaders

The CSR programs of Djarum Foundation focus on five schemes, there are community contributions schemes (Djarum Community Contribution), sport schemes (Djarum Badminton Scholarship), environment schemes (Djarum Trees for life), education schemes (Djarum Scholarship Plus) and cultural schemes (Djarum Cultural Appreciation).

One of the Education Scheme from Djarum Foundation is Djarum Scholarship Plus where this scholarship gives the

financial aid and soft skill training programs to the student achievers who are in their second year of the college. The grantees of Djarum Scholarship Plus are called *Beswan Djarum*. Djarum Foundation wants to develop the welfare of society through education for the improvement of human resources in order to advance the economy of Indonesia in the future. Education holds the important role to build the economy of the country, Dwi Atmanti (2005, p.31) stated that there are a number of factors that cause the need to develop the education in order to build the economy sector that is getting higher education, broadening public knowledge and heightening the rationality of their thinking. Education allows the public to learn the technical knowledge which is needed as a leader, and better knowledge in education to stimulate and create the reformations in various aspects of life.

Education Schemes is the program from Djarum Foundation focuses in education. This program began with the concern towards the education as one of the endeavor to increase the welfare of the society to achieve a better future. Through the Djarum Scholarship Plus, Djarum Foundation gives the scholarship to the college students by giving the financial aid and soft skill training programs to support their study. Giving the financial aid to the students can support them in their tuition so they can continue their study. In addition, Djarum Foundation also contributes the other scheme in education by doing the quality improvement in Elementary School, Senior High School or higher education by

supporting the facilities and infrastructure for some schools in Kudus city so it can make the student comfortable to study and are able to improve their achievement, and also do the "Road to Campus" program, where Djarum Foundation visits some campus to conduct an event such as talk show about the nation insight. This program focuses on widening the nation insight of the students to be good citizens who are able to do the values of country's ideology (Pancasila).

Djarum Foundation knows that by giving the knowledge of nation ideology can improve the nationalism, according to Suyahmo (2013, p.52) in Article of Building the nation character in philosophy perspective of Pancasila said that being citizen who does the ideology of Pancasila is important because it concerns in common understanding, views, motion steps to create the welfare and prosperity all over Indonesian people. Improving the quality of education can be done by supporting the means of learning, Arif Rachman in Saifulloh (2012, p.4) stated that one of the way to improving the quality of education is by giving the comfortable learning environment to the student. So from the five schemes of Djarum Foundation, this research will focus on the role of Djarum Foundation in creating the Indonesian Future Leader through Djarum Scholarship Plus.

Soewarno M. Serad as a previous leader of Djarum Foundation in education schemes wanted to prepare the successor leaders of nation by giving the soft skill training programs. He wanted Indonesia to become a developed country by creating the

leader generation through developing the character. This idea came up because of the concern of Soewarno M. Serad to the country, he stated:

"In economic development, the former six Presidents had applied the same patterns, namely the development of economic production and it focused on the money they earned, the greater the money they earned, the greater the development they got....in this process, it cannot be separated with the risk of economic development...in the medium-length time it will create a wide social gap. The access to education decreases, the index dropped out of school increases, and the quality of the nation decreases." (Serad, 2015, p.viii).

Following with what Soewarno M. Serad stated that through the good education will create the whole person who has spirit, intellect, emotion, and mental to be the educated generation (Serad, 2015, p.xi). In addition, Soewarno M. Serad and his colleagues in Djarum Foundation decided to give the soft skill training programs which are very helpful for the young generation to work in the future (Serad, 2015, p.xiv).

In preparing the Indonesian future leaders, Djarum Scholarship Plus gives the soft skill training programs such as Character Building, Leadership Development, and Nation Building. In Character Building, Djarum Scholarship Plus wants to create good characters to *Beswan Djarum* such as trustworthiness (integrity, honesty, and reliability), responsibility (self-control, accountability, and pursuit the best), respect (tolerance and maintain civility), equality (the feeling of fairness and openness), awareness (concern for others), citizenship (respect and

follow the rules). Character Building is taught to Beswan Djarum through some simulations like games. Through the simulations which are presented in the form of games Djarum Scholarship Plus utilizes the team work of Beswan Djarum to be able to conquer the challenges together and Beswan Djarum learn how to work in team (how to communicate each other to discuss and solve the problem well) and position themselves in team (they know their abilities so they can place themselves in the right place). Besides that, the simulations will indirectly create the characters indirectly which Djarum Scholarship Plus hopes from them. The simulation games such as *Blindman Walking* is to form the character of awareness and trustworthiness and *Dry Boat* is to form the character of equality and citizenship. Through the simulation games Beswan Djarum will also gain the leadership skill which is able to influence the people because leadership has soft personal quality of leader which cannot be observed but very influential (Safaria, 2004, p.30).

Leadership Development is the second soft skill training programs from Djarum Scholarship Plus. This program is handled by professional who are expert in their field to improve the leadership skill of *Beswan Djarum*. In this program, *Beswan Djarum* are trained to have a good emotional intelligence (able to control the emotion and have the good emotion), a long term vision, a writing ability (able to write down the idea which can be read clearly by the readers), be able to do public speaking and express directly and effectively about the vision. The lessons from

Djarum Scholarship Plus are considered the lessons that should be learned by a leader, because leaders are those who have the communication skill and emotional stability where the leader cannot be quick tempered and must have the huge enough confidence (George R. Terry in Fahmi, 2012, p.19).

In Nation Building, Djarum Scholarship Plus wants to give and improve the national insight by giving the chance to *Beswan Djarum* to give performance in drama musical, every year Nation Building has a unique and meaningful theme which related to Indonesian Culture. Welly Arisanto (*Beswan Djarum* Coach), said

"Djarum knows that if we create the smart generation who has good soft skill, good character and great vision for Indonesia, Indonesia will become a great country in the future"

This statement explains that Indonesia will be a great country if the leader not only has the good character and soft skill but also has the sense of loving their country by becoming a good citizen who abides the law and honest, and gives something positive changing for Indonesia. Serad (2015, p.59) said that creating the generation who abide the law and honest is started by creating the generation who devote to the rule of law and honesty until becoming the role model and noted in the history.

Nation Building is the biggest program between Character Building and Leadership Development as this program collects *Beswan Djarum* from all over Indonesia, which means that *Beswan Djarum* meet the other grantees who come from

difference city and background so the tolerance attitude will develop among them. Besides that, *Beswan Djarum* can also learn how to work with people who have difference thoughts to reach the goal of the team. Appreciating and understanding the other opinion which has different background in culture is needed by a leader to make a decision in team like Peter Senge in Hesselbein and Goldsmith (2008, p.55) said that the future leader will not assume that all the racially inappropriate behavior is automatically caused by race. They will learn to understand their cultural difference and make decision or agreement based on their different background.

After giving the soft skill training programs such as Character Building, Leadership Development, and Nation Building, *Djarum Scholarship Plus* provides some programs to combine and implement the soft skill and hard skill of *Beswan Djarum* such as Community Empowerment, Competition Challenges, and International Exposure. Community Empowerment taught *Beswan Djarum* about the commitment, consequences, and sacrifices (time, energy, and thought) and also how to work in team in planning, organizing, and realizing the program they have made where these skills are classified as the technical competency of the leader characteristic which said by George R. Terry in Fahmi (2012, p.19) that the technical competency are the skills to analyze, plan, organize, delegate, make decision, and compose the concept. Community Empowerment trained *Beswan Djarum* to create the idea together with their

team about how to increase the community's standard of living by utilizing the human resources and natural resources. In addition of assisting the community, Beswan Djarum indirectly can improve their ability to be an entrepreneur.

The second Implementation program is Competition Challenges. This program is individual competition and one of the Competition Challenges is Writing Competition. Welly Arisanto and Danny Santoso (*Beswan Djarum Coach*), said:

"In Writing Competition besides they must write down their notion they also must present their writing in front of the professionals. In addition, they also learn how to argue and how to defend their opinions so Beswan Djarum can implement their public speaking...Writing Competition demands Beswan Djarum to understand the issue of their topic so the side of intellectual of Beswan Djarum is improved by understanding the issue".

In this Writing Competition, Beswan Djarum must understand the issue and do the deep learning of the issue, try to find out the solution or notion regarding their issues then submit their writing, and if their writing is approved or passed to the competition they must present their notion in front of the professionals with an interesting presentation, simple, easy to understand and absolutely have the brilliant idea to give the solution for the issues. Not only doing the presentation to improve the communication skill, but they must also defense and argue their idea which can be realized, here *Beswan Djarum* also learn how to solve the problem before it gets worse. Fahmi (2012, p.3) said that good

leaders are those who are able to understand the issues before they arise.

The last implementation program from Djarum Scholarship Plus for *Beswan Djarum* is International Exposure. Welly Arisanto (*Beswan Djarum Coach*), said

"This program trained them to be independent where they need to prepare themselves to join international debate in English and prepare to work in team to master the global issues".

This statement showed that Beswan Djarum must prepare themselves well in their hard skills and also in their soft skills, they must have a good teamwork, good public speaking, and leadership.

In International Exposure, *Beswan Djarum* will join the MUN (Model United Nation) of a country, this program is a small simulation for United Nation Council so those who join this program are debating and discussing some world's issues to find the solution or a notion. *Beswan Djarum* must prepare themselves well in their hard skills and also in their soft skills, they must have a good teamwork, good public speaking, and leadership.

The implementation programs such as Community Empowerment, Competition Challenges, and International Exposure taught *Beswan Djarum* to have good skill in teamwork and be leader in the team whereas all the soft skill training programs which have been given to *Beswan Djarum*, trained them to be leaders who are wise in leading people as Fahmi (2012, p.3) said that a wise leader is those who understand about the capacity and competency insightful from the people they

lead overall, so they can do a principal of the right man on the right place.

The role of Djarum Foundation in preparing the future leaders has been done by conducting the CSR program through Djarum Scholarship Plus by giving the financial aid and soft skill training programs (Character Building, Leadership Development, and International Exposure). All the programs are conducted to equip the grantees in soft skill and hard skill to face the future challenges. Therefore, creating the young generation in good soft skill and hard skill is important as they will determine the advancement of the country.

Soft skill training programs in Leadership Character Building

Djarum Scholarship Plus brings up the leadership character to *Beswan Djarum* through their soft skill training program such as Character Building, Leadership Development, and Nation Building. The purpose in conducting the Character Building, is to build and strengthen the character of *Beswan Djarum* before becoming a leader. Having a good character is one of the conditions in becoming leader like as stated by John Baldoni in Morse and Buss (2008, p.28), a well-known writer on leadership, defined the attributes of leadership messages that character is an effective leadership about moral, an attitude to be more optimism rather than pessimism.

The way of Djarum Scholarship Plus in shaping the character of *Beswan Djarum* in Character Building is by training them in the open environment to do the simulation in the

form of game which done together in teamwork. The informants who are the representatives of Beswan Djarum said that after joining this program they become more discipline, responsible, brave, respect, have a motivation to do what the passion is and integrity. Like the answer given by Erdo (Beswan Djarum 32) he said

"There are certain things that I implement until now, they are characters as I need to control my emotion not to be selfish, integrity, and discipline."

Leadership Development also brings the great impact to *Beswan Djarum* where this program is mentoring the grantees to have the leadership skills such as the emotional intelligent, vision, writing, motivation, and public speaking. Welly Arisanto said that as a leader, having confidence in public speaking, being able in controlling oneself and having good motivation can create leaders who lead people to achieve the goal of the team because according to Joseph C. Rost in Safaria (2004, p.3) leadership is a relationship which has the mutual influence between leader and followers who want the real changing which reflect the common goal. This statement is also supported by the answers from Denaldo (Beswan Djarum 30)

"In Leadership Development I got the lesson about public speaking because I think as a leader we must be able to speak up about our vision, missions, planning, etc."

Beswan Djarum are not only get Public Speaking skill but also being taught of having a vision and communicate the vision

to the people they lead. A leader should have a vision which can be understood and followed by his subordinate also have communication skill such as public speaking. Public Speaking is important for the leader to deliver the vision as often as possible like John Maxwell (2013, p.88) stated that the vision must be delivered clearly, creatively, and continuously because in an organization, many new people who do not know the vision and even though some people who have been in that organization in a long time, sometimes will forget the vision, that is why the vision must be delivered continuously

Nation Building is the soft skill training program from Djarum Scholarship Plus for *Beswan Djarum* to foster the sense of love to the country by giving them the national insight about the culture or history of the country by conducting the *Malam Dharma Puruhita* with national theme and giving the chance to *Beswan Djarum* to perform their musical drama. Alicia (Beswan Djarum 31) said

"I got many things, such as in Nation Building I got a lesson how to have a high mutual tolerance and can accept the difference among Beswan Djarum".

By conducting the Nation Building, it can be said that *Beswan Djarum* get the national insight of tolerance and nationalism in the form of knowing other culture, where the culture is the important factor to foster the nationalism (Tilaar, 2007, p.25). To foster the nationalism, Djarum Foundation has given the activity in the form of musical drama which has the national theme so it can give

the cultural national identity such as language, tribes, religion, etc. Erdo (Beswan Djarum 32) said

"Nation Building always has nationality theme which can bring the spirit of nationalism to do something by considering what kind of thing that we can contribute to the country"

From the research result of the informants, it can be said that as the future leaders need to have the sense of nationalism towards the country in order to be a developed country because the advancement of the country which is supported by the awareness of its citizen will contribute in building the advancement because the nationalism can stimulate the spirit to bring the positive changes for the country. Nationalism itself is a set of ideas and conceptual framework about the sentiment of national identity which are often present along with the various other identities such as religion, tribe, gender, class, and territory (Greenfeld & Chirot in Susiatik 2007, p.15).

The result of interview shows that Character Building is the effective soft skill training programs to prepare and equip Beswan Djarum to be a leader. Having a good character is important for leaders, because creating leader needs some efforts to equip the prospective leaders with good characters and also able to manage oneself and other people in order to achieve success, as it is said by Asmuni (2015, p.3) that in the real world, soft skill and the personal character has the prominent role in bringing a person to reach the top of success. After joining the three soft skill training programs such as

Character Building, Leadership Development, and Nation Building, *Beswan Djarum* directly join the next program which is called the implementation of soft skill programs, they are Competition Challenge, Community Empowerment, and International Exposure.

Based on the interview with the informants, Community Empowerment and International Exposure are the effective implementation programs to improve their soft skill and hard skill based on their experience as *Beswan Djarum*. Community Empowerment can improve the soft skill and raise the social soul of *Beswan Djarum* as future leaders to care to the people around, where according to Salahudin (2013, p.112)

Social Care is a behavior and action which always wants to give assistance for those who needs the assistance. So by raising their social life, it can drive the alumni of *Beswan Djarum* to have a desire to do the community service. To do International exposure need the soft skill such as communication skill, teamwork skill, and socialization skill, in addition through this program *Beswan Djarum* can also improve the nationalism by introducing their national identity to the world. In International Exposure, *Beswan Djarum* are mandated to be able to socialize with the other delegation form the other country.

From this socialization, *Beswan Djarum* also can improve the leadership skill through the small talks by listening and discussing other opinions. Those Soft skills can be developed and trained through the interaction with the people around such as friends, colleagues, and other members of

community continuously (Schulz, 2008, p.152) in other words by doing the interaction through the international exposure *Beswan Djarum* can implement the most important soft skill for a leader such as communication skill, socializing, and the teamwork skill.

CONCLUSION

Djarum Foundation has actively played its role in preparing and creating the Indonesian Future Leaders for the advancement of Indonesia through the Corporate Social Responsibility program in education by giving the scholarship to the college students in the form of financial aid, soft skill training programs (Character Building, Leadership Development, and Nation Building), and the implementation programs (Competition Challenge, Community Empowerment, and International Exposure).

Character Building is the soft skill training program which equips the *Beswan Djarum* in creating the leadership character to become the Indonesian future leaders. In addition, Community Empowerment and International Exposure are the implementation programs which can support *Beswan Djarum* in implementing the soft skill and hard skill at the same time, however those soft skill training programs and the implementation programs from Djarum Scholarship Plus are very useful for *Beswan Djarum* as leaders in doing the contribution to the community.

For future research priorities to focus on the impact of How *Beswan Djarum* Alumni's contribution in implementing the

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