

Corporate Social Responsibility Through the Berkah Mulya Waste Bank Program

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Abstract.

This study aims to analyze the implementation of the Berkah Mulya Waste Bank program as a Corporate Social Responsibility (CSR) initiative of PT. Japfa Comfeed Cirebon. In waste management and community empowerment. This study employs a descriptive qualitative method, utilizing observation, in-depth interviews, and documentary analysis as data collection techniques. It also explores the workflow of the waste bank and its impacts based on the Triple Bottom Line concept (Profit, Planet, People). The research findings indicate that this program contributes positively economically through additional income for the community, environmentally through reduced waste volume and improved cleanliness, and socially through increased awareness, active participation, and community collaboration in waste management. However, the study also identified challenges in maintaining customer participation and a lack of succession planning for managers. Efforts to address these challenges include continuous education and the use of digital technology to attract the interest of younger generations. In conclusion, the Berkah Mulya Waste Bank is a successful CSR practice model that integrates environmental, social, and economic aspects and has the potential to be replicated as a community-based waste management solution in other regions.

Keywords: Waste Bank, Corporate Social Responsibility (CSR), Community Empowerment, Waste Management, Triple Bottom Line

INTRODUCTION

Waste accumulation is an increasingly alarming environmental problem, especially in densely populated urban areas (Assor et al., 2024; Izquierdo-Horna et al., 2022; Przydatek, 2020; Savini, 2019; Yang, 2024). As population growth and rapid urbanization continue, the volume of waste generated daily keeps increasing, while waste management systems in many areas remain limited and ineffective. As a result, waste often accumulates in public spaces, rivers, or even pollutes the ocean, negatively impacting public health and ecosystems. The Indonesian government aims to develop Indonesia from the smallest regions, starting with rural areas (Siti Khumayah, 2021). Therefore, the City of Cirebon has enacted Local Regulation No. 4 of 2018 on Waste Management. This regulation is reinforced by Cirebon Mayor Regulation No. 6 of 2019 on the city's policies and strategies for managing household waste and similar waste from 2018 to 2025. The issuance of this regulation should help reduce the problems caused by waste. However, based on waste volume data from 2019 and 2020, there has been an increase, necessitating extra measures (Susilowati Yus Anggi & Febrianto Alfian, 2021). Improperly managed waste can cause pollution and environmental damage. Additionally, the availability of land for waste disposal sites is dwindling due to high population density. In essence, proper waste management is the responsibility of every individual. However, public awareness of this issue remains low. Therefore, efforts are needed to foster a sense of responsibility by raising awareness through community empowerment, ensuring that people understand waste-related issues more deeply and are able to manage them effectively (Riyadi et al., 2022).

Some companies implement CSR programs as a manifestation of their concern for social and environmental issues. The more advanced the corporate environment is within a company, the greater the level of responsibility its leaders have in facing various challenges. Companies will always strive to optimize work results and maximize profits from any perspective. *Corporate Social Responsibility (CSR)* is a commitment by companies or the business world to contribute to sustainable economic development (Pranoto et al., n.d.). However, according to Asri & Insari (2020), CSR programs need to be designed to help companies reduce the negative implications of their operational processes while simultaneously enhancing the positive social impact on society.

One company that actively implements CSR programs is PT Japfa Cirebon, which is engaged in agribusiness and is committed to supporting environmental sustainability and improving the welfare of the surrounding community. One of its initiatives is the Berkah Mulya Waste Bank, which has been in operation since 2023 and now involves 65 (*sixty-five*) customers. Although PT Japfa generates significant environmental impacts, such as the odor of waste around the company, its commitment to environmental care is demonstrated through the waste bank program in the *Pergambiran* RW 01 and RW 02 areas, aimed at reducing waste impacts and increasing community awareness in waste management.

A Waste Bank is a place where sorted waste is deposited according to type. The operation of a Waste Bank is similar to that of a regular bank, with customers, record-keeping, and management. While in a regular bank, customers deposit money, in a Waste Bank,

customers deposit waste that has economic value (Aryenti, 2011). Meanwhile, according to Ismawati (2013), a Waste Bank is a waste management institution that applies the principles of reduce, reuse, recycle, replace, and involves community participation in its implementation (Isnainia et al., 2020). This waste management system involving community participation plays a crucial role for the environment.

Environmental management programs such as waste banks play an important role in developing countries, given their high human resource potential. Community-based waste management approaches are waste management strategies that involve the active participation of the community in a structured process, from the production, collection, and processing stages to the final stage of waste treatment (Fahriani et al., n.d.).

Therefore, participation is an essential component of community empowerment, often interpreted as the involvement, engagement, and equality of community members in a specific activity, whether directly or indirectly, from the initial idea, policy formulation, and program implementation, to evaluation. Community participation in the Berkah Mulya Waste Bank program demonstrates a positive response. Meanwhile, indirect participation can take the form of contributions of ideas, funding, and necessary materials (Wibisono (1989) in Alfiandra (2009); Fauzi Ridho Muhamad et al., 2017). However, in its implementation, the Berkah Mulya Waste Bank program faces challenges and obstacles, such as community participation, maintaining the number of customers, and a lack of support from relevant parties, which can hinder the program's effectiveness. Therefore, researchers need to conduct in-depth research to understand the impact of the waste bank program and find solutions to the existing obstacles.

Previous studies have explored the role of CSR programs and community-based waste management in improving environmental sustainability. For instance, Pranoto et al. (n.d.) emphasize that CSR programs should be designed to mitigate negative environmental impacts while enhancing positive social outcomes. However, their research does not provide a detailed examination of specific CSR initiatives, such as waste management programs, and how they influence community behavior in practice. Similarly, Asri & Insari (2020) assert that CSR initiatives are vital for corporate responsibility but they do not sufficiently address how community participation, particularly in waste management programs like Waste Banks, directly impacts local sustainability efforts. Ismawati (2013), on the other hand, highlights the role of community-based waste management, emphasizing the importance of principles like reduce, reuse, and recycle. Yet, there is a gap in her research regarding the effectiveness of community participation in the long-term operation of waste management programs like the Berkah Mulya Waste Bank.

This study fills the gap by examining the operational challenges and impacts of the Berkah Mulya Waste Bank program, a CSR initiative by PT Japfa Cirebon. By analyzing factors such as community participation, program sustainability, and the obstacles faced, this research provides deeper insights into the effectiveness of waste banks as a community-based solution to waste management in urban areas. This study goes beyond merely identifying CSR program features, offering practical recommendations for overcoming implementation challenges and

enhancing the program's impact on environmental sustainability.

This study aims to assess the impact of the Berkah Mulya Waste Bank program on waste management and environmental sustainability in Cirebon, focusing on community participation and the program's challenges. The research will identify key factors influencing the success of the waste bank and provide recommendations to address existing barriers. The findings are expected to contribute to improving waste management strategies, offering practical solutions for enhancing CSR programs and empowering communities in environmental conservation. This research will also provide valuable insights for companies, local governments, and NGOs looking to implement effective community-based waste management solutions.

MATERIALS AND METHODS

The method applied by the researcher in this study is qualitative in nature and descriptive. Through a descriptive qualitative approach, research results can be obtained through direct interviews with respondents using questions posed by the researcher. This process involves analysis and exploration aimed at understanding individuals and their perspectives on a particular issue.

The data collection techniques used were: a. *Observation*; b. *Interviews*; c. *Documentation Study*. The researcher conducted direct *observation* at the Berkah Mulya Waste Bank, after which the researcher conducted in-depth *interviews* with key informants, including Mr. Giyoko as the Public Relations Officer of PT Japfa Kota Cirebon, and Mrs. Eti as the Chairperson of the Berkah Mulya Waste Bank Program. Supporting informants included members of the Berkah Mulya Waste Bank management team. These interviews aimed to obtain direct information from various sources. *Document Study*: The researcher collected and studied relevant documents and other supporting data. The *document study* was conducted to complement the data obtained from observations and interviews.

Data validity testing in this study was conducted through a series of systematic steps to ensure that the information obtained is accurate and reliable. First, the researcher applied *source triangulation*, where data was collected from various sources, including government, academia, media, and the community. The verified data was then analyzed using the *Triple Bottom Line* method, which consists of (1) People (Human/Social), (2) Planet (Environment), and (3) Profit (Economic Gain) (Nurlaela.N, 2020).

RESULTS AND DISCUSSION

Waste is an important issue that must be addressed immediately, especially in cities such as Cirebon. The growing population, high consumption habits, and lack of public awareness about sorting waste at home have led to increasing piles of waste ending up in landfills. To overcome this problem, the role of private companies is greatly needed. In response to this challenge, PT. Japfa Comfeed Cirebon Indonesia Tbk has taken proactive steps through its Corporate Social Responsibility (CSR) program in the Cirebon region. The following is the workflow of the Berkah Mulya Waste Bank program:

Educating Residents on Sorting Household Waste

The first step in managing a waste bank is to educate the community about the importance of sorting waste at home. This education includes introducing the types of waste, such as organic waste (food scraps, leaves, etc.) and inorganic waste (plastic bottles, paper, cardboard, iron, metal), as well as the proper way to sort them. Additionally, residents are also made aware of the environmental impact of waste accumulation through waste sorting, which helps reduce the burden on Landfills (TPA) and also conveys the understanding that waste has economic value for residents. The primary objective of this stage is to foster awareness and new habits among the community to take greater responsibility for the waste they generate daily.



Figure 1. The process of educating residents and waste bank managers

Source: Researcher's Documentary, 2025

The picture above shows the managers conducting important education on sorting waste to maintain the cleanliness of the surrounding environment. This activity is usually carried out in collaboration between the managers of Berkah Mulya Waste Bank and the coordinator from PT. Japfa Cirebon

Residents Deposits Waste

After receiving sufficient education, residents are encouraged to start "saving" inorganic waste at the available waste banks. The term "saving" is used because the waste they collect has economic value and will be recorded as a form of savings that can later be exchanged for money. Residents bring the sorted waste from their homes to the waste bank location according to a predetermined schedule, typically conducted twice a month at the end of each month. This initiative also encourages active community participation in environmental conservation and fosters a participatory spirit to create a clean and healthy environment.

Waste Category Sorting Managers

The waste deposited by residents is not sold immediately, but is checked and sorted by the waste bank manager according to category or type. For example, plastic bottles are

separated from thin plastic packaging, cardboard is separated from magazine paper, and metal is separated from used cans. This sorting aims to increase the sale value of waste and facilitate the recycling process by collectors or waste management industries. In addition, this process also helps maintain the quality and consistency of items that will be resold.



Figure 2. The Process of Sorting Waste

Source: Management's Documentation

The picture above shows the managers sorting various types of waste, including plastic bottles, cardboard, duplex, iron, copper, and other types. This process is important to facilitate the managers in the recording process.

Waste Management

After sorting, the waste is weighed using accurate digital or manual scales. The weighing process is carried out carefully by waste bank managers to ensure fair results that do not disadvantage residents. Weighing is done to determine the volume or weight of each type of waste deposited, which will later determine its economic value. In addition, the weighing data is used as the basis for recording waste savings and calculating the proceeds to be received by residents.



Figure 3. The process of weighing waste

Source: Management's Documentation

The picture above shows the managers conducting the waste weighing process. This process must also be carried out carefully to ensure fairness in recording the weighing results.

Managers Record Waste Weighing Results

Once the weighing is complete, the results are immediately recorded by the manager. Recording can be done manually in residents' waste savings books, or digitally if a digital system is available. This recording includes the type of waste, weight, and rupiah value of the waste saved. Transparency in recording is very important to maintain residents' trust and ensure there is no fraud. The recorded data also serves as evaluation material to measure the progress of the waste bank activities over time.



Figure 4. The process of recording waste weighing results

Source: Management's Documentation

The picture above shows the managers recording the results of the weighed waste. This process is very important because the results must be recorded carefully and accurately as they will affect the distribution of profits to customers.

Distribution of Results

During a certain period, usually at the end of each month, the proceeds from the sale of collected waste to collectors are distributed to residents according to the amount and type of waste they have contributed. This distribution can take the form of cash, basic necessities, or exchangeable credit. This process serves as tangible evidence that waste, which has long been considered useless, can actually provide economic benefits. In addition to motivating residents to continue actively participating, this distribution of proceeds also reinforces the role of the waste bank as an alternative solution in improving community well-being while preserving the environment.



Figure 5. The process of distributing the proceeds from the sale of waste

Source: Management's Documentation

The picture above shows customers gathered at the Baperkam office to receive their share of the proceeds from the sale of waste. This process is also the final stage in the activities of Berkah Mulya Waste Bank, and is carried out with assistance from PT. Japfa in Cirebon.

The Triple Bottom Line Concept in PT. Japfa Cirebon's Corporate Social Responsibility Activities Through the Berkah Mulya Waste Bank Program

Profit (Economic Gain)

The waste bank program initiated by PT. Japfa through its CSR activities has had a positive impact on the community's economy, especially at the household level. By providing residents with the opportunity to sell sorted waste, this program has opened the door to additional income that was previously unrecognized. Communities are gradually becoming accustomed to identifying types of recyclable waste that can be sold, which are then deposited in the waste bank as a form of savings that can be cashed out. Although the program has not yet generated financial profits for the company—as it was not designed for that purpose—it contributes to local socio-economic stability. The waste bank managers themselves carry out their duties voluntarily, demonstrating a commitment to creating change without prioritizing personal incentives. Additionally, the training in Sragen provides systematic education on waste bank management, including transaction recording and organizational structure, which strengthens the program's foundation for economic sustainability in the future.

Planet (Environment)

From an environmental perspective, this waste bank has become a driving force for changing residents' behavior towards cleanliness and waste management. By prioritizing education through seminars, field visits, and active communication, residents have begun to understand the importance of sorting waste from home. The results are quite evident, with RW 01 and RW 02 now cleaner and more organized, and a reduction in the volume of poorly managed waste. PT. Japfa's commitment to the environment is also evident in the availability

of facilities that support community activities. Facilities such as waste collection carts and digital scales not only streamline the workflow but also clarify the system and ensure fairness in the weighing of waste sold. This approach demonstrates the integration of social objectives and environmental sustainability targeted by the company.

1. People (Human/Social)

Socially, this program plays an important role in shaping a more aware, involved, and empowered community. The direct involvement of the community as managers and customers means that they are not only beneficiaries, but also agents of change. Education does not stop at the initial seminar, but continues informally through direct communication, as well as formally through monthly education facilitated by the company and relevant agencies. The community has become more concerned about the cleanliness of their homes and surroundings, and has developed habits of clean and healthy living. Moreover, the spirit of mutual cooperation has grown stronger, reflected in the commitment of managers who work without compensation for the sustainability of their neighborhood environment.

The number of customers, now reaching 65 people since the establishment of Berkah Mulya Waste Bank in May 2023, is tangible evidence that an educational and participatory approach yields results. Although children and schools are not yet actively involved, plans to expand the program to educational institutions and collaborate with the district indicate a long-term vision. This reinforces the program's position as an empowerment tool that impacts various segments of society, not only from an economic and environmental perspective but also from a social and educational standpoint.

Obstacles and Efforts of PT. Japfa Cirebon in the Berkah Mulya Waste Bank Program *Maintaining Customer Numbers*

One of the main obstacles in managing waste banks is maintaining the number of customers or active community participation consistently over time. Although residents are initially quite enthusiastic, over time, their enthusiasm may wane due to various factors, such as lack of motivation, time constraints, or ignorance of the long-term benefits of this activity.

The challenge of maintaining the number of customers and the continuity of activities is addressed through proactive approaches, such as periodic re-education and outreach on the benefits of the waste bank, conducted once or twice a month by inviting speakers or collaborating with the environmental agency. PT. Japfa is also preparing for the possibility of transitioning from a CSR (Corporate Social Responsibility)-based funding system to a more self-sustaining social business model. This means that, moving forward, it is hoped that this initiative will no longer rely solely on CSR funding from the company but can operate independently like a typical business. The expectation is that the number of people involved as customers and the volume of transactions will continue to grow, enabling the business to cover its operational costs without relying on external assistance.

Efforts to Regenerate the Management of Berkah Mulya Waste Bank

One of the major obstacles faced in managing waste banks is the lack of a well-

functioning regeneration process. In many cases, waste bank activities are still dominated by housewives who are highly concerned about the environment. Although their enthusiasm and role are enormous, limitations in time, energy, and dual roles at home often pose challenges in running the daily operations of waste banks.

Without the involvement of younger generations, waste bank activities become vulnerable to the sustainability of the waste bank program. When existing managers become exhausted, fall ill, or have other commitments, there is no one to immediately take over their roles. As a result, processes such as record-keeping, weighing, and communication with customers are hindered, and may even come to a temporary halt. This inevitably affects public trust, which over time can reduce their participation in activities.

To maintain the sustainability of Berkah Mulya Waste Bank's operations, efforts to regenerate its management are very important. The main challenge currently faced is the lack of involvement of the younger generation in community-based waste management activities. In fact, youth participation is very important to ensure that the spirit of environmental conservation is maintained and developed in a sustainable manner.

In response to this, Berkah Mulya Waste Bank, in collaboration with PT. Japfa Cirebon, has initiated efforts to create a more open and engaging space for young people to participate. This effort is realized through the development of programs aligned with their interests, such as the use of digital technology for data recording and the utilization of social media as an educational tool. Additionally, the company actively conducts weekly monitoring and coordination to ensure all activities proceed as planned and their impact continues to grow. Collaboration with the Environmental Agency also strengthens the program's legitimacy, making it not just a company initiative but an integral part of the city's environmental management system.

By providing a platform for young people to be creative while taking responsibility, it is hoped that a strong sense of ownership and leadership will develop within them regarding future waste bank management.

CONCLUSIONS

The Berkah Mulya Waste Bank Program run by PT Japfa Comfeed Cirebon Tbk. through its *Corporate Social Responsibility (CSR)* initiative is a tangible expression of the company's concern for the environment and community economic empowerment. This program addresses the issue of increasing household inorganic waste that has not been properly managed in the surrounding operational areas. Through an educational and participatory approach, the community is encouraged to sort and save waste, which is then converted into economic benefits. The process includes education, collection, sorting, weighing, recording, and distribution of proceeds. This program successfully integrates the *Triple Bottom Line* concept: *Profit*—the community gains additional income; *Planet*—there is a reduction in waste volume and improved cleanliness; *People*—awareness and participation in environmental management grow. However, challenges remain, particularly in maintaining the sustainability of community participation and the involvement of younger generations. To

address this, PT Japfa collaborates with local governments and the Environmental Agency through training, outreach, and digital technology approaches. Overall, this program is an example of successful community-based CSR practices that combine social, economic, and environmental aspects. With institutional strengthening, this program has the potential to become a model for sustainable waste management in other regions. This conclusion highlights the major interpretations and findings of the research and aligns with the research objective, emphasizing the significance of the Berkah Mulya Waste Bank Program as a comprehensive, community-based solution to urban waste management through the active integration of social, economic, and environmental dimensions.

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