

Analysis of PT Grab Indonesia's CSR strategy in facing cuts and capital management during the pandemic

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ABSTRACT

Currently building a good relationship between the company and the social environment is very important, besides the social environment, building good relationships within the company is also very important. This will affect how a company is run, and how well the company's reputation can be formed. This responsibility is carried out by the Corporate Social Responsibility (CSR) of each company, moreover this is a big challenge for a CSR during a pandemic. Many large companies are experiencing a period of crisis, one of which is PT Grab Indonesia, whose company is engaged in online sales, transportation, and so on. Which ultimately limits PT Grab Indonesia in carrying out its duties, due to the emergence of a pandemic that requires people to stay at home. But on the one hand, this pandemic can also be an opportunity to improve the company's reputation through CSR programs. The purpose of this research is to find out how PT Grab Indonesia's CSR strategy in dealing with cuts and capital management during this pandemic, while still paying attention to employees and the surrounding environment so that no one feels disadvantaged and the reputation remains good. This study uses a descriptive-qualitative research approach with case study analysis method of CSR strategy at PT Grab Indonesia. The result of the study is to find out how PT Grab Indonesia's CSR strategy is in dealing with problems related to cutting and managing capital in order to maintain a good reputation.

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1. Introduction

Today many large companies are run by having someone responsible for managing relationships with employees, investors and the environment around the company (Fanti & Buccella, 2017). The World Business Council for Sustainable Development defines Corporate Social Responsibility (CSR) as a company's commitment to contribute to sustainable economic development, working with company employees, employees' families, local communities, and society as a whole in order to improve the quality of life (Cai et al., 2019). A CSR must be able to build relationships both in the social environment and within the company, because the sustainability of the company is also influenced by the relationship that CSR has with the people involved, seen from how CSR can provide real hope and promise to the social environment. In this case, what has been promised must be carried out properly, and not harm any party, so that the relationship remains well established (PURWANDINI & IRWANSYAH, 2018).

The formulation of CSR objectives by the company is very dependent on the results of the company's analysis of the company's internal and external environment. CSR is known as

environmental scanning or in the context of CSR known as assessment, companies can formulate the company's CSR goals with various alternative strategies that can be achieved by the company (Akbari & McClelland, 2020). Talking about strategy, currently large companies have changed their CSR strategy or tightened their respective CSR programs. This is due to the emergence of the covid-19 pandemic, where the existence of this pandemic can also be one of the challenges for CSR in a company. A CSR must be responsive in carrying out his duties, especially during a pandemic like this, surely many unexpected things can happen (Wicaksono, 2021).

As we all know (Cortegiani et al., 2020), coronavirus disease 2019 (COVID-19) is an infectious disease caused by acute respiratory syndrome coronavirus 2 (SARS-CoV-2). This disease was first identified in December 2019 in Wuhan, the capital city of China's Hubei Province, and has since spread globally, resulting in the 2019 coronavirus pandemic that still exists today (Lestari & Sularso, 2020). Indonesia is also one of the countries affected by the 2019 corona virus pandemic, which every day has many cases. The emergence of this pandemic in Indonesia (Amnesty International, 2020), ultimately affects the country's economy, companies and the lifestyle of the Indonesian people. Many activities are limited, especially at the beginning of the pandemic, where all schools are required to study at home, office and company (Rafikasari, 2020). All activities are limited and can only be done at home, which eventually becomes a big problem for the community and the company. The economy during a pandemic like this must be very influential, many people lose their jobs, reduce salaries or their companies go bankrupt (Putra, 2020). For companies, problems like this cannot be avoided, companies must be able to find solutions and try not to harm any party. However, even so, there are still parties who feel disadvantaged.

This is one of the company's CSR responsibilities to be able to find solutions as well as challenges that must be faced, because CSR actions taken by the company affect the company's reputation. Reputation is the crystallization of the image built by the community based on direct or indirect experience and seen from the performance of the organization/company. In addition, with a good reputation the company has disseminated information to the public about what products to buy, in which companies people should work, and in which company shares to invest (Novita Damayanti & Dewi, 2021). Regarding cases like this, it can be seen from PT Grab Indonesia. PT Grab Indonesia is a company engaged in online services, related to motorcycle taxis, ordering food and so on (Bismoaziiz et al., 2021). Grab actually has its head office in Singapore which is divided into several countries and Indonesia is one of them. PT Grab Indonesia has many employees who work in administration or offices as well as drivers who are active on the streets. For the use of Grab Indonesia, it has been divided into several islands that can be accessed and used (Rahmawati et al., 2021), you can imagine how many employees and drivers they have. If you look at the services offered by PT Grab Indonesia, such as motorcycle taxis/transportation, ordering food and others, this means that it cannot be done during the pandemic because people will try to keep their distance, not meet other people, and do not do activities in public places (Nur Damayanti, 2021). outside the house. This is a challenge for PT Grab Indonesia, especially its CSR during this pandemic, because orders will definitely decrease and use of transportation will drop drastically, so that does not result in PT Grab Indonesia having to cut and manage capital for the company and employees (Fahrurrozi et al., 2020).

One of the steps that must be taken by PT Grab Indonesia is to maintain a good reputation in the community, which can be helped by CSR programs that are also engaged in the social environment, as well as employees and company investors (Sri Rejeki, 2021). The company's reputation may decline due to cuts and capital management which will also affect the employees and drivers of PT Grab Indonesia, which in turn becomes the subject of public talk against PT Grab Indonesia which cannot find solutions without harming other parties (Adam & infokomputer, 2020). Because as we know, reputation is also shaped by society, where they can judge from what they see or hear from other people. PT Grab Indonesia's CSR must continue to pay attention to the social environment and employees during a pandemic like this, because if you think about it, the company will also be able to run with the help and reputation formed by the community (Bilal et al., 2021). If the reputation formed in the community regarding PT Grab Indonesia is good, it will also have a good impact on PT Grab Indonesia, but otherwise it could be a very detrimental thing for PT Grab Indonesia (Ramadhanty et al., 2021).

Judging from the statement above, it can be seen that PT Grab Indonesia is currently experiencing a period of crisis in which they have to make cuts and capital management in order to continue their company so that it can continue to run. PT Grab Indonesia has a CSR in charge of helping to solve this problem so that the news is not confusing to employees and also the social environment Reporter & tirto.id (2020), therefore PT Grab Indonesia's CSR strategy is made to maintain their reputation. where the purpose of this research is to find out more about the challenges faced and PT Grab Indonesia's CSR strategy in managing the company's reputation to remain good during this pandemic.

2. Theoretical Framework

1) Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is an agreement from the World Summit on Sustainable Development (WS-SD) in Johannesburg, South Africa 2002 which is intended to encourage all companies in the world to create a sustainable development. The role of CSR can be seen as an effort to realize good corporate governance, good corporate citizenship and good business ethics from a business entity (Theaker, 2020). A CSR has a responsibility to maintain the relationship between employees, investors and the social environment (Mulej et al., 2020). A CSR also often goes directly to the social environment to maintain the relationship between the company and the social environment. In addition, the awareness of the company in doing something to the community is also very necessary, which is through CSR as an intermediary (Idowu & Sitnikov, 2020). The implementation of CSR programs in companies usually involves several things, such as for employees, programs made by ordinary CSR regarding safety guarantees at work, such as getting BPJS, or maybe tools and clothing that are safe and protect themselves while working (Crowther & Rayman-Bacchus, 2017). In addition to employees, CSR programs for investors, such as providing good service, anticipating unwanted events so that investors feel confident, then in the social environment, CSR programs provided are usually in the form of good road access, distribution of land that can be used by the community to increase the economy, distribution of basic necessities for small people and so on (Delbard, 2020).

2) PT Grab Indonesia

PT Grab Indonesia is a company engaged in online services, such as online motorcycle taxi services, ordering food, delivering goods and so on (Bismoaziiz et al., 2021). Grab has its head office in Singapore, and other branches are established in several other countries and Indonesia is one of them. PT Grab Indonesia itself has employees who work in administration or offices as well as drivers who move on the streets, such as online motorcycle taxis, delivery of goods and food ordering services (Rahmawati et al., 2021). For the use of Grab Indonesia, it has been divided into several islands that can be accessed and used as an application that can make it easier for us.

3) Covid-19 Pandemic

The COVID-19 pandemic is the most shocking case of the virus throughout the world, where the impact of the Covid-19 virus is felt throughout the world (Ndwandwe & Wiysonge, 2021). On December 31, 2019, a case of unknown pneumonia appeared in Wuhan, China, this case was caused by the corona virus or known as Covid-19 (Corona Virus Desese-2019). The characteristics of this virus are that it has a fast and high rate of spread, based on WHO data, it was found that COVID-19 had become a global pandemic with 4,534,0731 confirmed positive cases in 216 countries around the world in 2020. The corona virus began to plague Indonesia since early March until now. The impact of this pandemic has changed aspects of human life, especially in the country's economy (WHO, 2020). With this pandemic, it is difficult for all Indonesian people to improve their economy, because many have been affected by layoffs or layoffs (Tian et al., 2020). even salary cuts. All activities can only be done at home, so activities to earn a living directly are limited.

3. Method

This research was conducted using a qualitative approach which was carried out descriptively. Qualitative research focuses on ontological activities (Sarifudin et al., 2020). The data collected is in the form of words, sentences, or pictures that have meaning and are able to spur the emergence of a deeper understanding than just numbers or frequencies. In addition, researchers also emphasize notes with detailed, complete, in-depth sentence descriptions that describe the actual situation to support data presentation (Triana et al., 2020). The method in this study is to analyze the CSR strategy at PT Grab Indonesia. To support this research, data on PT Grab Indonesia or PT Grab Indonesia's CSR strategy were searched through books and journals with relevant information.

4. Results and Discussion

1) *The Impact of the Covid-19 Pandemic on Indonesia*

In As we know, all countries on earth are experiencing sadness due to a virus that can bring death, namely Covid-19. This virus has a large scale and has caused a pandemic in various parts of the world, especially Indonesia. The Covid-19 pandemic has had a negative impact on the lives of Indonesian people, especially in the economy (Cave & Dredge, 2020). All activities outside the home are prohibited during the pandemic, which makes people restless and confused about how to continue their lives. In addition, many companies and businesses have decreased income and growth, then many people have been laid off during the pandemic due to a lack of income earned by a company. Indonesia at that time was really in a period of crisis, besides that the biggest case ever was in Indonesia (Shafi et al., 2020). The spread of Covid-19 is so fast and cases are increasing every day, all activities can only be done at home. Various places such as schools, offices, shops, malls, food stalls, etc. were forced to close.

One of the impacts of Covid-19 in Indonesia is the poor Indonesian economy, which greatly affects the survival of the Indonesian people. On the one hand, not only in the community, the government also feels the same way, where it is difficult for them to carry out their duties, namely to make the Indonesian people calmer in dealing with the Covid-19 case (Taufiq, 2021). but gradually, the government began to adapt by providing policies during this covid-19 period, so that the community could also slowly change the economic crisis.

Indonesia is a country that can be said to be slow in handling this Covid-19 case, even though it has implemented PSBB, then restrictions on foreign nationals to visit Indonesia, PSBB has been carried out several times, especially during holidays and holidays (Miharja et al., 2021). In addition, for schools only through the online system, without meeting in person, then in terms of work, Work From Home (WFH) is also applied, namely working from home. With times like this, you must initially find it difficult to go to school or work from home, everything feels a burden, especially for people who work in offices (Yunida, 2021). They will feel wary of layoffs that result in them losing their jobs, and it is true, there are several companies or offices that lay off their employees, of course this is a problem for the community and also a problem for the company.

The occurrence of these layoffs resulted in many people who were affected taking to the field to take action against the Indonesian government and also the offices/companies where they worked. In addition, the community action also asked how the government's policies were in dealing with the COVID-19 pandemic (Wallace et al., 2020). With the Covid-19 pandemic, it has also had a big impact on the underprivileged, the mediocre income with conditions that require them to reduce activities outside the home makes them confused about how to continue their lives. In addition to discussing the company's community, even the government also experienced the same difficulties. Especially for companies that are just starting their careers, many companies eventually go bankrupt and discontinue their companies, but not only for companies that are just starting to develop, companies that have been formed for years can go bankrupt. Well-known companies have strategies that can be said to be much more mature, they may not go bankrupt but try to reduce the burden on the company (Song et al., 2021).

2) *PT Grab Indonesia's CSR challenges during the pandemic*

Currently, the understanding of corporate social responsibility (Corporate Social Responsibility) is widely interpreted that it is only limited to charity, philanthropy, and community development. In fact, it is not uncommon for CSR responsibilities to only be imposed on certain sections or divisions. In fact, CSR activities are a strategic decision that involves all company resources or a comprehensive strategic decision (Triana et al., 2020). CSR activities in the form of community development, charity, or philanthropy that are currently developing in Indonesia are still activities that are community service or environmental that are not far from the location where the business world carries out its activities. In this case, often CSR activities have not been linked to the three elements which are the key to sustainable development, namely financial aspects, social aspects, and environmental aspects which are commonly referred to as the triple bottom line (Novita Damayanti & Dewi, 2021).

The development of CSR in Indonesia still has to be further developed, because many companies have CSR but they do not really apply the concepts that CSR should carry out. Moreover, CSR is very influential in contributing to give positive things to the company and also the surrounding environment. Aware of the responsibilities of CSR, a company can run well, because CSR also builds with the surrounding environment.

However, if a company is experiencing a crisis, the role of CSR is very large, with strategies and programs that have been formed to help companies that are in crisis. Therefore, it is important for a company to implement a good CSR system and truly follow the nature of the work and workflow of a CSR. If a problem occurs, then it will also be one of the challenges for a CSR to think of strategies and programs that will be able to help the company to stay well (Nadanyiova, 2017).

This is what is currently being felt by PT Grab Indonesia's CSR, which at this time as we know Indonesia is being hit by the covid-19 virus. Which requires companies to make cuts and capital management within the company, with this problem it will surely reach the employees and also the social environment. It is important for a CSR to be able to solve the company's problems, the challenge faced by CSR is how to keep employees working well despite salary cuts.

3) *PT Grab Indonesia's CSR strategy during the Pandemic*

One of PT Grab Indonesia's CSR strategies during the current pandemic is trying to maintain and improve the reputation of PT Grab Indonesia. Although the current condition is very alarming and PT Grab Indonesia continues to run its business without laying off employees, they anticipate this by cutting and managing capital, so that employees can still work even with a reduced salary (Sri Rejeki, 2021). PT Grab Indonesia always pays attention to how its employees can work comfortably, even though it is one of the tasks of CSR but the company still has higher authority to make decisions. PT Grab Indonesia's CSR strategy during this pandemic not only has a good impact on employees but also on the community, which is also one of CSR's tasks in maintaining good relations with them (Nur Damayanti, 2021).

PT Grab Indonesia's CSR responsibility step in the social environment during a pandemic like this is to carry out COVID-19 vaccination activities, with the help of the government and several other companies. This CSR program is carried out in several areas, namely Bandung, Solo, Palembang, Bali, and Tangerang. Grab presents a vaccine center with a 3 in 1 approach to vaccinate 5,000 elderly people and workers in the transportation, tourism, and media public sectors in Bandung City, West Java Province.



Fig. 1. (Vaccination in Bandung)

The Surakarta City Government carried out a phase 2 vaccination aimed at State Civil Apparatus (ASN) and public workers in the transportation sector, which included online transportation and local taxi driver partners, including Grab driver and delivery partners at Surakarta City Hall which was held from 20 to 22 March 2021.



Fig. 2. (Vaccination in Solo)

The Ministry of Health of the Republic of Indonesia is again collaborating with Grab and Good Doctor to present a vaccine center in Palembang, South Sumatra on March 29-31, 2021 by targeting vaccination of 4,600 elderly people, public workers in the transportation and tourism sectors in Palembang for three days. The selection of the place for the implementation of CSR activities of PT. Grab Indonesia in several places according to data collection and input from various stakeholders, especially the Ministry of Health and Local Government. Implementation is focused on areas that are also related to the existence of PT. Grab Indonesia.



Fig. 3. (Vaccination in Palembang)

Vaccination in Bali from 27 February to 5 March 2021 for batch 1 and on 13 to 19 March 2021 for batch 2, which is one of the areas most affected by COVID-19 in the tourism industry. Referring to the success of the Grab vaccine center in Bali, the Ministry of Health continues to collaborate with Grab and Good Doctor to run a vaccine center in Banten Province with an approach that prioritizes technology that provides more comfort for vaccine recipients, especially the elderly.

PT Grab Indonesia wants to help the government in realizing the return of activities as before, by vaccinating. In addition, PT Grab Indonesia also prioritizes covid-19 vaccination for the elderly group as a sense of concern, this CSR activity is focused on the elderly because they are considered vulnerable to disease so that it is a company priority. Then PT Grab Indonesia is also trying to vaccinate driver partners, partners today, food delivery has become Grab and Grab Kios agents to get education about vaccines as well. Another step Grab offers to work with the government and use the Grab platform as a channel of information regarding false news about COVID-19 or educating on the importance of vaccination. In addition, Grab also offers in-app health consulting services handled by professional medical personnel, and Grab is willing to collaborate with the government with various approaches to accelerate the distribution of vaccinations throughout Indonesia (Nur Damayanti, 2021).

PT Grab Indonesia's CSR strategy offered to the public has become a tangible form of Grab's concern for the social environment, and the real impact can be felt by the social environment. Connecting with the social environment through vaccination during a pandemic like this is very influential for the environment, because the community needs real evidence of a sense of care and good relations in company relations and the social environment (Prana Rossi, 2020). The existence of a good relationship that is formed can guarantee that the company will continue to grow and develop, because when viewed from a financial point of view, it is something that can bring down the company as well. With the strategies and programs owned by PT Grab Indonesia's CSR, it can provide investment, growth and profit for the company. Even during a pandemic like this, PT Grab Indonesia can survive with the help of strategies and CSR programs.

5. Conclusion

PT Grab Indonesia during this pandemic can continue to carry out its responsibilities with the help of strategies and programs run by the company's CSR (Delbard, 2020). Cutting capital for employees so that employees can continue to work and not be laid off, then carry out capital management, by slowly re-running the company during the pandemic, even though it will not be able to improve as before. CSR PT Grab Indonesia also continues to strive to provide the best by carrying out CSR strategies that are in accordance with current conditions, in which the situation is also an opportunity to maintain the company's reputation, namely by carrying out vaccinations in collaboration with the government and several other business partners (Sri Rejeki, 2021). This strategy can provide tangible benefits and impacts and is well felt by the social environment, between the company and the community while maintaining a good relationship. In addition, this CSR strategy also helps government programs so that conditions return to normal as soon as possible by carrying out mass vaccinations in various parts of Indonesia, so that people's jobs return, the country's economy returns and the return of tourism and Indonesia's creative economy. Having a good CSR company will really help the company in building a reputation, PT Grab Indonesia's CSR has mature concepts and runs according to the nature of a CSR. PT Grab Indonesia can get through its crisis period by trusting its CSR strategies and programs (Novita Damayanti & Dewi, 2021). In forming a CSR strategy, a CSR must also be able to pay attention to conditions, so that the CSR strategy can be carried out successfully. The CSR strategy of vaccinating during the pandemic carried out by PT Grab Indonesia is very profitable for the company itself, the company will have a very well formed name, image, and reputation.

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