

Pola Faktor Pembentuk Hubungan Sosial dengan Masyarakat Terdampak pada Pembangunan Bandara Kertajati

A Pattern of Factors Forming Social Relations to Affected Communities in Kertajati Airport Construction

Yusup Ridwansyah^(1*), Yosef Hilarius Timu Pera⁽²⁾, Muhammad Aldi Gunawan⁽³⁾
& Kamaluddin Ridho Bahar⁽⁴⁾
Universitas Indonesia, Indonesia

*Corresponding author: yusup.ridwansyah95@gmail.com

Abstrak

Artikel ini bertujuan untuk menganalisis signifikansi faktor-faktor sosial yang membentuk pola dalam membentuk hubungan sosial dengan masyarakat terdampak pada pembangunan Bandara Kertajati. Studi sebelumnya menunjukkan bahwa proses ganti rugi menjadi faktor yang dominan mempengaruhi hubungan sosial antara pemerintah, perusahaan, dan masyarakat terdampak. Sementara itu, dalam studi ini penulis berargumen bahwa faktor pembentuk hubungan tidaklah tunggal melainkan terdapat berbagai faktor diantaranya persepsi keadilan dalam pengadaan tanah, persepsi keadilan dalam perekrutan tenaga kerja lokal, dan kinerja CSR sebagai faktor penentu tingkat hubungan antara perusahaan dan masyarakat yang terkena dampak. Dengan menggunakan metode survei kuantitatif, hasilnya menunjukkan bahwa persepsi tentang pengadaan tanah serta keterlibatan tenaga kerja lokal memiliki korelasi yang lebih kuat. Artinya, kedua aspek tersebut masih menjadi isu sosial utama yang harus dikelola dengan baik untuk mewujudkan pembangunan infrastruktur publik yang berkelanjutan di Indonesia. Sebagai instrumen sosial untuk membina hubungan, kinerja pengadaan tanah dan penyerapan tenaga kerja lokal yang kurang optimal pada akhirnya memberikan beban yang lebih besar pada pelaksanaan CSR yang kemudian harus menutupi 'luka-luka' dalam hubungan tersebut.

Kata Kunci: Keadilan Pembebasan Lahan; Keadilan Perekrutan Tenaga Kerja Lokal; Kinerja CSR; Pembangunan Infrastruktur Publik; Relasi Sosial

Abstract

This article aims to analyze the significance of social factors that form patterns in shaping social relations with affected communities in the construction of Kertajati Airport. Previous studies have shown that the compensation process is the dominant factor influencing social relations between the government, companies, and affected communities. Meanwhile, in this study, the author argues that the relationship-forming factor is not single but there are various factors including perceptions of fairness in land acquisition, perceptions of fairness in local labor recruitment, and CSR performance as determinants of the level of relationship between companies and affected communities. Using quantitative survey method, the results show that perceptions on land acquisition as well as local labor involvement have a stronger correlation. This means that both aspects still stand as the main social issues that have to be managed properly in order to create sustainable development of public infrastructure in Indonesia. As the social instruments for fostering relation, the performance of land acquisition and local employment that is less than optimal ultimately places a bigger burden on the implementation of CSR which then has to cover those 'wounds' in the relation.

Keywords: CSR Performance; Justice in Land Acquisition; Justice in Recruitment of Local Workers; Social Relations; Public Infrastructure Development

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INTRODUCTION

The shift to the governance of sustainable development gives more space to the voice of community and shifts the conventional approach that focuses more on the relation between government and companies (Prno dan Scolombe, 2012; Cuganesan & Floris, 2020). Some pressures arising in the form of regulations obliging the practice of CSR, fair treatment in land acquisition, and the policy of local labor recruitment quota also colored the atmosphere in demands of companies' social approach. With the emergence these demands, companies are expected to build good relations with its local communities. One of the main components to fulfil that expectation is by building community trust (Kemp & Owen 2013; Moffat & Zhang 2014; Dare, Schirmer, & Vanclay 2014; Adonteng-Kisi, O & Adonteng-Kisi, B 2017).

Poor relation between state-company and local communities creates complicated conflict dynamics (Prno dan Scolombe, 2012; Prno, J., 2013; Heffron, R., et al., 2018). The study further managed to map seven sources of relation with local communities that have direct impacts on the obstacles in the development of public infrastructure. In line with other studies, agrarian issues that include land acquisition are the main source of conflict between state-companies and local communities. Land is a source of life - the livelihood of local communities - which definitely not easy to be relocated and replaced through compensation schemes such as settlements (Hidayat et al., 2017; Ablo & Asamoah, 2018; Li et al. 2018; Nguyen & Kim, 2020). It is not rare that land acquisition, which often represents state interests, leads to conflict escalation

because it collides with culture/ownership land (Adonteng-Kisi, O & Adonteng-Kisi, B 2017; Notess et al. 2020;) and migrant issues (Gilberthorpe, E., et al. 2016).

Other issues related to the importance of relation management or being a "good neighbor" with local communities include employment (Zeng et al. 2015; Ma et al. 2017) and the implementation of CSR programs (Zhang & Moffat, 2015; Febrianti, 2018). Community perception on the issue of labor absorption affects the company's relation with the community (Bice, 2014). The management of CSR funds also has to pay attention to various aspects that can accomodate all interests. Based on the research by the National University of Singapore (NUS), the quality of CSR programs in Indonesia is fairly low (see: Febrianti 2018). This is due to the tendency in which companies only practice CSR after conflicts surface with the community.

On such basis mentioned above, the research questions in this study are: What is the correlation between the perception of fairness in land acquisition, fairness in the recruitment of local labor, and CSR performance with the level of social relation at Kertajati Airport?

Other than CSR practices as the main factor forming social relations, several studies, by taking a variety of cases in various company types, proposed other factors that can also affect companies' relation with the communities (Wilburn & Wilburn 2011; Moffat & Zhang 2014). In addition, referring to two major issues that have become problems in infrastructure companies, there are four studies that discussed both issues (Guha 2011; Bice 2014; Parson, Lacey, & Moffat 2014; Singh, Mishra, & Singh 2017). Each study

suggested that CSR approach needs to consider land acquisition policies (Guha 2011; Singh, Mishra, & Singh 2017) and the portion of local labor recruitment (Bice 2014; Parson, Lacey, & Moffat 2014) as other important factors in building social relations.

Hence, this study attempts to overcome the gap in the literature by proposing a new framework that connects CSR performance, perceptions of fairness in land acquisition, and perceptions of fairness in the absorption of local labor as factors that shape corporate social relation. This study also seeks to develop more comprehensive ideas in overseeing the climate of relations in the context of public infrastructure companies. This study tries to prove three hypotheses, namely (1) the more positive perceptions of fairness in land acquisition, the more positive social relations, (2) the more positive perceptions of fairness in local labor employment, (3) the higher the CSR performance, the higher the social relation, the more positive the social relation.

The authors argue that in the context of infrastructure companies, each determinant factor of relations does not have the same influence in each phase of development (pre-construction, construction, post-construction). In the pre-construction phase, the strongest factor in forming social relation is land acquisition mechanism, in the construction phase it is the absorption of local labor, and in the post-construction phase it is the CSR program. All of these determinant factors have a domino effect that can affect the subsequent phases. If the pre-construction (land acquisition) and construction (local labor employment) phases experience long-standing tensions, then all problems

that occurred in the past phase will be borne by the next phase (CSR). This domino effect can also work the opposite way. The implication of the problems in the previous phases causes the emergence of demands for the companies to pay more attention to the expectations and needs of their communities to avoid the potential latent conflicts created from the previous phases.

METHOD

This study used a quantitative approach with a survey method (Creswell, 2003). The authors took the analysis unit of Sukamulya Village which is an area affected by the development of Kertajati Airport and the observation unit of the Heads of the Family in Sukamulya Village. The sampling technique considered as appropriate in this study is stratified random sampling, in which the researcher divides the sample based on the distance to the airport as the center of activity that has impact to the farthest RW (Blok Jumat) and the nearest RW (Dusun Sukaresmi).

The number of selected samples is 320 households. This figure was obtained based on the calculation of the Slovin formula with a margin of error of 5% of the total population of 1602 households. The number of samples obtained from the furthest and closest RWs is 160 households each. The number of respondents in each RW was obtained based on the proportional calculation of each population. This is intended to anticipate different perceptions in the community towards the airport as the center of activity that has impact.

The questionnaire was arranged based on 4 main components, namely the level of social relations, the performance of

CSR programs, and the perceptions on fairness in land acquisition and employment of local labor. All components were measured on an interval scale of 1-10 with the lowest value being poor and the highest being good. The data from the questionnaire were then re-categorized into levels of high and low. The authors conducted an interval scale correlation test with Pearson Correlation to see the correlation between CSR program performance, perceptions on fairness in land acquisition, perceptions on fairness in the employment of local labor and social relations.

RESULTS AND DISCUSSION

A. *The Failure of Development in Spreading Goodness*

In mid-2018, the construction of Kertajati Airport phase one was completed. The purpose of this airport is to substitute for Bandung Husein Airport which can no longer accommodate passengers. Although it was stalled for twelve years (2003-2015), this airport was dubbed as the second largest in Indonesia after Soekarno-Hatta Airport. The construction, operation and development of Kertajati Airport were carried out by PT. West Java International Airport (BIJB), formed in 2015 by the Government of West Java Province as a Regionally-Owned Enterprise (BUMD). Kertajati Airport as a whole was built on an area of 1,800 Ha and its construction has shifted the function of five villages in Kertajati Subdistrict, namely Kertajati Village, Kertasari Village, Sukamulya Village, Bantarjati Village, and Sukakerta Village.

This research was located in Sukamulya Village as the last village of the five villages affected by land acquisition.

Sukamulya Village has twelve RWs consisting of seven Blocks (Senin, Selasa, Rabu, Kamis, Jumat, Sabtu, Minggu) and three Dusun (Padasuka, Nanjungmulya, and Sukaresmi). Up until now, the process of land acquisition in Sukamulya Village is still running in the Blok Jumat and Sabtu (RW 11 and RW 12). According to the Sukamulya Village Profile Data 2018, the majority of the Sukamulya Village community worked as farmers (71.63% or 3,164 people) and had an elementary school education (54.7% or 2,285 people).

Based on the data from the questionnaire, the authors found that 100% (320 respondents) of the Sukamulya Village community know and are aware of the CSR program from the BIJB Company. Most of the respondents only know CSR programs in the fields of environment and infrastructure. If ranked from one to five, the expectations of the Sukamulya Village community related to the existence of CSR programs are to have an impact, be useful, involve the community, be sustainable, and be close to the community.

B. *Escalation of Tension in Pre-Construction Phase*

In discussing the issue of land acquisition, there are pros and cons within the community in the pre-construction phase of the airport. Sukamulya Village is one of the villages that have been very concerned about the issue of land acquisition since the first socialization of the development plan in 2003. Of the five affected villages, Sukamulya Village was the only village which was quite intensely involved in clashes with the security forces when land measurements were carried out by the government. The clashes have occurred three times from 2013 to 2016. As a result of these events, dozens of

people were slightly injured and three villagers have been detained and until now have still not been released because they are considered as provocators. The resistance of the Sukamulya Village community is not without reason. Unclear information from the government regarding the extent of agricultural land and settlements affected by evictions has become a source of tension in their relation. If the community is silent and resigned to the eviction, they were worried that the fate of the whole community will become unclear as their livelihoods as farmers have disappeared. The community regrets that land acquisition is laden with investment interests only. Land acquisition seems to have become a habitual pattern that is determinant in justifying the public interest as a top priority and all actions can be justified (Rahmadian, et. al., 2020).

Although many of village communities initially refused to be evicted, the current dynamics of pros and cons are still inherent in influencing the construction of community perceptions. There are at least three sides of interest that has developed in the Sukamulya Village community. First, pro-development communities are those who felt that the compensation from the government is commensurate. The assumption of this pro community was that land acquisition activities did not harm them at all. Second, the counter-development community is those who did not want Sukamulya Village to disappear, so they want to conduct bedol desa (transmigration of the whole village). The reason for this counter party is because Sukamulya Village has a long history as a village of fight. Third, the pro-village government community is those

who choose to agree with the head of village's directions regarding the land acquisition issues. The current village head took the initiative to plan a new settlement near the location of Sukamulya Village. This group can be said to both support the development and also want Sukamulya Village to not disappear. However, in reality, the community included in the third axis has not received clarity regarding the development plan.

Table 1. Perception on Land Acquisition

Component	Title	Percentage	Category
Variable	Perception of Land Acquisition	71.4%	Poor
Dimension	Preparation	70.9%	Poor
Dimension	Implementation	72.5%	Poor

n = 320 Source: survey data in Sukamulya Village, Kertajati, Majalengka

Table 1 shows the unsatisfactory value which is 71.4% of the respondents assessing the mechanism of land acquisition classified as poor. This assessment implies that more communities lean towards the counter-development group. This cannot be separated from the amount of compensation given by the government for the purchase of the residents' land for public interest. According to the information from two informants in the counter-development group, the compensation for the purchase of land is considered detrimental because the majority of the community could not afford to buy a house and were forced to rent after their houses were sold. Some informants stated that this was because the land acquisition was not carried out simultaneously by the government.

The land acquisition at Kertajati Airport was carried out in three stages. In some of these stages, the community considers the mechanism of land acquisition as not beneficial, only at the

first stage where the compensation higher than land price at that time (Gemiharto, 2016). However, community perceptions at the first stage were somewhat beneficial. This is because at that time the price of land in Kertajati was still very cheap so that the compensation received was higher than the market price. However, the second and third stages were considered detrimental because land prices surged up due to the play of land prices from speculators. For that reason, the authors conclude that the process of land acquisition that occurred in Sukamulya Village can be classified as the compensation scheme category.

Table 1 also shows the two dimensions that measure community perceptions with little difference of value, namely the preparation dimension (70.9% of the respondents) and the implementation dimension (72.5% of the respondents), both categorized as poor. These figures illustrate that the mechanism of land acquisition at the preparation stage until the implementation took place less smoothly and was hampered. Although the interviews with the village officials stated the opposite, the quantitative data obtained by the authors show different result. This difference in perception occurs because the dynamics of interests within the local community in Desa Sukamulya vary greatly.

C. Restitution of Fairness in the Construction Phase

Discussions on the issue of local employment at large companies are often the main issues in companies' relations with communities. In the era of regional autonomy, some regional governments

sometimes contribute to this issue by creating regulations that provide fairness for local workers in their regions. Law No. 13 of 2003 on employment confirms that the placement of workers is carried out with due regard for equal employment opportunities and the supply of labor according to the needs of national and regional programs. Therefore, it is not uncommon for companies to make agreements with the local government in following up this regulation.

In the case of Kertajati Airport, the issue of labor is also an issue that is often voiced by the local community. In line with Bice's (2014) which stated that labor issues are one of the determinants for companies in securing relations. This study also examined the perception of local labor employment by measuring it using two dimensions, namely the dimension of fairness in the selection process and the dimension of fairness in information dissemination.

Table 2. Perception on Local Labor Employment

Component	Title	Percentage	Category
Variable	Perception on Fairness in Local Labor Employment	58.8%	Poor
Dimension	Fairness in Selection Process	58.1%	Poor
Dimension	Fairness in Dissemination of Information	59.4%	Poor
n = 320	Source: survey data in Sukamulya Village, Kertajati, Majalengka		

The findings in table 2 show that the perception of the Sukamulya Village community on the employment of local labor in the BIJB Company is classified as poor with the percentage of 58.8% of the total respondents. This percentage indicates that the company has not provided fairness for the community affected by the construction. A study

conducted by Hidayat, et al. (2017) found a negative impact of the construction of Kertajati Airport in the form of loss of agricultural employment opportunities, reduced farm income, and reduced total income of farm households. Meanwhile, according to Sukamulya Village profile data in 2018, the majority of village communities are dependent on agriculture. Thus, most communities in Sukamulya Village are threatened with not having an occupation while they are required to fulfill the wishes of the government titled "development for public interest". In this case the affected community did not receive compensation accordingly.

The dimension of fairness in information dissemination is the most contributing dimension in measuring the perception of local labor employment. The percentage of this dimension of fairness in information dissemination amounts to 59.4% of the respondents. This means that the community in Sukamulya Village is not given access to information for vacancies at the airport. This can be seen from the majority of respondents who did not know the vacancy from the airport allocated to the surrounding community. A small number whose family members have worked at the airport learned of the vacancy information from friends who worked at the village government and the company's website. This is regrettable since according to interviews with the company, a policy obliging the company to employ local workers by 20% quota was attached to the Momerandum of Understanding (MoU) with the third parties tasked with hiring manual labor such as security guards and office boys. Understandably, this problem is caused by

poor level of fairness in the information dissemination and effort to form a good perception (Zilliox, S & Smith, J.M. 2017).

D. Company Response in the Post-Construction Phase

In the case of Kertajati Airport, the CSR programs discussed in this study are environmental programs and infrastructure programs. The environmental programs carried out by the BIJB Company are in the form of "Kampung Ramadhan" and "Tebar Hewan Qurban". Kampung Ramadhan is a competition to commemorate the month of Ramadhan for the village in ring 1. Tebar Hewan Qurban is an activity for distributing cows and goats during Eid al-Adha to the villages around the company. Meanwhile, the infrastructure programs conducted by the BIJB Company are in the form of road repair assistance, mosque construction, mosque carpet assistance, and hostel assistance (BIJB Annual Report 2017). The reason the authors chose the environmental program and infrastructure program is because the majority of respondents in Sukamulya village only know of these two forms of the program.

Table 3. Performance of CSR Program

Component	Title	Percentage	Category
Variable	Performance of CSR Program	57.8%	Poor
Dimension	Benefits and Appropriateness	59.4%	Poor
Dimension	Sustainability	62.5%	Poor
Dimension	Impact	55.9%	Good
Dimension	Participation	60.9%	Poor
Dimension	Capacity Building	61.9%	Poor

n = 320
Source: survey data in Sukamulya Village, Kertajati, Majalengka

Moving on to the post-construction phase, based on table 3 the program performance of the BIJB Company has not reached the expected value (categorized as poor). With a CSR performance percentage of 57.8% of the respondents, this shows

that CSR practices by the company are still not in accordance with the needs of the community. The measurement is based on four dimensions classified as poor, namely the dimension of benefits and appropriateness, the dimension of sustainability, the dimension of participation, and the dimension of capacity building. The division specifically tasked with handling CSR was only formed after the construction of the airport was completed and has been running for exactly 8 months from 2018-2019. Previously, CSR activities were handled by other various organizational divisions acting on voluntary basis. From such conditions it can be said that the company has not yet committed to advancing CSR as one of their core businesses. Such conditions in the view of Owen & Kemp (2013) tend not to reduce tensions over the development and conflicts between companies and communities. On the other hand, the company should place the CSR program as an important part of supporting the company's operational activities (Resnawati, et al., 2019).

The dimension of sustainability is one of the dimensions contributing to the performance value of BIJB's CSR program. The company's policies related to CSR practices generally take form of charity such as road repair assistance and other physical construction. Meanwhile, the form of programs aimed at community development is still minimal. Even so, community perception on the impact of the assistance provided by the company is classified as good with a percentage of 55.9% of the respondents. This perception is understandable because the physical assistance programs are the easiest program to give tangible impact for the

community. Thus, it is not scarce for communities that feel assisted by the physical assistance programs to give good assessments.

E. *Social Relation in Post-Construction Phase*

In the context of infrastructure companies, social relations are the toughest test for companies because the main objectives of development and the resulting social impacts have a sizeable gap. Therefore, this study aims to measure the social relations between infrastructure companies and local communities obtained through several dimensions, namely the dimension of interaction and communication frequency, dimension of local community involvement, dimension of shared frequency, dimension of cooperation, dimension of impression on company attitudes, dimension of support, and dimension of community fairness, all summarized in table 4 below.

Table 4. Social Relation

Component	Title	Percentage	Category
Variable	Social Relation	66.1%	Poor
Dimension	Frequency of Interaction and Communication	56.9%	Poor
Dimension	Local Community Involvement	68.1%	Poor
Dimension	Shared Frequency	69.7%	Poor
Dimension	Cooperation	72.5%	Poor
Dimension	Impression on Attitude	55.9%	Poor
Dimension	Support	68.1%	Good
Dimension	Community Fairness	66.3%	Good

n = 320 Source: survey data in Sukamulya Village, Kertajati, Majalengka

As shown in table 4, the level of social relation in Desa Sukamulya is classified as poor with a percentage of 66.1% of the total respondents. This percentage is quite significant because almost two-thirds of the village community views the company

as unable to take into account the existence of the community around the company. This also indicates that the company does not implement sustainable development in their social policies. The poor relation occurred because five of the seven dimensions measured have poor ratings, including the dimension of interaction and communication frequency, dimension of local community involvement, dimension of shared frequency, dimension of cooperation, and dimension of impression on capacity.

One of the five dimensions is categorized as poor, namely the dimension of cooperation which supposedly has a significant percentage in measuring social relations. This means that the community feels that they almost never get invited to cooperate with the company, both in social and economic activities. In fact, rural communities have a very strong tradition of cooperation, but the company does not incorporate this aspect into their ethical actions. Meanwhile, according to Moffat & Zhang (2014) dimension of cooperation is a very significant part of procedural fairness as the strongest predictor of trust. When a company listens and cooperates in following up on a community complaint, it will increase trust in the company. Trust is one of the main components in building good relations with the community. Thus, it is not surprising that the findings described above show that the relation between the BIJB Company and the surrounding community is of poor value.

F. *The Pattern of Main Social Factors in Forming Relation*

In the context of infrastructure companies, in general the perceptions on fairness in land acquisition and fairness in

local labor employment as social factors have a strong enough correlation to influence the social relation between the BIJB Company and the affected community in Sukamulya Village, while CSR performance only has a weak correlation to the social relation.

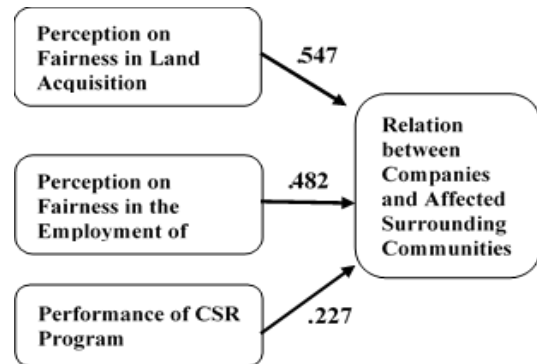


Figure 1. Correlation between Social Factors and Social Relations of Public Infrastructure Development Company

The perception on fairness in land acquisition which has a correlation with social relations is 0.547. The correlation value shows that the variables of perception on fairness in land acquisition and social relations have strong enough relation. Statistical test results also show the direction of a positive correlation, i.e. the more negative the perception on land acquisition, the lower the level of social relations, and vice versa. Thus, the authors' first hypothesis can be accepted and generalized to the population level. This means that land acquisition is still a very important factor for the relation between state-owned companies developing public infrastructure and its affected communities. The poor performance of land acquisition has a logical consequence of the poor acceptance from affected communities towards the existence and activities of the company and the construction of the public infrastructure.

Land acquisition which had many uncertainty problems makes the affected

community experienced a lot of injustice. The ineffective performance of the state and company bureaucracy in land acquisition has had some impacts on the community, namely the uncertainty of the time for the disbursement of compensation so as to make people uneasy and hold off on finding a replacement land first; the land prices that continued to rise while the community was waiting for the compensation; and the declining agricultural production because people's livelihoods are dominated by farming and the amount of agricultural land acquired. These impacts were not managed well hence the land acquisition variable still shows a fairly strong influence on the relation between both parties. Determination of economic interests to accelerate infrastructure development seem to ultimately make the social impact of land acquisition less managed and is still an important social factor that must be improved in the future.

The perception on fairness in the absorption of local labor also shows a fairly strong correlation (0.482) to social relation. Although the correlation value is slightly weaker than the land acquisition variable above, the value is still classified as fairly strong and linear correlation. Thus, the third hypothesis proposed by the author can be valid or accepted in the case of the BIJB Company. The greater the injustice perceived by the surrounding community in involving workers for public infrastructure development projects around them, the riskier the relation between the two parties would be.

The involvement of local workers is also an important social issue in the era of local democratization or the post authoritarian era. Democratization opens

up a space for local communities to increasingly feel as the owners of local territories and resources (sense of localism, see Prayogo 2011). This condition triggers problems in relations and conflicts between companies and local communities due to feelings of inequality over the "rights" taken, the perceived impact, and the benefits received (Davis & Frank, 2011). One of the benefits deemed as important by the surrounding community is the priority of their involvement as workers. However, in reality the community thinks it is regrettable that involvement was bare minimum, only at the level of unskilled labor. They view the existence of the company and the construction of public infrastructure around them as unable to provide tangible benefits. This eventually led to several protests and complaints.

The BIJB Company has not fulfilled the aspect of fairness in local labor employment. This can be seen from the responses of the respondents who stated that access to job information by the company is classified as poor. In addition, the community did not see any affirmative action was taken in relation to the employment of local workforce. It was found that there was an agreement regarding the demand for 70% employment from the company. Therefore, when the demands were not met by the company, the social relation built between the company and the community took the form of rejection.

Based on figure 1, the correlation test between the performance of CSR programs and social relations obtained Pearson correlation coefficient of 0.227 or showed a weak correlation. The weak correlation between CSR program performance and

social relations is caused by two things. First, the community classified as counter-development has a strong sense of hatred towards the BIJB Company. This is influenced by the domino effect on each of the determining factors of relations that occurred in the previous phases (land acquisition and employment). Thus, the majority of respondents claimed to not really care about assistance from the company.

Secondly, airport companies are classified as a type of service industry. This type of industry does not have vulnerability to local communities, but rather the influential stakeholders that cause tension in its economic activities are the consumers. Conflict tendencies with local communities generally occur in the types of extractive industries and agribusiness. Therefore, the determination of stakeholders is important for all types of companies so that the target beneficiaries of CSR are on point and appropriate so that they can secure their social relations.

The context of this study is almost similar to the results of study conducted by Moffat & Zhang (2014) that the role of CSR has a very weak correlation to social acceptance by local communities with a percentage of 6%. In that research, other factors influencing social relations were also found, namely communication depicted on the quality and quantity of contact, implementation of procedural fairness that emphasizes the form of two-way communication and trust from the local community. In line with the research of Moffat & Zhang (2014), this study has found other factors that can influence the level of social relations in the context of infrastructure companies.

From the whole description above, it can be seen that the highest level of correlation to social relations in this study is the perception on fairness in employment. This is in line with the research conducted by Bice (2014), which showed that the contribution of labor issues in building social relations is very influential. In the case of the BIJB Company, the construction of the airport had a negative impact in the form of eliminating the livelihoods of the majority of the population in Sukamulya Village (Hidayat et al. 2017). The local community expects restitution for the losses they endured. Thus, the company can build good relation by meeting the community's expectation related to the employment of local labor.

The social factor with the lowest correlation to relation in this study is the performance of CSR programs. The majority of the community focused more on the issue of land acquisition and local employment. As a result, the community does not care much about any assistance from the company through CSR programs. The benefits and appropriateness of CSR programs have not been well delivered by the company. The community's expectations are only directed towards fairness in land acquisition and fairness in the employment of local labor. Therefore, in the case of the BIJB Company it can be concluded that CSR is no longer a dominant factor influencing social relation.

CONCLUSIONS

The correlation analysis in this study shows that the authors' hypothesis is proven, where the three social variables tested as determinant factors of the relation between the company and the

affected community show a correlation that is positively or linearly related. The more positive perceptions on fairness in land acquisition and absorption of local labor, as well as CSR performance, the more positive the social relation. However, the correlation looks noticeably strong between perceptions on fairness in land acquisition as well as perceptions on fairness in involving local labor and relations, while CSR performance only shows a weak correlation. This is caused by the negative social impact of the public infrastructure development which eliminates the livelihoods of the surrounding community, the lack of local labor employment, and the poor mechanism of the company in managing complaints from the surrounding affected community. The low correlation of CSR performance is caused by the ineffective management of CSR programs in the surrounding community that has accumulated distrust of the public infrastructure development company. As a result, the program can only be in the form of sporadic charity and cannot be implemented in a program format that empowers and develops the capacity of surrounding affected community. The influence of these three variables appears differently at each stage of development. The land acquisition factor shows as the dominant influence at the pre-construction phase, while the employment of local labor and CSR are more visible at the construction and post-construction phases. Yet in general, an interesting pattern that can be seen from the results of this study is the unfairness in the process of land acquisition and local employment as social instruments to foster relation, ultimately placing a double burden on the

implementation of CSR that has to cover the "wounds" in the relation. The mistrust that has accumulated within the surrounding affected communities due to the lack of good management of the two social issues requires good CSR performance to the community and other local stakeholders to be able to make up for it.

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