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**AMALAN TANGGUNGJAWAB SOSIAL KORPORAT:
KAJIAN TERHADAP PROSES PEMBUATAN KEPUTUSAN DAN
AKAUNTABILITI PELAKSANAAN RANCANGAN
'BERSAMAMU' OLEH MEDIA PRIMA BERHAD**



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Awang Had Salleh
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Abstrak

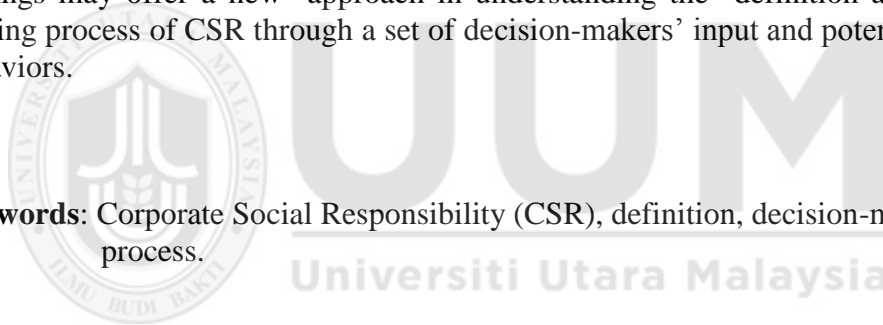
Akauntabiliti pelaksanaan Tanggungjawab Sosial Korporat (CSR) dalam mempengaruhi komuniti sasaran dan keputusan pendekatan makna CSR harus dilihat dari perspektif praktikal dan teoretikal. Objektif kajian ini adalah untuk mengetahui cara pendekatan keputusan dari segi makna CSR dan cara proses membuat keputusan program 'BersamaMu' di Media Prima Berhad. Secara spesifiknya, terdapat tiga matlamat utama kajian. Pertama, untuk meneliti konsep CSR dalam konteks program BersamaMu. Kedua, untuk meneliti proses membuat keputusan dalam program BersamaMu. Matlamat ketiga pula, untuk mengkaji faktor-faktor yang merangsang proses pembuatan keputusan rasional program BersamaMu. Seramai 14 orang responden yang terlibat dalam proses penerbitan program televisyen CSR telah ditemu bual dalam kajian ini. Analisis secara tematik telah menemukan beberapa tema asas dan telah dikategorikan kepada tujuh tema utama. Pertamanya, konsep CSR dalam konteks program BersamaMu terdiri daripada kemiskinan, pembangunan dan penyertaan kepada komuniti sasaran. Keduanya, terdapat tiga jenis proses membuat keputusan dalam program BersamaMu iaitu permuafakatan meja bulat, tahap tingkat keputusan, dan perspektif pihak berkepentingan. Ketiganya, konteks situasi komuniti sasaran merangsang proses pembuatan keputusan rasional program BersamaMu. Kajian ini boleh menawarkan satu pendekatan baharu dalam memahami definisi dan proses membuat keputusan CSR melalui himpunan penyertaan pembuat keputusan dan perlakuan keputusan yang berpotensi.

Kata Kunci: Tanggungjawab Sosial Korporat (CSR), definisi, proses pembuatan keputusan.

Abstract

The accountability of Corporate Social Responsibility (CSR) implementation in influencing the targeted community and the decision approach of the meaning of CSR should be seen from the practical and theoretical perspectives. The objectives of this study were to know ways of the decision approach in terms of the meaning of CSR and ways the decision-making processes are being made in program 'BersamaMu' at Media Prima Berhad. Specifically, there are three main objectives. Firstly, to determine CSR concept in the context of BersamaMu program. Secondly, to determine the decision making process in BersamaMu program. Thirdly, to investigate stimulating factors of rational decision making process of BersamaMu program. A total of 14 respondents who were involved in the production process of the CSR TV program were interviewed for this study. Through thematic analysis, several basic themes were identified and they were categorized into seven main themes. Firstly, CSR concepts in the context of BersamaMu program are poverty, development and participation to the targeted communities. Secondly, there are three types of decision making process, namely consensus-of-round-table, level of decision stages and perspective of stakeholders. Thirdly, situational context of the targeted community stimulated rational decision making process of BersamaMu program. The findings may offer a new approach in understanding the definition and decision-making process of CSR through a set of decision-makers' input and potential decision behaviors.

Keywords: Corporate Social Responsibility (CSR), definition, decision-making process.



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Senarai Singkatan

CSR	Tanggungjawab Sosial Korporat atau ‘Corporate Social Responsibility’
CSP	Prestasi Sosial Korporat atau ‘Corporate Social Performance’
TV	Televisyen
FPK	Fasa Pembuatan Keputusan
SOR	Rangsang-Operasi-Respon atau ‘Stimulus-Operate-Response’
MCDM	Pembuatan Keputusan Pelbagai Kriteria atau ‘Multi Criteria Decision Making’
SDM	Pembuatan Keputusan Strategik atau ‘Strategic Decision Making’
RWP	Responden Wartawan dan Penerbit
RTS	Responden Teknikal dan Sokongan



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BAB SATU

PENDAHULUAN

1.1 Pengenalan

Pembuatan keputusan aktiviti Tanggungjawab Sosial Korporat atau ‘Corporate Social Responsibility’ (CSR) bukan merupakan perkara yang baru di Malaysia. Aktiviti CSR organisasi tidak hanya memberi kesan yang besar kepada masyarakat tetapi juga kepada persekitaran dan ekonomi (Netterstrom, 2011). Malah, organisasi kini telah meningkatkan keputusan untuk bertanggungjawab dan mempertingkatkan rasa prihatin terhadap pengurusan isu mengenai masyarakat atau CSR dalam aktiviti pemasaran demi keuntungan organisasi dan para pemegang saham (Bronn & Vidaver-Cohen, 2008; Marsden, 2000; McAlister & Ferrell, 2002; Altman & Vidaver-Cohen, 2001; Chattananon & Lawley, 2004).

Organisasi mula aktif menggunakan media massa dan terlibat dalam siri atau iklan program di televisyen (TV) untuk melakukan aktiviti CSR bagi mencapai objektif organisasi. Menurut Peachey (2007) dan Jimena (2007), peranan media massa terutama program CSR di TV adalah bertujuan untuk meningkatkan kesedaran mengenai bagaimana keputusan pendekatan maksud CSR terhadap kemiskinan tegar boleh bertanggungjawab terhadap prestasi organisasi dan mempersoalkan tindakan organisasi tersebut ataupun melaporkan tindakan yang diperlukan. Selanjutnya, tanggungjawab ke atas keputusan kesedaran maksud CSR kepada pelaku utama seperti badan bukan kerajaan atau NGO (‘Non Government Organization’), melalui kempen masyarakat, mula mengutarakan persoalan yang sering membelenggu

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Lampiran A

Soalan Temubual Mendalam



RESPONDENT INTERVIEW SURVEY QUESTIONS
QUALITATIVE SEMI-STRUCTURED INTERVIEW QUESTION
(For TV Broadcasting Station)

*Interview Protocol: Perspective of Approach, Understanding & Definitions and
CSR Decision-Making Process.*

This Research Questionnaire of PhD's Degree thesis about 'Corporate Social Responsibility (CSR) Practices: A Study of the Decision-Making Process And Accountability Implimentation for Charity Program By Private TV Station in Malaysia'.

(Soalan Kajian Tesis PhD mengenai 'Amalan Tanggungjawab Sosial Korporat (CSR): Kajian Terhadap Proses Pembuatan Keputusan dan Akauntabiliti Perlaksanaan Program Amal Oleh Stesen TV Swasta.)

Dear Respondents,

The purpose of this study is to identify, examine and to understand the definition of CSR in organization (its approach & goals) and how the CSR decision-making process is done in charity TV program, in private TV station. The study also includes the presence of decision-making components that could influence. **This study will not interfere any of the policy or the confidentiality of responden's organization, and it is merely as an opinion base.**

I sincerely hope that participation by all respondents in answering the questionnaires will help to analyze the effectiveness of CSR decision-making process in charity TV program. I thank everyone and feel grateful for the participation in this survey. Kindly reply at julastrictsb@gmail.com, or at my address: 98A, Blok A, MK 12, Jln Sg Nibong 1, Sg Nibong Besar, 11900 Bayan Lepas, Penang. You can also contact me at 019-4448007. Thank-you.

Tujuan kajian ini adalah untuk mengenal pasti, mengkaji dan memahami pendefinisian CSR organisasi (pendekatan dan objektif) dan bagaimana proses keputusan CSR dibuat dalam sesebuah program amal oleh stesen TV swasta. Kajian ini juga mengenalpasti wujudnya pengaruh komponen pembuatan keputusan. Kajian ini tidak akan menyentuh mana-mana polisi dan kerahsiaan organisasi responden dan ia hanya bersifat pendapat responden semata-mata.

Saya amatlah berharap agar penyertaan oleh semua responden dalam menjawab persoalan kajian ini akan membantu untuk mengkaji keberkesanan proses pembuatan keputusan CSR dalam sesebuah program amal TV. Saya mengucapkan terima kasih kepada anda dan semua pihak yang telah membantu dalam kajian ini. Sila hantar melalui julastrictsb@gmail.com, atau di alamat saya: 98A, Blok A, MK 12, Jln Sg Nibong 1, Sg Nibong Besar, 11900 Bayan Lepas, Pulau Pinang. Anda juga boleh hubungi saya di 019-4448007. Terima kasih.

Qualitative In-depth Semi-Structured Question :

Demography :
(Demografi)

1. PERSONAL INFORMATION.

Date : _____ Interview Location: _____

- a) Name : _____
b) Position : _____
c) Organizational Name : _____



In your view :

(Pada pandangan anda):

2. **CSR APPROACH, UNDERSTANDING AND DEFINITION.**

Questions are raised to identify the understanding of CSR approach and definition for TV Media Station organization against the implimentation of CSR program activity.

Persoalan ini diutarakan bagi mengenalpasti tentang pendekatan pemahaman pendefinisian tanggungjawab sosial korporat (CSR) bagi organisasi media stesen TV terhadap pelaksanaan program aktiviti CSR.

a) **In your opinion, what do you understand by CSR activity and its definition?**

Apakah yang anda faham mengenai aktiviti CSR dan definisinya dari sudut pandangan anda?

b) **What is your view about the clarity of poor people?**

Bagaimana pula maksud miskin dari sudut pandangan anda?

c) **Then, what is your view about the definition of organizational CSR?**

Bagaimana pula maksud CSR organisasi dari sudut pandangan anda?

3. **CSR PROCESS DECISION MAKING.**

Questions are constructed to identify the CSR decision making process: the manner in which it is being constructed as well as to discover its implementation process in the private station of TV3 organisation.

Persoalan ini diutarakan bagi mengetahui bagaimana proses pembuatan keputusan CSR dibuat dan dilaksanakan dalam organisasi Stesen Penyiaran Swasta TV3.

a) **In your opinion, what is the best or effective way of the decision making process and then set of instructions to be given towards the implementation of a TV program?**

Pada pandangan anda, bagaimanakah cara proses untuk membuat keputusan dan memberi arahan kepada pelaksanaan sesebuah rancangan TV itu dibuat dengan lebih berkesan?

b) **In your view, would there be any possibility that the decision making process is being made seperately towards the subject of the poor at location and suggestions as to how the decision could happen and be allowed?**

Pada pandangan anda, kemungkinan berlakunya pembuatan keputusan dibuat secara berasingan di lokasi warga miskin dan cadangan bagaimana ia boleh berlaku dan dibenarkan?



4. STIMULUS INFLUENCE INTERNALLY AND EXTERNALLY.

The following questions are constructed in order to identify and discover whether there are stimulus influence factors in the decision making process, and in what manner do the factors affect the decision making process and implementation of CSR.

Persoalan ini diajukan bagi mengenalpasti, dan mengetahui samada wujud pengaruh rangsangan dalam proses pembuatan keputusan; dan bagaimana rangsangan itu (sekiranya wujud) mempengaruhi proses pembuatan keputusan aktiviti dan pelaksanaan CSR.

- a) **In your view, is there any possibility that the stimulus influence factors or external elements that can stimulate the production's crew team in executing a CSR TV program; exist?**

Pada pandangan anda, adakah kemungkinan wujudnya faktor pengaruh rangsangan atau elemen luaran yang boleh merangsang kumpulan krew penerbitan untuk melaksanakan rancangan CSR TV?

- b) **Occasionally, in the decision making process, the stimulus influence of accountability component control decision has to be taken into account as below:-**

Dalam proses pembuatan keputusan, pengaruh rangsangan bagi komponen kawalan akauntabiliti keputusan juga diambilkira seperti di bawah:-

Element of stimulus influence on the accountability of decision making.

Elemen pengaruh rangsangan bagi akauntabiliti pembuatan keputusan.

- i. **The view on the influence of CSR OBJECTIVE in decision process?**

Pada pandangan anda, adakah pengaruh objektif merangsang proses pembuatan keputusan?

- ii. **The view on the influence of ORGANISATIONAL STRUCTURE in decision process?**

Pada pandangan anda, adakah pengaruh struktur organisasi merangsang proses pembuatan keputusan?

- iii. **The view of the influence of RESPONSIVE factors in decision process?**

Pada pandangan anda, adakah pengaruh responsif merangsang proses pembuatan keputusan?

- iv. **The view of the influence of GOVERNANCE factors in decision process?**

Pada pandangan anda, adakah pengaruh urus-tadbir merangsang proses pembuatan keputusan?

- v. **The view of the influence of POLICY factors in decision process?**

Pada pandangan anda, adakah pengaruh polisi merangsang proses pembuatan keputusan?



c) **From your perspective, if you are involved in making a decision, would there be a situation of rationale decision in making decision?**

Pada pandangan anda, sekiranya anda membuat keputusan, adakah wujud situasi keputusan rasional di dalam proses pembuatan keputusan?

Thank you for your time, views and cooperation. All information and data collected is merely for academic purposes.

Terima kasih di atas luangan masa, pandangan dan kerjasama yang diberikan. Segala maklumat dan data yang diperolehi akan digunakan untuk tujuan akademik sahaja.

Validation (Pengesahan) :

- **All respondents personal information are strictly confidential and will not be mentioned in the thesis.**

(Maklumat peribadi responden adalah rahsia dan tidak akan dimasukkan ke dalam tesis).

- **All data and information of interview from respondents will be process and examine for academic purposes without mentioning sources of data and anonymity .**

(Maklumat pendapat responden akan diproses dan dikaji sebagai kajian akademik tanpa menyatakan sumber maklumat dan ketanpanamaan).

Responden Code : _____

Universiti Utara Malaysia

Lampiran B

Surat Kebenaran Menjalankan Kajian Kerja Lapangan



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"KEDAH SEJAHTERA"

UUM/CAS/AHSGS/92381

29 May 2013

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION FOR PROJECT PAPER/ THESIS

This is to certify that **Mr. Julastri Ibrahim (matric number: 92381)** is a part time graduate student in Doctor of Philosophy (Communication) at UUM College of Arts and Sciences.

He needs to do his field study and data collection for his project paper/thesis in order to fulfill the partial requirements of his graduate studies.

We sincerely hope that your organization will be able to assist him in the data collection and the distribution of the questionnaires for his research.

Thank you.

"SCHOLARSHIP, VIRTUE, and SERVICE"

Yours sincerely

DR. NOR LAILY HASHIM

Deputy Dean
Awang Had Salleh Graduate School of Arts and Sciences
UUM College of Arts and Sciences



The Eminent Management University

BORANG PENGKODAN SKUNDER

NO.	Pernyataan	Tema Utama	Tema Teras	Rangkap (R); Baris (B); ms	Sumber Data
59	<p>Pelaksanaan maksud CSR?</p> <p>Program ini dengan tujuan asalnya menghulurkan bantuan kepada mereka yang memerlukan.</p>	program	Bersamamu (ada objektif dan tujuan)	R1	Kertas kerja penerbitan program TV Bersamamu.
55	<p>Fokus program ini bertujuan</p> <ul style="list-style-type: none"> - untuk menyelamatkan kehidupan, mengurangkan kesengsaraan serta beban dan memberi harapan baru kepada yang malang. - Ia bukan saja memaparkan masalah kepada umum tetapi untuk menarik perhatian pihak lain yang prihatin supaya tampil menghulurkan bantuan terutama syarikat korporat mahupun individu. 	program	Bersamamu (ada objektif dan tujuan)	R5	Utusan Online, (2005). Bersamamu demi prihatin sesama insan. Oleh Jamliah Abdullah. http://ww1.utusan.com.my/utusan/info.asp?y=2005&dt=0612&p...
55	<p>Bersamamu adalah paparan sebenar secara realiti</p> <ul style="list-style-type: none"> - kepenitan hidup insan yang bemasib malang, daif dan kepada yang mampulah diharapkan menghulurkan bantuan. - Bersamamu cukup menyentuh perasaan. - Ia sebagai tanda sikap prihatin terhadap sesama insan yang bemasib malang. 	Bersamamu	Bersamamu (ada objektif dan tujuan)	R3	Utusan Online, (2005). Bersamamu demi prihatin sesama insan. Oleh Jamliah Abdullah. http://ww1.utusan.com.my/utusan/info.asp?y=2005&dt=0612&p...
S13	<p>TV3 akan membantu mereka yang malang melalui program realiti amal dikenali Bersamamu.</p> <ul style="list-style-type: none"> - Bersamamu menggambarkan nasib mereka yang miskin, susah dan sakit. 	Bersamamu	Bersamamu	R1, R2	The Star Online (2005). Help the unfortunate with TV3's Bersamamu. Http://www.thestar.com.my/Story/?file=..

Lampiran D

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