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Salespersons' Understanding on Five Dimensions of CSR: A Case Study at PT Indonesia Saji Nusantara

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Abstract

The study aimed to explore the salespersons' understanding on five dimensions of CSR at PT Indonesia Saji Nusantara. The qualitative research method and case study approach were selected for this study. Four salespersons in PT Indonesia Saji Nusantara were selected by the researcher to be interviewed. Informants were selected according to their employment status, employment classification, length of work, gender and age. Results revealed that two out of four informants understood about five dimensions of corporate social responsibility at PT Indonesia Saji Nusantara. On the other hand, two other informants did not understand about IndoSaji's CSR. The findings of this study were affected by the employees' length of work. Product quality was chosen by the informants as the most important dimension of corporate social responsibility followed by employee relations as the second most important dimension. However this study can enable PT Indonesia Saji Nusantara to realize whether or not their salespersons understand about five dimensions of IndoSaji's CSR. These findings can also be of interest for IndoSaji in providing training and sharing for their salespersons.

Keywords: Corporate social responsibility; stakeholder theory; PT Indonesia Saji Nusantara; qualitative study.

1. Introduction

Companies in Indonesia like any other company in the world are expected to follow specific priorities and values that meet economic, environmental and social demands that are legitimate according to the society in which they are operating (Ihlen et al, 2011). It is a trending practice for many companies to incorporate these responsibilities in their management systems. Corporate social responsibility, or simply CSR, has been a subject of studies by many scholars in various ways especially in establishing how the implementation of CSR enables the nurture of the trust of the company and its products to customers, suppliers, employees, and other stakeholders (Anggadwita & Dhewanto, 2016). CSR is directly linked to consumer satisfaction and their individual perception and behavior towards the business and its product (Alden, Steenkamp, & Batra, 2006). The study of Corporate Social Responsibility (CSR) is not limited only to business field. Public Relations (PR) field has also involved in producing and examining CSR program. Understanding CSR constructing public perceptions toward company could help public relations practitioners to build and maintain a good corporate image. In the effort to achieve the aim of PR practitioners so as to gain and sustain the long-term positive image of the company, good CSR programs are helping them to get closer and even build emotional engagement with stakeholder.

Corporate Social Responsibility (CSR) also called responsible business, corporate responsibility and social performance or corporate citizenship is the integration of the regulations such as inter-organizational activities, outlined social obligations of the stakeholders and other players of the company (Yudarwati, 2011). The business

regulations are integrated into the organization's model and the day-to-day operations of the enterprise with the goal of determining the proper image of the business activities and produce, fair prices of the products, improvement of business performance and employee satisfaction as well as practicing more exciting investment. Corporate organizations in Indonesia are expected to abide by the State Own Enterprises (SOEs) Law of 2003 regarding the concern for surrounding environmental conditions and social, economic growth of the immediate society, a program part of the larger corporate action (Bhaduri & Selarka, 2016).

Some scholars define Corporate Social Responsibility (CSR) as the business concern and initiative of the management towards financial consequences of the decision, environmental, political as well as the social concerns that affect the stakeholders such as investors, workers, consumer and the community's well-being. Modern day social responsibilities of corporate firms are considered necessary investments to ensure the safeguard of sustainable operation of the business for many years (Utting, 2014). The company's activities are integrated into the marketing processes aimed at increasing corporate image, communication, and branding.

The salespersons' understanding on five dimensions of CSR is important since experts believed (Azizi et al., 2014; Esmaelinezhad et al., 2015; Turyakira et al., 2014) there is a strong positive correlation between employees and various dimensions of CSR. For instance, salespersons are motivated by bonus and other compensation as one of the first dimension of CSR programs. It is forming a strong relationship between salespersons and company. Furthermore, five dimensions of CSR help salespersons to form an emotional connection between other stakeholders and company. The understanding of five dimensions of CSR will help salespersons to reach out company's stakeholders especially consumers. It is also supporting salespersons to overcome the problems that might appear in the future.

The community perception towards the corporate social responsibility activities undertaken by the firm are, therefore, a fundamental tool influencing the behaviors and attitudes for the services and the products of the company (Freedman, Kearney, & Lederman, 2009). By using stakeholder theory, this study is intended to help PR practitioners to examine whether their closest stakeholders understand dimensions of CSR in their company. This research helps managerial level at PT Indonesia Saji Nusantara to make a decision on selecting a communication method with the aim to educate their employees, thus they will have a better understanding about PT Indonesia Saji Nusantara's CSR. The case study approach was applied to explore the understanding of salespersons on five dimensions of CSR at PT Indonesia Saji Nusantara Company. A study case approach involving PT Indonesia Saji Nusantara as one of Indonesian food industry companies.

1.1. Background

PT Indonesia Saji Nusantara or simply IndoSaji was established on November 19th, 2014 with the license from ministry of law and human rights of Indonesia number AHU-105.AH.02.02/2010. The logo of IndoSaji was registered on December 19th, 2013 as company's trademark. There are 5 values held by IndoSaji such as: passion, integrity (honesty and discipline), unity, excellence, professional and innovative. The vision of PT Indonesia Saji Nusantara is to be the largest food company in Asia, to give a good quality of product and to be the market leader among food companies/industries. IndoSaji also has missions as follows: to be a multi-national food company, to produce delicious, safety and good quality product, to give the best services and solutions for consumers and stakeholders.

The company is involved in the production of food. Currently IndoSaji is focused on producing *panzerotti*. There are 8 variants of *panzerotti*: smoked beef, double cheese, mushroom, chicken, sausage, tuna, spicy chicken and special chicken. The company also holds 4 certificates such as: PIRT certificate number 2063271010284-19, Halal certificate by MUI (*Majelis Ulama Indonesia*) number 01201151410815, health and safety certificate and food safety standards certificate ISO 22000/2009.

In IndoSaji the number of female employees is higher than male employees. The number of female employees is 35 meanwhile the number of male employees is 10. There were 5 salespersons in PT Indonesia Saji Nusantara that consist of 3 females and 2 males. The highest income of IndoSaji is coming from online selling (Instagram, Facebook and Line@). Nevertheless, IndoSaji has 39 stores in Indonesia. In order to be noticed by public, IndoSaji has ever collaborated with media such as: Laptop *si Unyil* (Trans7), Kompas.com, Radio 103.4 FM Jakarta, *Bantex* and *Kartini* magazine.

The understanding of five dimensions of corporate social responsibility is important for salespersons since they are one of the company's stakeholders. Stakeholders consist of investors, employees, customers, suppliers,

government, pressure groups and the wider society. They are affecting and affected by the company's activities (Belal, 2008).

There are five dimensions of CSR based on stakeholders' issues such as: employee relations, product quality or sustainability, community relations, environmental issues and diversity issues (Berman et al., 1999; Dahlsrud, 2008; Godfrey & Hatch, 2007). The first dimension is employee relations. Employee relations is about treating all stakeholders equally in order to achieve high productivity, increase loyalty and increase the employees' commitment to the company. There are some programs that can be done by company in order to gain all the benefits of the first dimension such as: providing health and safety insurance, giving the provision of retirement benefits for loyal employees and creating favorable working environment.

The second dimension is product quality. In product quality, companies are required to gain profits from their goods and services without ignoring their social responsibility. The successful programs of the second dimension will lead to consumer satisfaction towards company's product, higher sales and increased company profit. There are some programs that support the second dimension as follows: offering good quality, innovative and safety products.

The third dimension is community relations. Community relations is relationship between the company and society. In order to build and maintain good relationship with society, company may conduct some CSR activities such as: conducting charity program(s), supporting education and joining volunteer programs.

The fourth dimension is environmental issue. This dimension suggests companies to conduct some programs that could help to maintain and develop environment such as: using clean energy, producing environmentally friendly products or services and implementing recycling programs.

The last dimension is diversity issue. In order to cover the diversity issue, there are some programs that can be implemented by company as follows: integrating diversity into its management, supporting minorities (could be women) and cooperating with women and minorities. These actions may lead into expansion of company's market and cost saving (Inoue & Lee, 2011).

1.2. Statement of the problem

Some scholars such as Azizi et al, Bednarz et al, Esmaeelinezhad et al and Tinuke define Corporate Social Responsibility (CSR) as the business concern and initiative of the management towards financial consequences of the decision, environmental, political as well as the social concerns that affect the stakeholders such as investors, workers, consumer and the community's well-being. Modern day social responsibilities of corporate firms are considered necessary investments to ensure the safeguard of sustainable operation of the business for many years (Utting, 2014). The company's activities are integrated into the marketing processes aimed at increasing corporate image, communication, and branding. Employees as the closest stakeholders of firms should recognize the CSR of the firm itself. In this case, it is important for salespersons to understand the five dimensions of PT Indonesia Saji Nusantara's CSR since they act as employees in the company as well as the one of company's representatives. The understanding of company's CSR may increase the profits by gaining and maintaining good corporate image.

1.3. Research questions

While there is a wide variety of stakeholders in the zone of operation of the PT Indonesia Saji Nusantara, the focus of this research was based on a particular group: salespersons. The research is to explore the understanding of salespersons on five dimensions of CSR at PT Indonesia Saji Nusantara.

2. Literature Review

Corporate social responsibility is widely researched area drawing interest from different scholars and practitioners in the recent decades. Research has shown that corporate social responsibility has significant influence on the behavior and employees relationship towards their companies. There are several dimensions of CSR based on stakeholders' issues such as: employee relations, product quality or sustainability, community relations, environmental issues and diversity issues (Berman et al., 1999; Dahlsrud, 2008; Godfrey & Hatch, 2007) which have been studied by researchers. The concept of corporate social responsibility has significantly changed in the 21st century especially with more companies taking up various social responsibilities and business accepting more corporate social behavior than before. On the other hand, researchers have

investigated the relationship between numerous business aspects such as employee loyalty, motivation and engagement in workplace and various dimensions of corporate social responsibility. Some of the most significant relations have been found in the social (community) and environmental dimensions (Inoue, & Lee, 2011). A close examination of the current Social Corporate Responsibility dimensions show that environmental and social (community relations) dimensions were the most involved significantly influenced the relationship between a business and its employees as well as in the society from the 1950's (Turyakira, Venter, & Smith, 2014).

A study carried out by Esmaelinezhad, Boerhannoeddin, & Singaravelloo, (2015) in Iran found out that understanding the different dimensions is crucial for companies in engaging their employees positively. The study was carried out in an automotive industry in Iran and involved 220 employees used questionnaires to evaluate the five dimensions of corporate social responsibility and how they relate with the employee work engagement. The sample size used in the study consisted of 90.9% males and 1.9% females who worked in different levels in major business as specialist, workers and the management staff. The study found out that the social dimension of the corporate social responsibility had the highest impact on employee work engagement than the other types of CSR dimensions. This study proves that different CSR dimensions have varying impact on individuals which agrees with numerous existing literatures.

The results of the study also agree with the social exchange theory which states that employees are proud to be associated with companies that have corporate social responsibility as the reputation of the company increases their public confidence and self-esteem, a factor that is associated with good employee work engagement. However, the findings of the study disagree with other existing research on the relationship between the economic social responsibility and employee engagement, the factors cited by the study include organizational profit is not a motivational factor for its employees as despite the profits their salaries will remain unchanged. The other factor mentioned by the study is that profitability does not have an emotional attachment with the employees of the company, when compared to other dimensions of corporate social responsibility (Esmaelinezhad, Boerhannoeddin, & Singaravelloo, 2015).

Another study conducted to investigate the millennial perceptions of the corporate social responsibility ranked the environmental dimension with the highest impact when compared to other corporate social responsibility dimensions (Bednarz, Briggs, & Brozyna, 2015). The study used semi structured interviews which were conducted either face to face or through Skype and a scale to measure the participant's thoughts on CSR. It involved 35 participants where 21 were males and 14 were females with the age limits of 18-24 years. The results of the study indicate that the millennial perceive environmental impact as the most important, followed by employee relations, product quality, community relations and diversity practices in that order. The results of the study agree with the study carried out by Esmaelinezhad et al, (2015) that there is a significant correlation between dimensions of corporate social responsibility and employee involvement in workplace. However, the research had several limitations including the limitation for participants as they were identified through the social connections of the researcher. The responses could also be skewed as the researcher as the participants were from a similar institution with the participants and the shared similar cultural norms from the same geographic locations. The totals of participants in this study were not balance between males and females thus it may lead into the different results as they have balance number of males and females participants. In addition, the study was identified as a qualitative study but did a quantitative analysis as well.

A similar study conducted by Tinuke (2015) on the relationship between corporate social responsibility and the human resources showed a significant relationship between CSR dimensions and human resource practices. The study indicated that the social dimension of the corporate social responsibility has the highest impact on human resource as it enhances the image, commitment and loyalty of employees to the organizations. The results of the study further indicate that social dimension improves corporate responsibility promotes employee retention and attraction. The study used a survey with 300 participants who were randomly selected from major organizations in Lagos, Nigeria in November 2014. The results of the study agree with the three studies that corporate social responsibility increases employee confidence and self-esteem, factors which are essential responsibilities of the human resource department. Therefore, human resources together with corporate social responsibility are very essential for the success of an organization. The study shows that there is a significant correlation between the social corporate responsibility and human resource.

A study carried out to investigate the relationship between the various dimensions of corporate social responsibility and salespersons identified that CSR has a significant influence on the motivational behavior demonstrated by salespersons. The study evaluated five dimensions of corporate social responsibility which include the employee relations, product quality, community relations, environmental impact and diversity

using questionnaires from the sample of 385 participants involved in the study. The study found out a positive correlation between the all the dimensions of the salespersons interactions with different dimensions of corporate social behavior (Azizi, Chenari, & Aliabad, 2014). The study carried in Iran on 2013 found that the employee relationship was the dimension with the highest rated priority among the studied social corporate dimension responsibilities. The data collected in the study was tested through the SPSS software to obtain the correlative coefficient and regressions tests on salespersons interactions with different corporate social responsibility dimensions. The interactions studies include the salespersons idealistic behavior, inspirational and motivational behavior, rational simulative behavior, individual considerations and intelligent behavior which are significant in the sale process for a salesperson. The study also studies the salespersons relationship with the different dimensions of the corporate social responsibility and which of the dimensions had the highest priority. The study agrees with the other three studies that there is a strong positive correlation between the different dimensions of corporate social responsibility and the employees.

The previous studies used millennial theory, social identity theory and social exchange theory meanwhile this study used stakeholder theory. Sometimes the term of stakeholder and public are used synonymously. However, Grunig and Dozier (2003) separated between stakeholder theory and publics theory. Stakeholder theory focus on people who are affected by the company's decisions. On the other hand, theory of publics is to identify and categorize active, passive and latent publics from nonpublics which may appear in stakeholder category.

The use of stakeholder theory is to analyze the relationship between business and groups as well as individuals who are affecting and were affected by their actions. Stakeholders consist of customers, employees, suppliers, communities and financiers (stockholders, bondholders, banks, etc). Stakeholder theory talks about business, especially on what actions that should be taken by managers thus the business could work at its best. Stakeholder theory appears to solve various problems such as: the problem of creating and trading value of business in the 21st century; the problem of ethics of capitalism in business and the problem of managerial mindset. Business and ethic always come together in the real world thus corporate social responsibility exists in order to overcome the issues. The theory involves relations of human beings as the subject; in this case stakeholders are the subject of the study. The success in managing stakeholders will lead to maximizing company's income. As already mentioned before, employees are one of the stakeholders. It will be beneficial for company if their employees are engaged in their work since they are directly involved in decision making, especially those with higher level such as management or senior executives. Not all of the actions taken by company will produce positive outcomes, some actions may lead into negative outcomes. In order to reduce negative image of company, most of companies are doing positive actions through corporate social responsibility. CSR is the way companies to show their care towards their stakeholders. However, companies are expected to show their care not only to the rich and powerful shareholders (Freeman et al, 2010).

3. Method

3.1. Conceptual framework

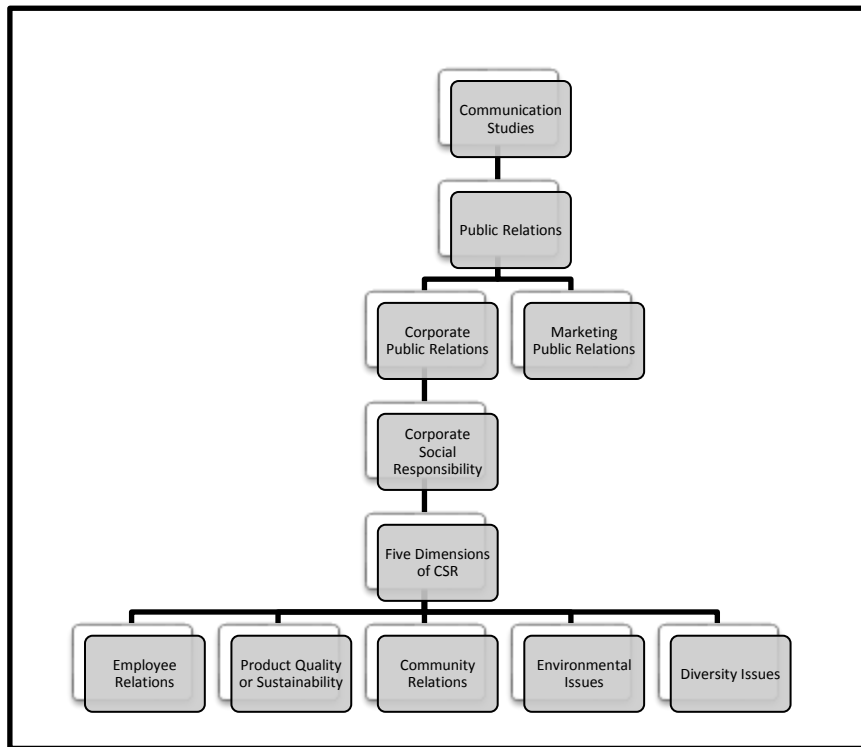


Figure 1. Conceptual Framework

Practice of CSR is usually linked to the public relations function. In this case, public relations practitioners should be able to play their role as moral agents in society as well as fulfill the interests of the corporation (Theaker, 2004). Public relations practitioners required to understand the need of corporate stakeholders. There are five dimensions of CSR based on stakeholders' issues such as: employee relations, product quality or sustainability, community relations, environmental issues and diversity issues (Berman et al., 1999; Dahlsrud, 2008; Godfrey & Hatch, 2007). However corporate public relations should be able to collaborate with the internal of organizations in order to achieve maximum results. This study specifically talks about salespersons and their understanding about five dimensions of CSR because salespersons are company's stakeholders as well as the company's representatives. Salespersons oftentimes deal with company's stakeholders, therefore they require to have deep knowledge about five dimensions of CSR.

3.2. Data collection technique

The qualitative research method was selected for this study. Qualitative research aims to inform the response of informant(s) thus it helps particular organization, company or individual to strengthen their decision making. The collected data are representations of reality. The data are transformed into information and later can be used to build knowledge (Rossman & Rallis, 2011). The approach of this study was case study approach. Case studies are descriptive, comprehensive, interrogative and preparative. The aim of case study is to understand wider phenomenon through interviews, observations and documents analysis. It is used for organizational studies which are in line with the topic of this study. However, case studies focus on the particular case; they are context-dependent and cannot be generalized (Rossman & Rallis, 2011).

The interview can be considered a purposeful conversation (Rossman & Rallis, 2011). Informants in small numbers are common for qualitative studies. It also uses informal patterns of questioning in order to follow the informant's pace. Researchers should record the interview thus they can play back the audio file (Silverman, 2013). The data collection process in this study was involved in depth interview. In depth interview is authentic data collection technique of qualitative research. It brings interviewer into informants' worlds through communicating what is in their mind. The richness of information depends on how far the informants could take or want to take the interviewer into their life (Rossman & Rallis, 2011).

The in-depth interview uses interview guide. The purpose of this interview technique is to trigger informants to draw out their worldview. Even though the questions are already set by the interviewer as interview guidance, open ended questions will lead informants to bring up what is in their mind (Rossman & Rallis, 2011). The set of questions prepared by the interviewer are used only as a guide, it is okay to make an improvement during interview (Silverman, 2013).

The aim of conducting open ended questions is to get long narrative answers by informants (Rossman & Rallis, 2011). The questions of interview also should be answerable by the informants, thus it is important to narrow down the topic (Silverman, 2013). In order to make sure that informants are free from intimidation and understand the risks and benefits of this study, informants are provided with consent form (Tracy, 2012).

For the purpose of collecting data of this study, the interviews were conducted over a period of three days: Monday, Wednesday and on Friday in the third week of January 2017. The interviewer is allowed to select specific groups of people as his or her informants according to the research problem (Silverman, 2013). A total of four salespersons were involved in the interview in order to explore the salespersons' understanding on five dimensions of CSR. The informants were selected according to their employment status, employment classification, length of work, gender and age. Employment status is a working status of a person and it is divided into seven categories as follow: own-account workers, self-employed, employer by permanent workers, employee, casual employee in agriculture, casual employee not in agriculture and unpaid workers (Indonesian Labour Force Survey or SAKERNAS, 2008). Specific groups of people selected by the interviewer were employees. An employee is a paid worker who works for another person or a company (Indonesian Labour Force Survey or SAKERNAS, 2008). In IndoSaji, there were two levels in sales and marketing division: supervisor and salespersons. This study focused on salespersons at PT Indonesia Saji Nusantara. The length of work in this study was divided into two groups: below 2 years and over 2 years. However, Tang and Li (2009) said the ages were used only to minimize the bias on the age groups of the informants to have a conclusive overview of salespersons opinion, but it was not used as a major factor to influence the results.

The researcher selected four salespersons in PT Indonesia Saji Nusantara as the informants. They volunteered themselves to participate in the interviews. The interview consent letters prepared by the researcher and signed by both researcher and informant as a proof that the researcher had permission to tape record the interview and publish the data including their name for researcher's journal, articles and presentations. However, the tape recording will be destroyed as soon as the researcher's final paper has been graded. The signed interview consent letter can be seen in the attachment part. The informants consist of two males and two females with a set range of ages between 21 to 30 years old. All of them were permanent employees who work 9 hours (include breaks) a day from 8 a.m. to 5 p.m. and they can be called as full-time employee. The informants were asked to give information about their length of work; Benardi had been working for 2 years and 9 months, William had been working for 2 years, Efrike had been working for a year and Dini had been working for 6 months. However the informants were not asked to specify their race.

Collected data then were transcribed and translated due to the different languages used during the interviews. The transcribing voice recorded interviews involve interpretation of the interviewer (Rossman & Rallis, 2011). The last process was data analysis. It was a process of turning verbal and non-verbal data from interviews into descriptive results (Rossman & Rallis, 2011).

4. Result and Discussion

4.1. Result

Corporate Social Responsibility

The researcher found that three out of four informants understood about the meaning of Corporate Social Responsibility (CSR) as they could explain the definition well. However, Efrike (21) failed to define the meaning of corporate social responsibility.

The First Dimension

Efrike (21) failed to give the definition of corporate social responsibility, but nevertheless she was able to express her knowledge about the first dimension of CSR when she mentioned about reward and punishment in PT Indonesia Saji Nusantara office. All the informants agreed with Efrike's explanation about the first dimension programs such as: bonus for reward and salary deduction for the punishment.

The first dimension is about employee relations. Two informants understood about company programs regarding the first dimension of CSR. Two of the informants were able to give detailed explanation about the the first dimension meanwhile Efrike and Dini could only explain about reward and punishment. Benardi (25) and William (26) explained more about other programs. Benardi (25) explained about doubled salary on Eid Mubarak and William (26) explained about briefing. The briefing held every morning in the office in order to review all the tasks and to resolve problems that appeared from the previous day. Moreover, William said that all the employees should arrive on time at 8 a.m. or else they would be punished. The punishment itself based on QPA (Quality Performance Accreditation) so does the reward. Punishment and reward in IndoSaji are in the form of salary deduction and additional compensation. Employees would be punished when they came late. On the other hand, they would be rewarded if they always came on time and never missed a day of work. The understanding about the first dimension could be seen when William (26) explored more about briefing program. The briefing program started at 8.15 a.m. and the duration was 10 minutes up to 20 minutes depending on the problems that needed to be solved. He also said that they had corporate theme song with vision and mission as the lyrics. The corporate theme song itself was to establish a mood for the job.

The Second Dimension

The second dimension of CSR is about product quality. This dimension is very important to be understood by employees especially salespersons. The lack of salespersons' knowledge about the second dimension will lead to consumer's dissatisfaction. As the company holds 4 certificates such as: PIRT certificate number 2063271010284-19, Halal certificate by MUI (*Majelis Ulama Indonesia*) number 01201151410815, health and safety certificate and food safety standards certificate ISO 22000/2009. For the second dimension, Efrike (21) only mentioned two out of four certificates while the other three informants mentioned all certificates. Furthermore, Benardi (25) explained about PIRT for business license. He said that PT Indonesia Saji Nusantara already passed government's hygiene tests in order to get the PIRT license. According to the second dimension about product quality and sustainability, Benardi (25) also mentioned about product innovation. Stated Benardi (25), PT Indonesia Saji Nusantara had 4 flavors in the past but currently they have 8 flavors in order to compete in the market. Furthermore, William (26) explained that actually IndoSaji had 10 flavors but currently they only sold 8 flavors because the other two flavors only for special event. Those two flavors were Indonesian flavors. He also said that IndoSaji released two new flavors every one quarter each year. When they released new flavors, there were two options whether to add new flavors or replace unfavorable existing flavors.

William (26) understood about quality product which was very important for salespersons. He was the one and only informant who explained about product warranty and product cleanliness regarding the second dimension. He also mentioned about production standards in IndoSaji such as: wearing cap, gloves, mask, etc. In addition, he said that the factory was tidy and clean because no footwear is allowed to enter the factory.

The Third Dimension

The third dimension is about community relations. Companies expected to give contribution to the communities. Dini (30) and Efrike (21) were not able to explain about the third dimension. They said that PT Indonesia Saji Nusantara has no program regarding to the third dimension. However, Benardi (25) and William (26) had different answers. Benardi (25) stated that IndoSaji had charity program during which they brought the children to Kidzania and bought them tickets with the aim to help children to learn. He explained that the program was held in 2015 and the number of children who participated was 112. The program was held only once and not on a regular basis. Meanwhile William (26) commented that there was no CSR program for the community around IndoSaji office. However, IndoSaji had CSR program for the community surrounding the factory in Bogor. The CSR program was cleaning river that caused floods and also recruiting employees from local communities. Both informants had different knowledge about the third dimension. Two of them had no idea about the CSR program(s) and two others had different answers because of the different knowledge and information that they received from company.

The Fourth Dimension

The fourth dimension is about environmental impact. All of the informants gave one answer showing they had similar understanding about the fourth dimensions of PT Indonesia Saji Nusantara CSR. All of them mentioned about recycling program. They said that IndoSaji supported recycling program by using plastic with recycle logo. The informants believed by supporting recycling program, their product was environmentally friendly.

The Fifth Dimension

The last dimension is about diversity issues. Similar to the fourth dimension, all informants had one answer. They said that there was no gender or race discrimination in the company. As long as the employees perform well, they would be able to get high position in the company. Skills and personal capability helped them to achieve higher position. They also said that some divisions in their company led by women such as: the head of administration, the head of HRD, the head of marketing, and the head of operational. Benardi (25) stated that men and women were treated equally.

The Most Important Dimension

All the informants agreed that the understanding of company's CSR was important for them. Three of informants said that the most important dimension was the second dimension. William (26) stated the second dimension was important because salespersons were communicated with a lot of people and sometimes they got some questions regarding the five dimension of CSR such as "Are the ingredients environmentally friendly?" and "Is it safe to be consumed?".

On the other hand, one of the informants said that the first dimension was the most important for him. Benardi (25) said that company should concern more about its internal publics then the external publics.

Method

In order to achieve better understanding about PT Indonesia Saji Nusantara's CSR, informants expected company to conduct programs as training and sharing in every twice a year.

4.2. Discussion

The goal of this study was to explore the salespersons' understanding on five dimensions of CSR at PT Indonesia Saji Nusantara. The qualitative study explored salespersons' understanding on five dimensions of CSR through open ended interviews. There were 8 open ended questions as interview guide. The interview guide was made in order to compare the quality of salespersons' answers.

The previous studies investigated millennial perceptions of the corporate social responsibility and the research was made in order to help an organization to attract millennial into purchasing their products or supporting their business operations. The current study was carried out in order to help PT Indonesia Saji Nusantara to predict the knowledge level of salespersons on five dimensions of CSR. The results can be used by managerial level to make decision about conducting CSR training for employees. The study held by Azizi et al (2014) found that the employee relationship was the important dimension for salespersons meanwhile this study found that product quality as the most important dimension of CSR. However Bednarz et al (2015) found that millennials perceived the fourth dimension as the most important dimension of CSR. This current study agreed with previous studies carried by Esmaelinezhad et al (2015) and Tinuke (2015) that there was correlation between employees and CSR.

The length of work influenced the salespersons' understanding on five dimensions of CSR. Two informants who had worked for over two years understood about five dimensions of CSR at PT Indonesia Saji Nusantara while the other two informants who had worked for less than 2 years did not understand. However, age did not influence the results.

The researcher assumed that all informants understood about the five dimensions of CSR however two of the informants were not able to explain about certain dimensions of CSR. The informants also had different understanding regarding the same dimension. However, they had similar understanding regarding the fourth and the fifth dimensions of CSR. The lack of communication within organization and its employees could be the reason why they had different understanding. It is important for company to educate its employee thus they will have similar understanding on five dimensions of CSR. As the informants said before, they suggested IndoSaji to provide training and sharing twice a year in order to educate the employees. All the informants believed five dimensions of CSR were important for salespersons since they were dealing with other company's stakeholders such as consumers. The informants stated that they needed to understand five dimensions of CSR especially the second dimension so they would be able to answer consumers' questions. However one of the informants believed that the first dimension was the most important dimension of CSR for company thus company could engage with their employees.

5. Conclusion and Recommendation

5.1. Conclusion

The aim of this study was to explore salespersons' understanding on five dimensions of CSR at PT Indonesia Saji Nusantara. The study found that two out of four informants did not understand about IndoSaji's CSR. The researcher assumed that all informants in this study understood about five dimensions of CSR at PT Indonesia Saji Nusantara regardless of their employment status, employment classification, length of work, gender and age. However the length of work influenced the salespersons' knowledge about five dimensions of CSR. Two informants who had worked for over two years understood about five dimensions of CSR while two other informants who had worked for less than 2 years did not give good explanation.

5.2. Recommendation

The results of this study enable PT Indonesia Saji Nusantara to realize whether or not their salespersons understand about five dimensions of CSR. These findings can also be of interest for IndoSaji in providing training and sharing for their salespersons. These findings also contribute to previous studies concerning corporate social responsibility. The improvement of salespersons' knowledge about five dimensions of CSR is beneficial to increase company profit, enhance corporate image as well as commitment and loyalty of employees to the organizations (Bednarz, Briggs, & Brozyna, 2015).

To the future researchers, they are suggested to explore other divisions in other companies. In addition, further research is needed to explore about the importance of five dimensions of CSR to the company. Also, the researcher recommends studying the effect of five dimensions of CSR to the company's image and profit. This current study only selected informants based on employment status, employment classification, length of work, gender and age. Future research could add informants' race and educational level. It is possible that the informants' race and educational level may influence the results.

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