

PARTICIPATORY CSR COMMUNICATION STRATEGIES IN STRENGTHENING THE ECONOMIC RESILIENCE OF COASTAL COMMUNITIES: A CASE STUDY OF TARUMAJAYA DISTRICT, BEKASI REGENCY

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ABSTRACT

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This study analyzes Corporate Social Responsibility (CSR) communication strategies implemented in coastal community empowerment programs in Tarumajaya District, Bekasi Regency. Tarumajaya District was selected as the research location because it is a coastal area with high economic dependence on marine resource-based micro-enterprises and significant vulnerability to income fluctuations and coastal environmental pressures. The study employed a qualitative approach with a case study design. Data were collected through field observations, in-depth interviews with twelve informants comprising micro-enterprise owners, village officials, and CSR program facilitators, as well as analysis of activity reports and relevant publications. The findings reveal that participatory, dialogic, and contextual CSR communication strategies can improve community financial literacy, stimulate the emergence of new businesses grounded in local potential, and strengthen digital marketing capabilities through social media. A communication strategy emphasizing two-way interaction, hands-on practice, and sustained mentoring has proven effective in transforming the economic behavior of coastal communities. This study contributes practical insights for governments, corporations, and universities in designing more effective and sustainable CSR communication strategies for coastal community economic empowerment.

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1. Introduction

As an archipelagic nation, Indonesia possesses significant coastal and marine potential that plays a crucial role in supporting national economic growth, particularly through the fisheries sector and marine resource-based economic enterprises. However, despite this potential, coastal communities continue to face structural challenges that undermine household economic resilience, including high dependence on natural resources, income volatility, and limited access to business management knowledge and markets.

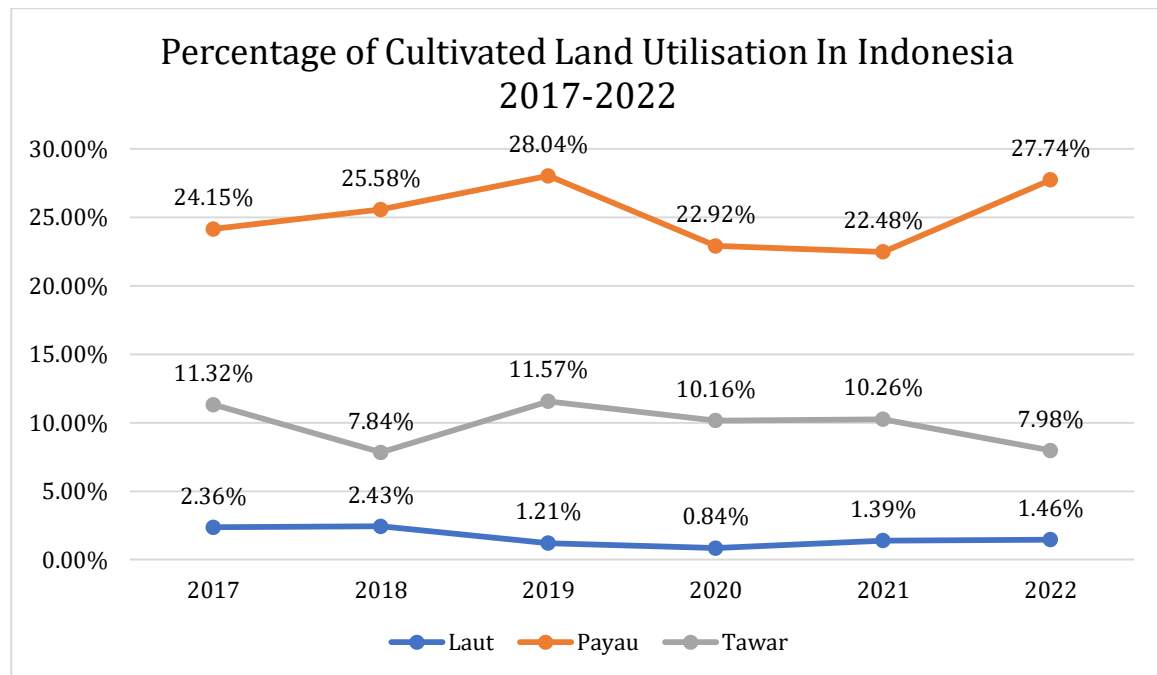


Figure 1 : Percentage of Cultivated land utilization in Indonesia

Source: Kementerian Kelautan dan Perikanan, Kelautan dan Perikanan Dalam Angka, 2024

In addition to these structural economic pressures, the ongoing practices of overfishing and illegal fishing in Indonesian waters have led to declining fish stocks and fishermen's income, thereby exacerbating economic vulnerability and contributing directly to high poverty rates among coastal communities [\(BPS 2024, 2024\)](#).

This problem is exacerbated by low financial literacy and minimal innovation in the management of micro and small businesses in the fisheries sector. [\(Putuhena, Anakotta, Killay, Gainau, & Kamarudin, 2024\)](#) This requires a comprehensive approach, including the implementation of Corporate Social Responsibility programs focused on increasing the economic capacity and financial literacy of coastal communities, to address these challenges sustainably [\(Mulyani, Fatkhullah, Reihan, & Agustiawan, 2024\)](#).

In recent years, Indonesia's coastal areas have also faced the phenomenon of coastal and marine grabbing, namely the appropriation of marine space that ignores the rights of coastal communities [\(E, 2025; Kompas.com, 2025\)](#). This practice has resulted in increased operational costs for fishermen, decreased catches, and weakened the sustainability of coastal-based micro-enterprises. This situation not only directly impacts the fisheries sector but also impacts household economic resilience and the livelihoods of coastal communities [\(Nababan, 2020\)](#).

This situation is also reflected in Tarumajaya District, Bekasi Regency, a coastal area characterized by high economic dependence on the marine-based micro-enterprise sector. Most Tarumajaya residents rely on small-scale economic activities for their livelihoods, which are vulnerable to changes in the coastal environment and economic dynamics [\(Kompas.com, 2025\)](#). Limited financial literacy, traditional business management, and minimal use of digital media in marketing are key challenges in strengthening the economic resilience of coastal communities in this region [\(Kusumayanti, Prakoso, & Gafallo, 2025\)](#).

In that context *Corporate Social Responsibility* (Corporate Social Responsibility (CSR)) is a strategic instrument that can be utilized to support the empowerment and economic

resilience of coastal communities. CSR serves not only as a form of corporate social responsibility but also as a strategic communication tool for building participatory relationships between companies and communities ([Sabini & Ganiem, 2015](#)). The success of a CSR program is largely determined by a communication strategy that is able to convey messages clearly, actively involve the community, and encourage sustainable behavioral change ([Hastuti et al., 2025](#)).

Various previous studies have shown that CSR programs have the potential to improve community welfare and independence. However, most studies still focus on the implementation of CSR programs in general, while research specifically examining the role of CSR communication strategies in promoting the economic resilience of coastal communities is still relatively limited, especially in the context of coastal areas such as Tarumajaya District. Therefore, research is needed that examines how CSR communication strategies are implemented, accepted by the community, and contribute to strengthening the economic resilience of coastal communities. Based on this background, this study formulates the following research questions: (1) How are CSR communication strategies implemented in coastal community empowerment programs in Tarumajaya District? (2) How do coastal communities receive and respond to CSR communication messages? (3) How do CSR communication strategies contribute to strengthening the economic resilience of coastal communities?

This study aims to comprehensively analyze CSR communication strategies in coastal community empowerment programs and identify their role in improving the economic resilience of communities in Tarumajaya District. A qualitative descriptive approach will be used to explore the meaning of CSR program implementation, including potential communication barriers and factors influencing its effectiveness in promoting community socioeconomic independence ([Hasan, 2018](#); [Octaviani, Raharjo, & Resnawaty, 2022](#); [Pristina, Andika, & Hardiansyah, 2025](#)). In addition, this research will also explore how dialogue and interaction between stakeholders contribute to strong synergies in achieving sustainable development in coastal areas ([Sumiati, Wirman, & Rasyid, 2022](#)). This research is expected to provide a significant contribution to the development of a CSR communication model that is adaptive to the context of coastal communities, as well as serve as a reference for governments and companies in formulating policies that better support local economic sustainability ([Mulyani, Fatkhullah, Reihan, & Agustiawan, 2024](#)).

2. Method

This study employed a qualitative approach with a case study design to examine CSR communication strategies in supporting the economic resilience of coastal communities in Tarumajaya District, Bekasi Regency. A qualitative approach was chosen because this research prioritizes in-depth understanding of the communication process, participants' lived experiences, and the social dynamics that emerge during CSR program implementation in the local context of coastal communities ([Mareta, Doktoralina, & Lestari, 2024](#)). The case study design is appropriate because the research focuses on a specific, bounded social phenomenon the implementation of CSR communication strategies in one coastal district enabling comprehensive, contextual examination (Yin, 2018).

The theoretical framework underpinning this study draws on three interrelated concepts. First, participatory communication theory, which emphasizes two-way community engagement in CSR program design and delivery independence ([Hasan, 2018](#); [Octaviani,](#)

[Raharjo, & Resnawaty, 2022](#)). Second, dialogic communication theory, which foregrounds reciprocal, trust-based interaction between stakeholders ([Wahyono, 2018](#)). Third, economic resilience, understood as the capacity of coastal communities to adapt to and recover from economic shocks through diversified livelihoods and strengthened local enterprise ([Mareta, Doktoralina, & Lestari, 2024](#)). These three concepts guided both the data collection process and the subsequent thematic analysis.

The research was conducted in Tarumajaya District, Bekasi Regency, purposively selected due to its high economic dependence on marine resource-based micro-enterprises and significant levels of economic vulnerability. A total of twelve informants participated in this study, comprising seven micro-enterprise owners (four women, three men), three village government officials, and two CSR program facilitators. Informants were selected purposively, considering their direct involvement in the program and their ability to provide information pertinent to the research objectives ([Nurjanah & Nurnisya, 2019](#)). Data collection was conducted over three months, from January to March 2025.

Data were collected through three methods: (1) field observations, conducted to directly observe CSR program implementation, communication interaction patterns between program implementers and the community, and the economic activities of coastal communities; (2) semi-structured in-depth interviews, conducted to explore participants' understanding, experiences, and responses to the implemented CSR communication strategies; and (3) document analysis, encompassing CSR activity reports, training modules, activity documentation, and media publications related to the coastal community empowerment program in Tarumajaya.

Data were analyzed using thematic analysis through the stages of data reduction, data presentation, and conclusion drawing ([Mareta, Doktoralina, & Lestari, 2024](#)). In the data reduction stage, researchers identified and focused on data relevant to the research questions. In the presentation stage, data were organized into thematic narratives to identify emerging patterns and meanings. Conclusions were then drawn based on the relationships between empirical findings and the study's conceptual framework.

Data validity was ensured through source and method triangulation by comparing findings from interviews, field observations, and supporting documents. Member checking was also applied by returning preliminary findings to several informants to verify the appropriateness of data interpretation. An audit trail was maintained throughout the research process to ensure transparency and traceability.

3. Results and Discussion

In the context of this study, CSR communication strategies were implemented through a coastal community empowerment program involving companies operating in the coastal areas of Bekasi Regency. The program aimed to increase the community's economic capacity through business financial management training, entrepreneurship development grounded in local potential, and digital marketing assistance. The CSR communication strategy was designed participatorily, engaging the community from the outset of the training and mentoring process, enabling CSR messages to be delivered contextually and in accordance with the socioeconomic needs of coastal communities in Tarumajaya District. This strategy was implemented through multiple communication channels including face-to-face workshops, social media platforms, and digital educational materials adapted to the

community's level of technological literacy and accessibility. ([Pristina, Andika, & Hardiansyah, 2025](#)).

The findings reveal that CSR communication strategy implementation in the coastal community empowerment program in Tarumajaya District has had a positive and measurable impact on the community's economic capacity. This impact is reflected in changes in the understanding, attitudes, and economic behavior of program participants, particularly in business financial management, local potential-based business development, and the use of digital media for marketing.

Improvement in Financial Literacy and Business Financial Management

The first finding indicates an improvement in the understanding and practice of financial management among program participants. Prior to the CSR program, most participants did not systematically record their business income and expenditures. Following training, participants began implementing basic financial record-keeping practices, such as using daily cash books and preparing monthly financial reports. This behavioral change is illustrated by the experience of one participant, Mrs. R (a shrimp cracker producer), who reported that financial record-keeping gave her clearer visibility into her business profitability. These findings suggest that a CSR communication strategy delivered clearly, practically, and grounded in direct practice can successfully catalyze behavioral change in business financial management. The participatory, accessible communication process — supplemented by live simulations facilitated participants' internalization of training materials, enabling CSR messages to be effectively adopted in daily economic activities.

Furthermore, the success of this training program is also influenced by innovative and engaging delivery methods, such as those used in the young entrepreneur training, which focuses on increasing participant interest through creative product packaging design ([Leunupun, Litualy, Killay, Kamaruddin, & Leunupun, 2025](#)). These findings are consistent with participatory communication theory independence ([Hasan, 2018](#)), which posits that community members are more likely to internalize and apply information when they are actively involved in the communication process rather than treated as passive recipients. The use of live simulations and hands-on practice exemplifies this principle in action.

Emergence of New Businesses Based on Local Potential

The second finding demonstrates that the CSR communication strategy successfully stimulated the emergence of new business opportunities grounded in local coastal potential. Through group discussions and a dialogic approach, community members were able to identify previously undeveloped business opportunities, such as processing seafood into fish crackers and fish floss. The communication process, which actively engaged participants, fostered creativity and a sense of ownership over the business ideas being developed. This strengthened the economic resilience of coastal communities through the formation of new businesses that utilize abundant and easily accessible local resources. This success also demonstrated that empowerment programs coupled with adequate financial literacy contribute to better financial management for micro, small, and medium enterprises, thus ensuring business sustainability ([Putuhena, Anakotta, Killay, Gainau, & Kamarudin, 2024](#)).

This finding aligns with dialogic communication theory ([Wahyono, 2018](#)), which emphasizes that sustained, equal-footed dialogue within community groups generates new forms of collective agency. The group discussion format used in this CSR program exemplifies

how dialogic communication can unlock latent entrepreneurial potential that might otherwise remain undeveloped. As [\(Wahyono, 2018\)](#) notes, deliberative dialogue interaction in which each party is able to negotiate opinions and decisions from an equal position creates strong new synergies in achieving sustainable community development.

Shift Toward Digital Marketing Capabilities

The third finding indicates a shift in marketing behavior from traditional methods to the use of digital media. After participating in digital communication training, participants were able to create business accounts on social media and produce simple promotional content. The CSR communication strategy, which emphasized live demonstrations, content creation practices, and intensive mentoring, increased participants' confidence in using digital platforms as a marketing tool. This was reinforced by the statement by Mr. A (a fresh seafood seller), who stated that the use of social media expanded the marketing reach of his products beyond his neighborhood. This change contributed to increasing the market reach and competitiveness of coastal micro-enterprises. This increase in digital capabilities aligns with global trends emphasizing the importance of digitalization for MSMEs to reach wider markets and increase revenue. Importantly, this shift in marketing behavior reflects not only skill acquisition but also a broader change in communicative identity from producers who communicate only within their immediate social networks to entrepreneurs who engage with wider digital publics. This transformation is a direct outcome of the CSR communication strategy's emphasis on two-way, contextually adaptive communication. This trend is also consistent with global emphases on digitalization as a key pathway for MSMEs to increase competitiveness and market reach [\(Martadinata et al., 2024\)](#).

Strengthening of Collaborative Stakeholder Relationships

Beyond individual capacity enhancement, the CSR communication strategy also reinforced collaborative relationships among the community, village government, and program implementation teams. The socialization process, sustained dialogue, and post-training mentoring created a two-way symmetrical communication pattern (Grunig & Hunt, 1984) that built trust and mutual respect among stakeholders. This communication pattern is a critical foundation for the sustainability of empowerment programs, because communities are not merely positioned as beneficiaries but as active partners in the development process [\(Wahyono, 2018\)](#). [\(Sumiati, Wirman, & Rasyid, 2022\)](#) similarly found that dialogue within CSR programs fosters new synergies that support sustainable community development outcomes.

These findings collectively confirm that the success of the CSR communication strategy in Tarumajaya District lies in its capacity to construct an inclusive, contextual, and problem-oriented communication process. CSR communication functions not merely as an information delivery mechanism but as an instrument of social transformation that simultaneously strengthens financial literacy, opens new business opportunities, and enhances digital marketing capabilities all of which contribute directly to strengthening the economic resilience of coastal communities.

Importantly, these findings extend beyond and complement prior research. Whereas earlier studies [\(Hasan, 2018; Octaviani, Raharjo, & Resnawaty, 2022\)](#) have broadly examined communication models in CSR programs for community empowerment, the present study provides granular evidence of how specific communication strategies participatory design,

dialogic engagement, and contextual delivery translate into measurable economic behavioral change in a specific coastal setting. This contribution is particularly salient for communities facing compound vulnerabilities, including environmental pressures such as coastal grabbing and overfishing alongside low financial literacy, as documented in the Tarumajaya context.

4. Conclusion

This study concludes that CSR communication strategies implemented in the coastal community empowerment program in Tarumajaya District, Bekasi Regency, have significantly contributed to strengthening the community's economic resilience. Participatory, dialogic, and contextual communication strategies have proven effective in enhancing financial literacy, stimulating business innovation grounded in local potential, and accelerating the adoption of digital marketing as a means of expanding market reach.

The implementation of clear, practical, and applicable educational communication has encouraged participants to consistently record their business finances, thereby facilitating more informed economic decision-making. Furthermore, the growth of processed seafood products and improved promotional capabilities through social media demonstrate that CSR programs, when underpinned by an appropriate communication strategy, can produce genuine and sustainable behavioral change. CSR communication strategies thus play a pivotal role in bridging the objectives of empowerment programs with the actual needs of coastal communities. This study contributes a contextually grounded framework for CSR communication that is adaptive to coastal community conditions, particularly those facing compound socioeconomic and environmental vulnerabilities.

Several limitations of this study should be acknowledged. As a single-site qualitative case study, findings may not be directly generalizable to other coastal contexts in Indonesia or beyond. The relatively small number of informants (twelve participants) also means that the full diversity of community experiences may not be fully represented. Future research should employ comparative designs across multiple coastal communities to test the transferability of these findings, and consider longitudinal approaches to assess the sustained impact of CSR communication strategies on economic resilience over time. The integration of quantitative measures of economic resilience as outcome variables would also strengthen the evidence base for claims about behavioral change.

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