

The Corporate Social Responsibility Program in Community Empowerment:

Case Study of Micro, Small, and Medium Enterprises Mentoring Model

Dyah P. Sari^{1,*}, Wiwin Yulianingsih¹, Maria V. Roesminingsih¹

¹ *Postgraduate Department Nonformal of Education, Universitas Negeri Surabaya, Surabaya 60213, Indonesia*

**Corresponding author. Email: dyahpermata9@gmail.com*

ABSTRACT

Micro, Small and Medium Enterprises (UMKM) actors are the major role in national economic development. Strategies and innovations in community empowerment efforts are important programs. Community empowerment can be implemented through the Corporate Social Responsibility (CSR) program. The purpose of this research is to describe and analyze the CSR program in UMKM mentoring of community empowerment efforts. This research method uses a qualitative approach, with descriptive qualitative research type. Data collection techniques used were interviews, observation, and documentation. The number of research subjects in this study were 12 UMKM fostered partners. The research data analysis techniques in this study were data reduction, data presentation, and data verification. The results showed that the UMKM CSR implementation of the mentoring model carried out by the company, starting from mentoring, providing motivation, sharing and care, monthly reports by fostered partners, and umkm exhibition, it can be said that corporate social responsibility can be called corporate citizenship.

Keywords: *UMKM, Corporate social responsibility, Community empowerment, Mentoring*

1. INTRODUCTION

The era of globalization has an impact on various aspects of life. One of the aspects affected by the flow of globalization is the economy. To subdue the flow of globalization, poverty alleviation can also be done through community empowerment programs. Poverty alleviation and development are a shared responsibility, not only the government but also the responsibility of the private sector and the whole community [1]. In this way, the government and the private sector as well as the community can work together so that economic development can be achieved.

The development of the industrial world and companies in Indonesia has experienced a rapid increase since 2014. It is recorded from the data of the Ministry of Cooperatives and Small and Medium Enterprises that the number of UMKM Business Units in 2014 was 57,895,721 Units, in 2015 there were 59,262,772 Units, in 2016 there were 61,651,177 Units, and in 2017 it reached 62,922,617 business units (Ministry of Cooperatives and Small and Medium Enterprises,

2018). With the increase in the number of UMKM actors every year, not only the government will take part in increasing UMKM, but also BUMN (State-Owned Enterprises), the private sector and the community itself.

Bartle [2] defines community development as one that can provide power to society. This is a social change in which society becomes more complex, local institutions grow, their collective power increases and there is a qualitative change in their organization. Empowerment emphasizes the process, not merely the result (output) of the process. Therefore, the measure of the success of empowerment is how much participation or empowerment is involved in the process, which means that the empowerment activity is more successful. Empowerment in the context of society is the individual's ability to participate physically, mentally, and also the benefits obtained by the individual concerned.

Empowerment strategy is essentially a movement from, by and for the community. So that the empowerment process is able to raise awareness and

motivate clients/targets to be able to explore the potential of themselves and their environment to participate actively in improving the quality of their lives so that they can be independent and prosperous. In line with this, Suryono [3] explains that community movements are different from making models (laboratories). The community is very heterogeneous, therefore the appropriate community empowerment strategy is tailored to the needs and conditions of the field. So that in the community movement, people's models and strategies cannot be uniformed.

Community empowerment can be implemented through the Corporate Social Responsibility (CSR) program. In addition to the CSR program, the implementation of corporate social responsibility is also called the Partnership and Community Development Program (PKBL). The PKBL Program consists of the Partnership Program and the Community Development Program. The Partnership Program is a program in an effort to empower the economy for UMKM actors, where the company provides business capital loans with small interest on business capital loans. The existence of this program makes UMKM actors try to want to expand their business. Meanwhile, the Community Development Program is a philanthropic activity by companies that is given to the community and the company's concern for the surrounding environment.

CSR is the commitment of a company or two businesses that have a contribution to sustainable economic development by paying attention to corporate social responsibility and emphasizing the balance between attention to social, economic and environmental aspects [4]. The MDG's agenda where stakeholders can direct CSR activities to also participate in supporting MDG's goals, especially regarding programs and activities of: education, health, income generating and the environment.

Regarding this matter, Golodets in [5] details seven priority CSR activities which include, (1) Healthy Business Practices; through business practices, public welfare can be helped by increasing development, mitigating social costs in business expansion; and improve work efficiency at the local level; (2) Personnel Development: by offering competitive compensation and benefits and investing in venture capital; (3) Health And Safety: introducing and maintaining health and safety standards, beyond those required by law; (4) Environmental Management And Resource Savings: through the implementation of relevant programs to reduce adverse environmental impacts; (5) Social Responsibility Restructuring: conducting business and restructuring in a manner acceptable to the local community; (6) Supporting Local Communities: helping local communities to improve managerial and development efficiency; (7) Promote Charity And Volunteer Work: introduce an operational framework

for effective charity projects, encourage personal involvement, and support volunteer work.

This principle is contrary to the economic model that maximizes profits for its own purposes, to fulfill the company's legal obligations to shareholders [6]. [5] explains that CSR can be interpreted as a positive corporate program for the benefit of the community as a form of social responsibility to the environment and nature. In other words, CSR is an obligation by an institution or organization that is intended for stakeholders, not just shareholders. The dimensions of CSR, namely: (1) Economic responsibility, to get benefits for shareholders, (2) Legal responsibility, to comply with legal provisions, (3) Ethical responsibility, where the organization/institution and shareholders are not only looking for profit, but doing what is right, fair and just so as not to harm other parties (4) Philanthropic responsibility, positive activities with the aim of making people, the environment and the natural world prosperous. If these four things go well, then these CSR activities can be said to be "corporate citizenship" in which the role of companies in implementing CSR can contribute to improving the life quality of the community.

Seeing how important and strategic the role of CSR is in carrying out development, the government, State-Owned Enterprises (BUMN) and private companies have special programs or divisions for community empowerment. In Indonesia, CSR is an obligation that must be carried out for every company, especially for Limited Liability Companies (PT) that explores nature. In line with this understanding, the purpose of CSR is a form of community development program that seeks to empower people through the capabilities and potentials of the community [7]. So that the company does not just pursue the company's profit, but has a concern for the community and the environment around the company.

The results of research by [8] show that CSR is considered as corporate generosity that can be used as capital in carrying out development, but in practice there are still many that many companies use the name of CSR as a publicity activity to increase the company's existence. This is what makes the CSR program in the community empowerment effort not optimal and sustainable. In line with that, according to [9], implementatively, the development of CSR in Indonesia still really needs the attention of all parties who are obliged to carry out CSR. Of the many companies in Indonesia, it is indicated that not all companies carry out CSR programs properly, so that the role of the company does not make a positive contribution to society.

Meanwhile, according to [10], that economic development, economic freedom, and the level of corruption have a positive relationship with CSR. This implies that society has specific expectations that differ from one society to another, and culture, historical

background and business practices influence these expectations [11]. Multinational companies wishing to express their responsibilities as good corporate citizens in host country Indonesia must have a thorough understanding of what determines CSR activities to society. So in this case CSR has a strong power for the company and society. If this cannot be managed in accordance with CSR principles, it will make CSR activities an arena for the company's existence / formality in carrying out social responsibility to the community. So that CSR does not have an optimal impact on society.

BPS (Central Bureau of Statistics) data related to the number of poor people in Indonesia, the number of poor people in 2017, namely 27.77 million people, compared to 2016 which was 27.76 million people. In line with that, based on BPS data regarding the contribution of UMKM to GDP as of August 2017, the production growth of small and small micro manufacturing industries in the second quarter of 2017 was 2.5 percent. This realization fell from the growth achievement in the first quarter of 2017 of 6.63 percent and was lower than the same period last year of 6.56 percent. This shows that the condition of Micro, Small and Medium Enterprises (UMKM) is not very good this year [12].

From this statement, it can be said that these statistics represent a symptom felt by the community, one of which is the inability of the economic side of the population to meet basic needs and business management. This is closely related to the structure of community empowerment programs that are overlapping and less supportive, so that both government and private sector institutions fail to carry out their functions in the welfare of people's lives.

Mentoring is a strategy to empower the community, therefore mentoring is important in empowerment activities. Empowerment is seen as a process that requires time and concrete actions that are carried out gradually and continuously in order to increase community capacity. Mentoring according to [13] is the process of developing human resources that supports learning and knowledge transfer. Mentoring is also a complex process that is not only guidance and advice, but also the autonomous development of skills, judgment, expertise, and trust [14].

According to [15] in conducting social assistance, there are five important activities, which are as follows: (1) Providing motivation to the community (2) Increasing public awareness by providing basic education. (3) Self-management is important so that they can organize activities. (4) Resource mobilization is a method based on the view that each individual in the community has resources, where if these resources are collected it can be used as social capital so that later it can substantially improve the socio-economic life of the community. (5) Network development.

[16] explains that the important role played by UMKM in economic development and growth has been recognized by developing countries and developed countries. UMKM are a very important business in both developed and developing countries because they can dominantly absorb more workers than large businesses. While the definition of UMKM in Indonesia is regulated in the Law of the Republic of Indonesia No. 20/2018 in Article, Micro Enterprises are productive businesses owned by individuals and/or individual business entities that have the criteria for micro businesses as regulated in the law. UMKM is a productive business unit that stands alone, and is carried out by individuals or business entities in all sectors of the economy. The difference between Micro Enterprises (UMI), Small Businesses (UK), Medium Enterprises (UM), and Large Enterprises (UB) lies in the number of permanent employees, average turnover per year, and the initial asset value excluding land and buildings [16].

The Indonesian economy is not yet strong enough to encourage the government to build an economic structure by considering the existence of UMKM in Indonesia, because in developing UMKM there are several factors that influence, both internally and externally. The form of the CSR program has two orientations. The first is internal, namely the CSR program in the form of collaborative activities with the community. Second: external, namely CSR activities that lead to activities that care for the environment and natural surroundings [17].

Micro, Small and Medium Enterprises (UMKM) play an important role in economic activities in Indonesia, the development of increasingly independent UMKM is the expected future in development. The existence of this empowerment of UMKM is strategic for alleviating poverty and strengthening the national economy. So that the purpose of empowering UMKM can make UMKM independent both in production and distribution roles, and have good competence according to the business sector to face free market competition.

Given the importance of UMKM in economic progress and the welfare of the people in Indonesia, there are several elements in the implementation of the Corporate Social Responsibility program as an effort to empower the community, namely emphasizing that the CSR program is characterized by a long term perspective, not an instant happening or a boom. However, CSR is an activity that is planned, systematic, and evaluated. So that the CSR program also needs to provide assistance to all company partners involved in the CSR program, especially the community to be able to evaluate each other and aim to mutually enhance the beneficial cooperation.

2. METHOD

This research was conducted at PT. Telkom Indonesia Tbk, North Surabaya. This study uses a qualitative approach, where a qualitative approach is a research approach that produces descriptive data in the form of written or spoken words from people and observable behavior that is directed at the setting and the individual holistically (intact). Descriptive research [18] is research that tries to describe a situation, a condition scientifically. The qualitative approach method is to obtain a clear and objective picture of a situation as it is, without relating it to other conditions or conditions or variables. The technique of determining informants using purposive sampling, namely the researcher has determined the key informants and their supporters. While the process of extracting data uses snowball sampling techniques, namely the sampling technique of data sources, which is there, at first the numbers are a little bit big, and gradually become big like snowballs [19]. The data obtained in this study are in the form of primary data and secondary data, where primary data is obtained through interviews with members of the fostered partners in 2020, the first quarter and CSR managers of PT. Telkom Indonesia Tbk, North Surabaya, and secondary data obtained through observation and documentation. Collecting data in this study using interview techniques, observation and documentation. Meanwhile, data processing uses participation extension, observation persistence, and triangulation. The triangulation used by the researcher is the triangulation of time, place and source. Data analysis used interactive data analysis from Miles Huberman, namely data collection, data reduction, data presentation, and conclusion [19].

3. RESULT AND DISCUSSION

3.1. CSR Program of PT. Telkom Indonesia Tbk. North Surabaya

PT. Telkom Indonesia is one of the largest BUMN in Indonesia which is engaged in the telecommunications sector. As a form of social responsibility towards the community, the PT. Telkom Indonesia. The CSR program of PT Telkom Indonesia Tbk, North Surabaya area is called the Partnership and Community Development Program (PKBL). PKBL has the same goals and benefits as the CSR program. PKBL is one of the CSR programs commonly carried out by companies to carry out social responsibility to the community.

PKBL PT. Telkom Indonesia Tbk, North Surabaya includes several activities. Telkom believes that, by increasing the welfare of society, it will impact on the growth and development of Telkom's business scale, and vice versa. Thus, it is in line with Telkom's CSR

paradigm, namely applying the principle of profit-people-planet (3P) in its implementation practice. For Telkom, running the Partnership and Community Development Program (PKBL) is not just an obligation, but also an effort to manage the impact of policies and operational activities on society and the natural environment in a transparent and ethical manner.

Based on the results of the informant interview, it was said that this partnership program is one of the goals for UMKM actors to be able to get capital with low interest returns, which is 2% per year in a maximum loan term of 2 years. Because this program is considered to provide many benefits for UMKM actors, companies selectively accept fostered UMKM partners. In this case, to become a partner of PT. Telkom Indonesia Tbk, North Surabaya UMKM candidates must complete certain requirements. The Implementing CSR through partnerships: understanding the selection, design, and institutionalization of non-profit-business partnerships [20].

Meanwhile, the Community Development Program is an activity carried out by companies that are philanthropic in nature, as a form of concern for the environment and the natural surroundings. Implementation of PT. Telkom Indonesia Tbk, North Surabaya, among others, provides a form of social care or environmental care activities in the form of free funds (charity).

Based on the dimensions of CSR, according to [5], CSR activities not only provide benefits for shareholders, but also have a positive impact on stakeholders. The four aspects of CSR activities are (1) Economic aspects, in PKBL activities of PT. Telkom Indonesia Tbk North Surabaya automatically has done this because the company has carried out various strategies to gain benefits for the shareholders and the company itself, so that the organization's rotation in running the company continues and does not suffer losses. (2) Legal Aspects, PKBL activities of PT. Telkom Indonesia is one form of implementing corporate social responsibility to the community in complying with the law in accordance with statutory provisions. In addition, the implementation of programs carried out is also in accordance with applicable legal regulations and legal in nature, (3) Ethical Aspects, namely in practice PKBL has provided programs that are in accordance with CSR principles, by prioritizing environmental aspects and community needs. In this case the company must do what is right and fair, (4) as well as philanthropic aspects, where PKBL PT. Telkom Indonesia Tbk, North Surabaya in practice also contributes and contributes to the community as a form of support, among others, namely, physical infrastructure development, provision of equipment assistance, and provision of financial assistance.

Based on this analysis, the PKBL Program of PT. Telkom Indonesia Tbk, North Surabaya can be said to be Corporate Citizenship because the implementation of CSR through PKBL is in accordance with these four aspects. However, there are several aspects in the process of implementing the PKBL PT. Telkom Indonesia Tbk, North Surabaya which needs to be improved even more, especially in providing training to UMKM fostered partners who must be more focused on their respective UMKM fields.

3.2. Mentoring Model of Partnership Program for UMKM of PT. Telkom TBK. North Surabaya

Implementation of CSR assistance: develop capacities for collective action. CSR implementation and, more specifically, issues including CSR in various fields: culture; managing CSR at the time of the merger and acquisitions; apply and communicate CSR that uses technology including the internet; similarity and the differences between CSR implementations in business-to-business and business-to-consumer marketing; CSR performance measurement result; and assessments and audits CSR programs and activities [20].

Mentoring is an important thing in developing UMKM. UMKM fostered by BUMN/government and the private sector are different from UMKM that are formed independently. Fostered UMKM partners have responsibilities that must be fulfilled as company partners. So that their roles between the company and the UMKM fostered partners must have a positive and mutually beneficial impact. General assistance is provided at the PT. Telkom Indonesia Tbk, North Surabaya, while mentoring is more carried out to fostered partners who need special assistance so that it has an impact, namely to fostered partners who experience problems in returning their business capital to the company.

Based on the results of the informant interview, it was said that CSR program of PT. Telkom Indonesia Tbk, North Surabaya in the form of PKBL. Partnership programs that involve UMKM actors, namely companies provide soft business capital loans with small interest returns, while the environmental development program includes activities that care for the company for the environment. The partnership program conducted by PT. Telkom Indonesia Tbk, North Surabaya has helped many UMKM fostered partners in various aspects, this is in accordance with the goal of community empowerment, namely to provide power to the community in an effort to improve, especially in the quality of human life, both physically, mentally, economically and socio-culture. The CSR program in community economic empowerment is the Partnership Program which has an explicit impact on the UMKM

fostered partners of PT. Telkom Indonesia, among others, namely:

3.2.1. Improvement of Education

Improvement of education for UMKM fostered partners of PT. Telkom Indonesia Tbk, North Surabaya can be felt by the fostered partners who attend the training provided by the company. The training provided is business development management. The output generated from this training was varied. There are several fostered partners who can develop their business to the maximum, seen from their creativity and innovation in running their business sector, some are still the same as at the beginning when they just joined as company foster partners. Providing education is one mentoring is a human resources development process supporting learning and knowledge transfer [21].

3.2.2. Improvement of Accessibility

Accessibility is also provided by PT. Telkom Indonesia Tbk, North Surabaya through the Telkom marketing network. So that UMKM who collaborate with PT. Telkom Indonesia has also had a positive impact on their respective businesses. However, not all fostered partners are motivated to continue to develop their business. Rather, they are fostered partners who have enthusiasm and high desire for good business prospects that take advantage of this accessibility.

3.2.3. Improvement of Action

In the mentoring process, PT. Telkom Indonesia provides entrepreneurship training to fostered partners. So that indirectly, this provides a change in mindset and behavior for the fostered partners to continue trying to develop their business and be able to be competitive nationally/internationally. Improvement of action can also be seen through the enthusiasm of the fostered partners in participating in the UMKM exhibition which is usually held by PT. Telkom Indonesia Tbk, Surabaya.

3.2.4. Improvement of Institutional

Fostered UMKM partners and PT. Telkom Indonesia Tbk, North Surabaya are two partners who mutually agree to be able to provide benefits to each other. This was agreed at the beginning before the acceptance process was carried out to become Telkom's foster partner. With this agreement, the fostered partners can have room to market Telkom products as a form of contribution to companies which on the other hand have an economic impact on the fostered partners, and vice versa, PT. Telkom Indonesia Tbk, North Surabaya provides space in providing wider network access to fostered partners in introducing their UMKM products. So, that the institutional improvement between the

fostered partners and the company is good, and does not rule out the possibility of increasing network access with other institutions.

3.2.5. *Improvement of Business*

Business capital lending to fostered partners has a positive impact on the UMKM fostered partners of PT. North Surabaya Telkom. Almost all of the partners of PT Telkom Indonesia Tbk, North Surabaya have experienced increased business development than before. Fostered partners have gone through the ups and downs of entrepreneurship, but with the provision of training provided by PT. Telkom Indonesia related to entrepreneurship can help them find their way from a network of fellow partners fostered by PT. Telkom Indonesia Tbk, North Surabaya.

3.2.6. *Improvement of Income*

With the partnership program, UMKM have benefited a lot, especially in economic improvement. Because with this program, UMKM feel they have a responsibility according to applicable regulations, so that UMKM try to continue to learn and develop businesses, which will automatically also affect their income results. This can also be seen from the monthly installment payments, smooth and developing UMKM that make payments on time. This is in line with [22] opinion that CSR is related to corporate governance, business ethics, and sustainable development, one of which has an impact on increasing income.

3.2.7. *Improvement of Environment*

Not only income improvement, environmental improvement is also one of the impacts of the CSR program. The CSR program in this case is more about the Community Development Program. The Community Development Program is carried out on the basis of company care and responsibility in preserving the environment. So that PKBL becomes one of the programs that have responsibility and must have concern for the environment.

3.2.8. *Improvement of Life*

CSR-Telkom has a goal not only to benefit the company. But also has several principles of profit-people-planet, where the 3P principle is in line with the concept of CSR which includes social care activities for society, the environment, and improving the quality of life.

3.2.8. *Improvement of Community*

CSR activities, whether in the form of partnership, philanthropy or charity, all have an impact on

community improvement. It is because the company has taken part in making changes, both in the aspects of improving education, economy, social and culture.

From some of the explanations above related to CSR assistance, this is in line with the opinion by The company provides a process, namely by [21] providing experience, supervision, formal and informal learning. Implementation of csr assistance, namely the company contributes towards sustainable community development, for example by reducing their negative environment impact [23].

4. CONCLUSION

CSR program of PT. Telkom Indonesia Tbk, North Surabaya is able to have a positive impact on society by empowering the economy through a partnership program. PKBL activities of PT. Telkom Indonesia as a whole has been in line with the principles of CSR which includes four aspects, namely economic, legal, ethical, and philanthropic, so that the PKBL of PT. Telkom Indonesia can be called a corporate citizenship, namely PKBL activities including community development, environmental improvement for the sustainability of the ecosystem, and improving the quality of human life.

REFERENCES

- [1] Wahyuningrum, Y. N. Irwan and W. Abdul, "Wahyuningrum, Y. Noor Irwan. dan Wachid Abdul. Pengaruh Program Corporate Social Responsibility terhadap Peningkatan Pemberdayaan Masyarakat (Studi pada Implementasi CSR PT. Amerta Indah Otsuka Desa Pacarkeling Kecamatan Kejayan Kabupaten Pasuruan)," *Jurnal Administrasi Publik*, vol. 1, no. 5, 2016.
- [2] P. Bartle, "Element of Community Strength," Bm038@scan.org, 2001. [Online]. Available: <http://www.scn.org>.
- [3] H. Suryono, *Pemberdayaan masyarakat Di Era Global*, Bandung: Alfabeta, 2014.
- [4] H. B. Untung, *Corporate Social responsibility*, Jakarta: Sinar Grafika Offset, 2009.
- [5] T. Mardikanto, *Corporate Social Responsibility (Tanggung jawab Sosial Korporasi)*, Bandung: Alfabeta, 2014.
- [6] H. J. Shaw, "The Role of CSR in Re-empowering Local Communities," *Social Responsibility Journal*, vol. 3, no. 2, pp. 11-12, 2007.
- [7] L. Ariefianto, "PT. Corporate Social

- Responsibility (CSR) Program Semen Indonesia Tbk and its Impact on Community Empowerment," *Journal of Emission* Vol. 4, vol. 4, pp. 115-134, 2015.
- [8] d. Prasetyantoko, *Pembangunan Inklusif: Prospek dan Tantangan Indonesia*, Jakarta: LP3ES dan Prakarsa, 2012.
- [9] A. Mapisangka, "Implementasi CSR terhadap Kesejahteraan Hidup Masyarakat," *JESP*, vol. 1, no. 1, pp. 39-47, 2009.
- [10] C. C. Baughn, N. L. Bodie and J. C. McIntosh, "Corporate social and environmental responsibility in Asian countries and other geographical regions," *Corporate social responsibility and environmental management*, vol. 14, no. 4, pp. 189-205, 2007.
- [11] C. F. Marina and M. Lorenzo, "Why Corporate Social Responsibility (CSR) Remains a Myth: The case of the Philippines," *University of Asia and the Pacific. Asian Business & Management*, vol. 8, no. 2, pp. 149-168, 2009.
- [12] I. Masyrafina, "Kontribusi UMKM terhadap PDB2017," *Republika*, 2017. [Online]. Available: <http://www.republika.co.id/berita/ekonomi/makro/17/08/18/ouvlqv382-kontribusi-umkm-untuk-pertumbuhan-ekonomi-diprediksi-turun>. [Accessed 21 October 2019].
- [13] L. Agrote and P. Ingram, "Knowledge transfer: A basis for competitive advantage in firms," *In organizational behaviour and human decision processes*, vol. 82, no. 1, pp. 150-169, 2000.
- [14] W. Breipohl and L. Hamburg, "Mentoring and diversity coaching on the job," in *Lifelong learning for competitiveness, employability and social inclusion: international conference 11-13 November 2011, Craiova, Romania*, 2011.
- [15] G. Sumodiningrat, *Mewujudkan Kesejahteraan Bangsa: Menanggulangi Kemiskinan dengan Prinsip Pemberdayaan Masyarakat*, Jakarta: PT. Alex Media Komputindo, 2009.
- [16] T. Tambunan, *Usaha Mikro Kecil dan Menengah di Indonesia: Isu-Isu Penting*, Jakarta: LP3ES, 2012.
- [17] Y. D. Sari, "Implementasi Corporate Social Responsibility (CSR) terhadap Sikap Komunitas pada Program Perusahaan," 2011. [Online]. Available: [https://scholar.google.co.id/scholar?q=Implementasi+Corporate+Social+Responsibility+\(CSR\)+terhadap+Sikap+Komunitas+pada+Program+Perusahaan.n.&hl=id&as_sdt=0&as_vis=1&oi=scholar](https://scholar.google.co.id/scholar?q=Implementasi+Corporate+Social+Responsibility+(CSR)+terhadap+Sikap+Komunitas+pada+Program+Perusahaan.n.&hl=id&as_sdt=0&as_vis=1&oi=scholar). [Accessed 27 October 2019].
- [18] S. Masyud, *Metode Penelitian Pendidikan*, Jember: Lembaga Pengembangan Manajemen dan Profesi Kependidikan (LPMK), 2014.
- [19] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R & D*, Bandung: Alfabeta, 2015.
- [20] A. Lindgreen, V. Swaen and F. Maon, "Introduction: Corporate Social Responsibility Implementation," *Journal of Business Ethics*, vol. 85, pp. 251-256, 2009.
- [21] I. Hamburg, "Facilitating learning and knowledge transfer through mentoring," in *Proceedings of the 5th International conference on Computer Supported Education*, 2013.
- [22] P. Srisuphaolarn, "From altruistic to strategic CSR: how social value affected CSR development- a case study of Thailand," *Social Responsibility Journal*, vol. 9, no. 1, 2013.
- [23] S. Schaltegger, J. Horisch and R. E. Freeman, "Business Cases for Sustainability: A Stakeholder Theory Perspective," *Journal of Business Ethics*, vol. 32, no. 3, 2019.