

**“ANALISIS PERAN DIVISI COMMUNITY AND RELIGIOUS AFFAIRS DALAM  
MEMBANGUN KEHARMONISAN HUBUNGAN PERUSAHAAN DENGAN  
MASYARAKAT DITENGAH KEBERAGAMAN SUKU DAN BUDAYA  
(STUDI KASUS PT. RIAU ANDALAN PULP AND PAPER)”**

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**ABSTRAK**

Keberagaman suku-budaya di Riau Kompleks PT Riau Andalan Pulp and Paper (RAPP), dengan 15.000 jiwa, 11 paguyuban, dan 4 agama, memerlukan pengelolaan efektif oleh Divisi Community and Religious Affairs (CRA). Studi kualitatif deskriptif ini menganalisis peran-fungsi CRA tahun 2025, pelaksanaan program, dan persepsi 40 informan (4 karyawan CRA, 8 ketua paguyuban, 28 masyarakat) melalui wawancara mendalam, kuesioner terbuka, observasi partisipatif, dan dokumentasi. Temuan studi ini mengindikasikan bahwa CRA berperan krusial sebagai pengelola keagamaan (4 agama), komunitas (11 paguyuban), mediator netral, dan program kesejahteraan. Fungsi utamanya melalui komunikasi proaktif dan mediasi cepat. Program seperti Pekan Seni Budaya (partisipasi 92,9%), gotong royong (50%), dan Car Free Day (60,7%) efektif mempertemukan lintas suku. Persepsi responden (100% harmonis) menunjukkan dampak signifikan pada toleransi (85%), dengan paguyuban sebagai jembatan dan CRA dinilai adil serta responsif. Temuan ini menekankan pentingnya pendekatan internal seperti komunikasi rutin dan keterlibatan komunitas dalam mendorong keharmonisan. Oleh karena itu, perusahaan perlu mempertahankan, mendokumentasikan, dan mengevaluasi program CRA secara berkala untuk keberlanjutan. Temuan studi ini menjadi acuan dalam mengembangkan strategi pengelolaan keberagaman di sektor industri.

**Kata Kunci: Keharmonisan sosial, Keberagaman budaya, Komunitas, Agama, Suku Budaya, PT RAPP**

## ABSTRACT

The ethnic-cultural diversity within the complex of PT Riau Andalan Pulp and Paper (RAPP), home to a population of 15,000, 11 community associations, and 4 religions, necessitates effective management by the Community and Religious Affairs Division (CRA). This descriptive qualitative study analyzes the roles and functions of CRA in 2025, program implementation, and perceptions from 40 informants (4 CRA employees, 8 association leaders, and 28 community members) through in-depth interviews, open-ended questionnaires, participatory observation, and documentation. The findings indicate that CRA plays a crucial role as a religious manager (for 4 religions), community coordinator (for 11 associations), neutral mediator, and welfare program facilitator. Its primary functions are executed through proactive communication and rapid mediation. Programs such as the Cultural Arts Week (92.9% participation), communal work activities (50%), and Car Free Day (60.7%) effectively foster inter-ethnic interactions. Respondents' perceptions (100% reporting harmony) demonstrate a significant impact on tolerance (85%), with associations serving as bridges and CRA rated as fair and responsive. These findings underscore the importance of internal approaches, such as routine communication and community involvement, in promoting harmony. Therefore, the company must sustain, document, and periodically evaluate CRA programs for long-term viability. The results of this study serve as a reference for developing diversity management strategies in the industrial sector.

**Keywords: Social Harmony, Cultural Diversity, Community, Religion, Ethnic Culture, PT RAPP**