State-Owned Enterprises in Uncertainty and Environmental Change  
(Study on Program Pembinaan Bank Sampah Pulo Kambing PT Aneka Tambang (Persero) Tbk. Unit Pengolahan dan Pemurnian Logam Mulia)

Annisa Eka Syafrina¹  
Ummi Salamah²

¹ Mahasiswa Program Pascasarjana Ilmu Komunikasi, Departemen Ilmu Komunikasi Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Indonesia, Kampus Salemba, Jakarta Pusat, inankasya@gmail.com  
² Dosen Departemen Ilmu Komunikasi Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Indonesia, Kampus Salemba, Jakarta Pusat, ummisalamah15@ui.ac.id

Abstract

Environment is an important factor in an organization because it can support success to achieve organizational goals that have been established. However, neither the organization nor the environment around the organization will continue to change. The change must be constantly addressed by the company. If you can not finish it, it can be threatened with death because it will continue to deal with increasingly complex issues. PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia as one of the State-Owned Enterprises utilizes community development as an effort to deal with uncertainty and environmental change. This study aims to see how PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia addresses the uncertainties and changes in the environment. With this type of qualitative research, this study uses a case study approach that is viewed based on organizational systems theory and institutional theory. The results showed that community development through the Program Pembinaan Bank Sampah Pulo Kambing by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia is quite successful in facing environmental changes. This can be demonstrated by the environment around a secure company.

Keywords: Community Relations, Environment, Institutional Theory, State-Owned Enterprises, System Theory

Introduction

Communication activities always happen every day, not least in the organization. In organizations, communication is an integral part that plays an important role.
Communication that occurs in the life of the organization, whether internal communication or external communication is like a system that connects between individuals and antarbagian within an organization. Communication is important in order to generate a common understanding between the sender of information and the recipient of information at all levels within the organization (Ruliana, 2014). Although many organizations or companies have adopted a policy of openness, it does not mean that organizational communication is always going on unhindered. Such communication barriers may disrupt the flow of information or the content of messages sent or received. Therefore, these barriers must be addressed immediately, in order for the organization to remain effective and efficient. Communication within an organization must be understood, and properly applied by all members of the organization, so that organizational goals can be achieved.

A smooth organizational communication can help the organization to work effectively and efficiently in order to survive and thrive in the face of competition. Appropriate strategic steps are needed by the company in dealing with changes and uncertainties coming from the environment (Kartika, 2010). The perception of environmental uncertainty implies a state in which the company are unable to predict the situation or have difficulty making routine planning and procedures within a company. Environmental uncertainty may refer to a lack of information about the description of elements of an enterprise environment (Jones, 2010). Under uncertain conditions, planning and control processes will become more difficult and face more problems, as future events are difficult to estimate. The perceived environmental uncertainty of a manager will have an effect on the characteristics of the information to design the required control over the company’s operations (Hoque, 2004).

Environmental uncertainty is one factor that often causes the organization to make adjustments to the environmental conditions of the organization. Duncan (1972) defines the environment as the totality of social and physical factors that affect the behavior of one’s decision-making in the organization. The main sources of environmental uncertainty in the organization may include competitors, suppliers, customers, regulators, labor markets, community culture, political, economic, and so on (Abdullah, 2012).

Organization will experience high environmental uncertainty if they feel the environment is unpredictable and can not understand how environmental components will change. Whereas in low environmental uncertainty (environment is relatively stable), organization can predict future circumstances so that the steps that will be done can be planned with more accurate (Darlis, 2002). This relatively stable condition can be utilized by members of the organization to help the organization make accurate planning (Kartika, 2010).

This is where the role of organizational theory is needed. Organizational theory in principle discusses the relationship between internal and external factors of the
organization and the effectiveness of the organization. The development of organizational theory is closely related to business environment factors, stakeholders, and technological developments. The application of organizational theory makes it possible to analyze organizations and make recommendations to improve organizational effectiveness which, among other things, is measured by revenue, profit, revenue growth and market segments (Budihardjo, 2011).

As one of the State-Owned Enterprises, PT Aneka Tambang (Persero) Tbk or better known as PT ANTAM (Persero) Tbk, which in this case is PT Antam Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia, fully aware that the environment of an organization is made up of institutions or forces outside the organization such as: suppliers, customers, government regulations, public pressure groups, and so on; which can affect organizational performance (Robbins & Judge, 2008). This means that the environment can affect the effectiveness of an organization. The dynamic and volatile nature of the environment can certainly increase the uncertainty. This uncertainty is a threat to the effectiveness of an organization or company. Therefore, PT Antam always strives to minimize this, one of them through building good neighborly relationships with various communities around the company operate that is by doing community development activities with Bank Sampah Kerabat Pulo Kambing community. Although the Pulo Kambing community is not directly involved in the company's operational activities, PT Antam views the community as an important partner that can assist in achieving organizational goals.

Literature Review
Organizational Communication

Organizational communication is interpersonal communication or group that is impersonal (structured communication) which is done by person or group or work unit in an organization (Liliweri, 2003). Organizational communication also means sending and receiving various organizational messages. Such communication can be formal, that is, the communication agreed by the organization itself and its nature is oriented to the interests of the organization; as well as informal in the form of socially approved communication, and oriented to its members individually (Wiryanto, 2000).

In general, organizational communication discusses the structure and function of the organization, human relations, communication and organizing processes, and organizational culture. Goldhaber (1986) defines organizational communication as the process of creating and exchanging messages in a network of interdependent relationships with one another, to address changing environments (Romli, 2014). R. Wagne Pace and Don F. Faules, put forward the functional definition of organizational communication as a show and interpretation of messages among communications units that are part of a particular organization. Where is the communication organization
communication unit here is the relationship between persons in positions (positions) residing in the organization (Ruliana, 2014).

Organizational communication is divided into two forms, namely internal communication and external communication, generally has two functions, namely as a tool that can be used by members of the organization to achieve organizational goals, and as a tool to unify all members of the organization into a cohesive entity (Praminingsih, 2006).

**External Communication Organization**

External organizational communication is the communication that occurs between an organization and audiences outside the organization that the organization targets (Romli, 2014) with the aim to create and maintain goodwill and mutual understanding between organizations and audiences (Ruliana, 2014). In general, there are two forms of external communication that the company does (Ruliana, 2014):

- Communication from organizations to audiences. The information submitted is informative with the aim to make the audience feel involved and create two way communication. This form of communication is needed in the face of problems that occur unexpectedly. This communication can be done through various forms such as: press release, newspaper or magazine article, radio address, documentary, brochure, leaflet, poster, and press conference.

- Communication from audiences to the organization. This communication is a feedback or feedback as an effect of the activities and communication undertaken by the organization. Communication of this form is usually done directly (direct communication) and indirect communication. Direct communication is usually done by organizing the organization of customer education or customer gathering so that the organization can know the public response directly. Direct communication can be done public or public by writing something then put in the suggestion box provided by the organization.

Technically, external communication is a communication involving outsiders who are not members of the organization, as the recipient of the message. Generally, external communication takes place through an official acting on behalf of an organization with an outside party having an interest in the organization. External communication is called adaptive communication and control of the environment for the survival of the organization (Hardjana, 2016).

Currently, external communication gets the attention of the organization because of the complexity of competition and environmental changes such as technology, labor, and environmental conservation so that long-term learning and strategic planning is needed. In addition, external communication also plays an important role as a process of affirming the identity of the organization through the communication of image building (Hardjana, 2016). One of the communications image formation that can be done by the organization is to build a good external relationships.
External Relations

Internal and external public in the organization has an important role in the running of an organization or company. External public who contribute to the progress and sustainability of the company include: customer public, government public, press public, community public, supplier public, consumen public, educational public, etc (Hairunnisa, 2015).

Activities in fostering relationships with the external public organization or company is called external relations (Ardianto, 2014). External relations is the relationship created between the organization and its public, ie stakeholder and general public (AndiPate, 2015). The relationship formed is cyclical, which means it runs continuously as long as the organization or company exists. This is because the nature of the organization's environment is always moving dynamically so that organizations need to also have to respond to the dynamics of the environment (Iriantara, 2013).

When engaging in external relations, the organization must be able to absorb external public aspirations, especially the external public needs and desires of the company (Ardianto, 2014). One form of external relationships shared in the characteristics and needs of the organization is the relationship with a particular community or also called community relations (AndiPate, 2015).

Community Relations

One form of external relations is a relationship with a particular community (community relations). Community comes from Latin “communitas” which means society, public, or common property. Community is defined as a group of interacting people who are in a particular location (Jasmadi, 2008). Effendy (2009) defines community as a group of people residing around the organization. Communities that live in the vicinity of the organization's location will support success to achieve the established goals. In fact, Peak stated that not only those within the organization alone determine the success of achieving the goals, but also the communities that surround the territory of the organization's operations (Iriantara, 2013).

Jerold defines community relations as increasing the participation and position of the organization within a community through various endeavors for the common good of the organization and its community (Iriantara, 2013). Community Relations is an activity undertaken by the organization in maintaining good relations with the surrounding community, which is related to the activities of the organization (Hairunnisa, 2015).

Community around the company likened Jefkins, as a neighbor. So the principle to be developed through community relations is to develop good neighborly relationships. Being good with the neighbors is certainly a huge benefit. The existing organization or company will be viewed by neighbors, in this case the community, like...
his own. There is a desire to participate in maintaining and protecting it, because it avails the existence of the factory or the company is indeed the surrounding community (Iriantara, 2013).

Relations with the community is very important to build, because the existence of the organization, or the company really needs understanding and support of the surrounding community as a neighbor. Even well-built community relations can make the community a "shield" or "shield" for organizations or companies, when faced with problems. Conversely, poor relationships with the community can have an adverse impact on the company.

The objectives of community relations according to Moore, among others are: to inform the community about the policies, activities, and problems of the company; responded to criticism and denied attacks from local group pressure, misunderstood the company; making the company an important factor in community life through assistance to local institutions and environmental issues; improve the welfare of communities by increasing local potentials; show the community that the company is a good company; maintaining harmonious relationships, with community leaders in a high spirit of togetherness (Ardianto, 2014).

**Community Development**

Another form of community relations program or activity undertaken by a company is community development. Community development is an effort to empower communities through the capabilities and potentials of the community (Iriantara, 2013).

This community development is a form of corporate adaptation to the community around the company so that the community or the surrounding community accepts the company's presence (Rudito & Famiola, 2013); and aims to empower and improve the progress of society, so that the perceived impact of society is the impact that can be felt in the long term (Situmeang, 2016).

There are four alternative models of community development, namely: (1) waste utilization; (2) optimization of home industry; (3) developing tourist village and green environment; (4) creating village entrepreneurs (Sujono, 2017).

Community development has several traits, including: (i) having clear objectives and outcomes; (ii) having an organized activity container; (iii) carried out on an ongoing basis; (iv) planned, sustainable activities, and in accordance with local needs and resources; (v) community participation in the planning, implementation, and evaluation of activities; and (vi) get help and support from the government, and related parties (Situmeang, 2016).

According to Ife (1995) there are several principles in the development of society; among them are: first, Integrated Development. Community development activities should be integrated development, which can cover various aspects of human life, such as: social, economic, political, cultural, environmental, and spiritual. Second, Human
Right. Activities should ensure the fulfillment of the right for every human being to live a decent and decent life. Third, Sustainability. Activities should take into account environmental sustainability, so that the use of re-newable materials should be diminished. Fourth, Empowerement. Empowerment is the goal, which means providing resources, opportunities, knowledge and skills to the community in order to improve capacity for the future and to participate in community life. Fifth, Self-Reliance. As far as possible utilize the resources owned by the community. Sixth, Co-Operation. Done by working together. Seventh, Participation. Maximize community participation so that everyone can be actively involved in community activities and processes (Situmeang, 2016).

Indicators of success of a community development program can be seen from the forms of togetherness built between government, corporate and community parties, reflected in participation and sustainability (Rudito & Famiola, 2013).

**Organization System Theory**

Both communities and organizations are in the midst of an ever-changing environment. Waddock and Boyke stated that pressures due to environmental change consist of pressures from external environments such as globalization, alliances, competition and government rules; and pressure from the internal environment, in the form of technology, resource constraints, employee pressure, and so on (Ardianto, 2014). These changes must be constantly addressed by the organization. If unable to solve it, then the organization may be threatened with death; because it will continue to deal with increasingly complex issues.

Scott reveals that one way to learn about organizations is to view organizations as systems. According to Ludwig Von Bertalanffy, the system is a combination of several interrelated elements (Pandjaitan, 2000). The system can also be defined as a set of interacting units that last long within the limits defined by responses and adjustments to the pressure of change from the environment to achieve the goal and maintain it. In the case of the organization, the meaning of a set of interacting units, including the organization and the public relating to it; where both are influenced and involved in an interaction (Cutlip, Center, & Broom, 2011).

System Theory introduced by a Biologist named Bertalanffy. This theory states that a simple system consists of input, process, and output (Fauziyah & Lukman, 2009). Although System Theory was originally introduced by Bertalanffy, it was Daniel Katz and Robert Kahn who first implemented it into the organization (Liliweri, 2003).

Organizational study as a system, states that the organization is an open system because it interacts with the environment. Organizations are built by input from the environment, such as: materials and human resources. Each system has subsystems that play a role in the subsystem input, subsystem processing and subsystem output (Ruliana, 2014). That is, organizations interact with larger systems (external environment) by
absorbing resources (raw materials, human resources, etc.), and converting all of those inputs into output in the form of goods and services (Winardi, 2010). The environment reacts to the output through a feedback cycle. This feedback provides input for the next cycle of this system. The process repeats itself from the life of the system (Bateman & Snell, 2008).

From the above statement, it can be concluded that the organization depends on its environment for many things. If you want to live and survive, then the organization must be able to adjust to the environment, given the changing nature of the environment. This is in line with Carol Kinsey Goman’s statement that the organization as a living system exists in a constantly volatile environment that constantly tests the organizational capability for survival that includes the forces of fierce global competition, rapid technological advancement, and increasingly sophisticated and demanding customers. Organizations must adapt and adapt to their environment by monitoring public opinion, social change, political movements, cultural changes, technological developments and the natural environment; which then interprets environmental factors for management, which are then used to make plans to be more proactive rather than just reactive to environmental change (Cutlip, Center, & Broom, 2011).

The purpose of the system is to survive, and since the existence of the system is in an ever-changing environment, the organization as an open system must constantly adapt in order to survive (Cutlip, Center, & Broom, 2011). This is in accordance with one of the theories of System concepts which states that the possibility of survival of an organization depends on the ability of the organization to adjust to the conditions set by its environment (Winardi, 2010). There are six basic mechanisms that organizations can use to adapt to their environment: information management; mergers, acquisitions, acquisitions, alliances; direct influence; organizational design and flexibility; strategic response; social responsibility (Griffin, 2004).

**Institutional Theory**

The environment provides demands on organizations in two different ways. First, technical and economic demands that require organizations to reduce and exchange their goods and services. Second, social and cultural demands that require organizations to play a certain role in society and to build and maintain the external environment.

Recognizing the social and cultural basis of external influences on the organization, is the institutional contribution of institutional theory. Neo-institutional theorist, American Richard Scott defines institutionalization as a process whereby action is repeated and gives meaning to oneself and others. American sociologists Woody Powell and Paul DiMaggio distinguish institutional pressure, namely coercive institutional pressure is when pressure to adapt comes from government regulations or laws. Normative institutional pressure when pressure comes from cultural expectations (Hatch M., 1997).
In this theory, the organizational context of the organization operates and is adapted to maintain their social legitimacy. In an institutional perspective, the environment is seen as what the organization is and how it should behave. Organizations require not only raw materials, capital, labor, knowledge, and equipment, but also depend on the acceptance of the communities in which they operate (Hatch M., 1997).

Research Methodology
This research uses qualitative methodology. Qualitative research is a method for exploring and understanding the meaning that comes from social problems (Creswell, 2010). According to Creswell, qualitative research involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from specific themes to common themes, and interpreting the meaning of data. In addition, the final report for qualitative research has a flexible structure. Creswell also revealed that qualitative research strategy can be done through ethnography, phenomenology, grounded theory, narrative, and case study (Creswell, 2010).

This qualitative research uses a case study approach with the aim to see how PT Aneka Tambang (Persero) Tbk. Unit Pengolahan dan Pemurnian Logam Mulia in organizational life especially in facing the uncertainty and change of organization environment. The data were collected by using related literature studies about Program Pembinaan Bank Sampah Pulo Kambing. After data collection, data analysis is done, followed by descriptive data interpretation.

Results
PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia

PT Aneka Tambang (Persero) Tbk. or better known as Antam is a diversified and export-oriented vertically integrated mining company. Through operations areas throughout Indonesia, Antam’s activities include exploration, mining, processing and marketing of nickel ore commodities, ferronickel, gold, silver, bauxite and coal; with long-term customers spread across Asia and Europe. Antam also established several joint ventures with international partners.

Antam as a State-Owned Enterprise was officially established on July 5, 1968, based on Government Regulation no. 22 of 1968. The establishment was announced in Supplement No. 36, No. BNRI. 56; dated July 5, 1968. Antam's main commodities are high grade nickel ore (saprolite), low grade nickel ore (limonite), ferronickel, gold, silver and bauxite; processing services and purification of precious metals, as well as geological services (www.antam.com).

Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia is one of the business units of PT Antam (Persero) Tbk. which is engaged in the processing and refining of
precious metals, such as gold, silver, and platinum. This business unit has the vision of being a trusted strategic partner for our valued customers, providing the highest quality and most effective service in the field of refining, manufacturing and trading of precious metals. To achieve that vision, the organization comprises several missions including:

1. Ensure professional quality of products and services for customer satisfaction, prioritizing free gold resources from conflict areas, misuse of human rights in line with LBMA policy.
2. Prioritize Health, Safety and Environment (K3L) in every activity, prevention of injuries and occupational diseases in accordance with applicable laws and regulations.
3. The operational environment is guarded from soil, water and air pollution by managing B3 and non B3 wastes and preserving biodiversity.
4. Innovation and application of appropriate environmentally sound technologies to maximize added value for stakeholders, companies and the environment as well as economical, efficient and effective, in the utilization of resources.
5. Actively conducts continuous business process improvement through quality, environment and OHS management system and participates for the welfare of the community around the operation area especially education and environment.

**Bank Sampah Kerabat Pulo Kambing**

Bank Sampah Pulo Kambing was formed on January 8, 2014. In the beginning, the economic activities of savings and loan savings account established by Vera Nofita has the name of the Kelompok Bersatu Kerabat Pulo Kambing with the purpose of carrying the name of Pulo Kambing in order to be known to many parties. In its development, Bank Sampah was formed with the name of Bank Sampah Kerabat Pulo Kambing on March 2, 2014 (www.pulokambing.com) with the aim to reduce the volume of garbage in Pulo Gebang especially in RW 02 Kelurahan Jatinegara, Kecamatan Cakung, Jakarta Timur.

Currently, Bank Sampah Kerabat Pulo Kambing has three main activities which include community empowerment, environmental conservation, and fieldtrip or graduation education with 1335 members, 476 UMKM financing, 137 contributors and 34 volunteers (www.pulokambing.com). Bank Sampah which having its office is located at Jl. Swadaya no. 1 RT 010/02 PLN Gas Klender complex has a vision to be a community empowerment center that is able to create creative, productive, self-sufficient and talented human resources. To achieve this vision, formed several missions that include: creating economic self-reliance society based on sharia economy with management system, human resources and technology quality; creating community creativity in utilizing second-hand goods into economic value goods; educating the public about the urgency of caring for the environment by managing waste into investment; creating a green, green, healthy and potentially economic environment; organize applicative skills-based education and training programs, social entrepreneurship and character building.
in an integrated and sustainable manner; creating a young generation of Islamic Qur’anic characters (www.pulokambing.com).

Good relationship between Bank Sampah Kerabat Pulo Kambing and PT Antam Logam Mulia started when Bank Sampah Kerabat Pulo Kambing requires the legality of a Notarial Deed to become a Cooperative. Moreover, PT Antam Logam Mulia also helps Bank Sampah Kerabat Pulo Kambing in shaping the form of his cooperative into syariah. Currently, Bank Sampah Kerabat Pulo Kambing in collaboration with PT Antam UBPP Logam Mulia in the program "Nyimas" (Nyicil Emas) which is a certified gold product purchase service with an installment system that can be paid by installment money or by saving garbage (www.pulokambing.com).

**Discussion**

As one of the State-Owned Enterprises, PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia, always trying to apply the principles of Good Corporate Governance (GCG). Good Corporate Governance can also be interpreted as the process and structure used by SOEs to improve business success and corporate accountability in order to realize shareholder value in the long term by still paying attention to the interests of other stakeholders based on the rules and regulations ethical values (Subroto, 2005). Good Corporate Governance is a fairly strategic system in the processing of a business entity such as a state-owned enterprise (Priambodo, 2004).

One form of implementation of Good Corporate Governance conducted by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia is to build and maintain good external relationships with the community relations. This corporate community consists of three groups based on the distance of its territory with the company that is ring one (Kelurahan Jatinegara Kaum), ring two (Kelurahan Jati), and ring three (Kelurahan Jatinegara).

Aside from being a means to build external relationships, community development are being undertaken PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia as well as a form of social responsibility that must be done by the company. This is caused by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia is a company that exploits the natural resources of mining and its business activities have an impact on the functional capability of natural resources (Trisnanto, 2013). In addition, there are legal regulations that is Pasal 74 ayat (1) Undang-Undang Nomor 40 Tahun 2007 Tentang Perseroan Terbatas (Rusdianto, 2013); stating that the company which carries out its business activities in the field and / or related to natural resources is obliged to carry out the social and environmental responsibility (Situmeang, 2016).

The company's seriousness in carrying out its corporate social responsibility is evidenced by the award, which is the Award "Proper Hijau" in 2015. Proper is an enterprise performance rating assessment program in environmental management
organized by Kementerian Lingkungan Hidup dan Kehutanan (www.antam.com). Social responsibility is done by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia to improve the quality of community life around the organization or company.

One of the activities that is still ongoing today is program pembinaan Bank Sampah Kerabat Pulo Kambing. The program that has been underway since 2015 is one of the Green Programs owned by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia. Pulo Kambing as a ring community group of three companies is a densely populated area, with the location of a small house, a narrow alley with a high volume of waste (S., 2015). This program aims to foster the community, especially the community of Pulo Kambing, to make use of waste into something useful and productive, so as to improve the standard of living of the family.

Community development which Antam done through Bank Sampah Kerabat Pulo Kambing is one form of efforts made by the company in the face of uncertainty and changes in the environment. PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia have an awareness that their line of business can lead to conflict in the community. The impact of the company's output results in the form of pollution smoke and factory waste can be the reason for the company's refusal in the community. The company must be willing to take responsibility for all operational activities undertaken. To prevent this, PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia take steps to build a good external relationship with the community around. This has been proven by the condition of the company's safe environment either from criminal acts such as brawl or demonstration of surrounding communities who feel disturbed by the company's operations.

It can be said that PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia depending on the environment for many things. Operational companies will be disturbed and even threatened to stop when getting interference from outside the company. Factory firms may cease to operate if people around the company feel disturbed and demand dismissal.

If you want to live and survive, the company must be able to adjust and adapt to the environment, given the changing nature of the environment. This is in line with Carol Kinsey Goman's statement in system theory which states that organizations as living systems exist in a constantly volatile environment that constantly tests the organization's ability to survive.

In modern organizational theory, the organizational environment is confirmed as an entity that is outside the boundaries of the organization, in which the organization is an entity embedded in a larger system. The organization faces uncertainty about what is developing in the environment and depends on the elements that shape its environment. This dependency and uncertainty explains the organizational structure and actions within the organization (Hatch M., 1997).
Like any company in general, PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia also facing complexity, change, uncertainty in running the activity of company. Complexity refers to the amount and diversity of elements in the environment in this case is the diversity of society around the corporate environment. The rate of change refers to how quickly these elements change. Environmental uncertainty is defined as the interaction between the various complexities and changes in the environment (Hatch M., 1997).

Program Pembinaan Bank Sampah Kerabat Pulo Kambing is one of the efforts of the company in facing the demands of the environment related to social and cultural elements that require the organization to play a certain role in society and to build and maintain the external environment. Meanwhile, when viewed from the type of pressure, the Program Pembinaan Bank Rakyat Pulo Kambing is an effort made by the company in the face of coercive institutional pressure is the pressure derived from the regulation in this case Pasal 74 ayat (1) Undang-Undang Nomor 40 Tahun 2007 Tentang Perseroan Terbatas. In addition, this coaching program is also an effort in dealing with normative institutional pressure that is pressure that comes from cultural expectations in this case the expectations of the surrounding community against the company.

On the other hand, Program Pembinaan Bank Sampah Kerabat Pulo Kambing is done to maintain the social legitimacy of the company. In an institutional perspective, PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia what firms look at the environment through how companies behave. So indirectly community development activities undertaken into the process of affirming corporate identity through the communication of image building.

Conclusion

In carrying out its activities, the company needs strategic steps in facing the changing environment. Waddock and Boyke suggest that pressures due to environmental change consist of pressures from external environments such as globalization, alliances, competition and government rules. The change must be constantly addressed by the company. If unable to solve it, then it can be threatened death; because it will continue to deal with increasingly complex issues.

This is described in system theory which views the company as an open system because it interacts with the environment. Companies depend on their environment for so much that if they want to live and survive, they must adapt to their environment. On the other hand, when viewed from institutional theory, there are social and cultural demands that require organizations to play a particular role in society and to build and maintain the external environment. In this theory, the institutional context of the company operates and is adapted to maintain corporate social legitimacy. So it can be concluded that the organization not only requires raw materials, capital, labor,
knowledge, and equipment, but also depends on the acceptance of the communities where they operate.

Community development which is done by PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia through Bank Sampah Kerabat Pulo Kambing is one form of efforts made by companies in the face of uncertainty and a changing environment. PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia have an awareness that their line of business can lead to conflict in the community. The impact of the company's output results in the form of pollution smoke and factory waste can be the reason for the company's refusal in the community. To prevent such rejection, PT Aneka Tambang (Persero) Tbk. Unit Bisnis Pengolahan dan Pemurnian (UBPP) Logam Mulia take steps to build a good external relationship with the community around. This has been proven by the condition of the company's safe environment either from criminal acts such as brawl or demonstration of surrounding communities who feel disturbed by the company's operations.

References


