

## Corporate management in society empowerment: government agencies' assumption and support of companies in CSR

**Endah Nurhawaeny Kardiati**, *Faculty of Economic, Universitas Muhammadiyah Cirebon, Indonesia.*

**Abdul Karim\***, *Faculty of Teacher Training and Education, Universitas Muhammadiyah Cirebon, Indonesia,*  
[karim\\_gml81@yahoo.co.id](mailto:karim_gml81@yahoo.co.id)/[abdul.karim@umc.ac.id](mailto:abdul.karim@umc.ac.id)

**Dian Novianti**, *Faculty of Engineering, Universitas Muhammadiyah Cirebon, Indonesia.*

**Agus Irfan**, *Faculty of Social & Political Sciences, Universitas Muhammadiyah Cirebon, Indonesia.*

**Abstract.** In recent years, corporate managers have struggled with the issue of the corporation's responsibility to its society. The managers of corporations have to be responsive to an elastic list of stakeholders. This study specifically aims to analyze the government agencies' perception and support to corporate in implementing the corporate social responsibility. This study included in the type of qualitative research, and the research strategy used in this study was a case study. The data collection techniques in case study research utilized the techniques of in-depth interview, observation, and document analysis. Triangulation's data validation is needed to ensure the stability and correctness of data that has been collected and recorded. Qualitative research places more emphasis on inductive analysis, namely data reduction, displaying data, and drawing verification. The findings show that the government agencies assume that CSR is one of the crucial programs for the company. It implicitly shows the view that in implementing CSR programs, there is a need for participation or synergy from relevant stakeholders. And, the primary support provided by the community for community empowerment activities is in the form of highly active participation in various activities implemented by the company.

**Keywords:** Corporate management, CSR, government support, leadership.

Received: 05.10.2020

Accepted: 10.11.2020

Published: 26.12.2020

### INTRODUCTION

In recent years, there has been growing consciousness of the incompetence of traditional systems to sufficiently address recent economic, and social concerns (Starostka-patyk, Tomski, and Zawada 2015). For the better portion of 30 years currently, corporate managers have squirmed with the problem of the firm's duty to its society (Carroll 1991 and Karim et al. 2020).

Corporate sustainability is management's effort to change towards the objective of sustainability (Jelcic and Nordahl 2016). The opinions concerning to earnings management as selecting a secretarial action that is any economically proficient (Cui, Jo, and Kim 2015). The currency in management skill today is the globalisation which have basically wedged enormously on how organisations structure their business plans to involve other stakeholders for sustainable business repetition (Nwagbara and Reid 2013).

The managers academics are in contract that the far-reaching vicissitudes which are changing the current social fabric have had a countless of belongings business organizations (Carroll 1974). The impression that upper managers can be carters for CSR derived from the business division itself. Precisely, the researchers named for business to performance as a representative of social welfare (Swanson 2008). The managers of corporations have to be reactive to an flexible list of stakeholders containing: consumers, workforces, the government, the public, and shareholders (McClure, Spry, and Coelho 2003).

CSR is agreed to be a usual of rules and practices that are combined into management procedures and business processes (Tanimoto 2013). The perceptions of studies on CSR are fairly varied and contain the study of volunteer effort, prototypes of social and environmental management, and the institutionalisation of CSR (J. Milton et al. 2010). Essentially, the interest of the organizational alteration and automation study is that it offers quantitative metrics of CSR correlated management performs rather than extra-financial assessment (Crifo, Diaye, and Pekovic 2014).

CSR is a comparatively new idea, which first seems in the business terminology, and then in the academic works, in the initial sixties of the previous century. One of the first attempts in theoretical conceptualization is that capital owners and managers of the organization should relate the policy to perform activities that are necessary in terms of gathering the aims of our society (Bakić, Kostić, and

Nešković 2015). There are preceding researches, beside others just indication the latest researches, but as far the author distinguishes there are few consequences about decision making and managerial behavior (see Karim, Faiz, et al., 2020; Karim, Mansir, Saparudin, Tumin, & Purnomo, 2020) concerning CSR. After classifying this position, we careful this matter stimulating and thought-provoking at the same time (Bakos 2014).

The study embraces a irritated disciplinary approach that trusts on CSR concept, brand management prototypes and the investigation of agribusiness setting and culture (Raj 2016). The concept of CSR and strategic management of companies are often believed to be contrary. The last is related with the target of generation of incomes while the last idea is often related with safe guarding business gets a social authorization to activate (S. Milton 2010). The firms when it have been betrothed in earnings management more understood to obscure rather than disclose their real financial appearances (Moratis and Egmond 2018).

The consciousness appearance of the meaning of the collaboration from these stakeholders eventually leads to public awareness of the necessity for the company's tactical role through the CSR program.

Another problem faced by batik artisans in the Kebon Gedang Block is production constraints due to the lack of knowledge about batik coloring techniques. The batik craft community has established communication with several related parties, in this case, the Cirebon Cooperative and UMKM (*Usaha Mikro, Kecil dan Menengah* or Micro Small and Medium Enterprises) Office, to facilitate batik coloring training. This facilitation, however, has not been realized until now so that the community is forced to make their efforts by conducting comparative studies to batik-producing areas outside Cirebon; one of them is Yogyakarta. The comparative study was also conducted to establish a partnership with GadjahMada University, which is expected to assist providing knowledge and skills about batik coloring techniques naturally to batik artisans in the Blok Kebon Gedang Ciwaringin, Ciwaringin, Cirebon by utilizing organic waste.

The under development of the batik industry in the Blok Kebon Gedang Area, Ciwaringin, Cirebon, is an unfortunate thing considering that batik is one of the superior crafts that is one of the characteristics of Indonesian people. This condition is an indication that the community's independence in managing the batik business is still not in line with expectations. The regional government, through the Office of Cooperatives and UMKM Cirebon, is expected to contribute to overcoming the problem so that the conditions for empowered and independent communities can be realized. The problem, however, is that the government as a facilitator has not been able to play an optimal role without the help or involvement of other stakeholders. Batik artisans in Ciwaringin hope that the local government can play a greater role in empowering batik crafters in the Blok KebonGedang, Ciwaringin, Cirebon. The role of the regional government was not under the expectations of batik artisans in Ciwaringin (interview with H. Fathoni, Batik artisans in Ciwaringin on September 18<sup>th</sup>, 2018). Cooperation and synergy from various parties, including the community, the Office of Cooperatives and UMKM Cirebon, higher education (in this case is Gadjah Mada University or UGM), and other stakeholders cannot be denied the things that are necessary to overcome these problems.

Another problem faced by batik artisans in Ciwaringin is the less optimal role of the government through related agencies, namely the Office of Cooperatives and UMKM in the Cirebon Regency in building the Ciwaringin Batik Village. Based on information from PT. Indocement Tunggal Prakarsa Tbk., the key to optimizing the role of the government in the implementation of the Ciwaringin Batik Village is in the common perception among the government, companies, and the community regarding CSR. The less optimal role of the government in these activities could be due to differences in perceptions about CSR between companies, government, and society. The less optimal role of the government in advancing the Ciwaringin Batik Village in the perception of batik artisans is in the proportional promotion conducted by the government.

A concrete example is an unbalanced promotion between Ciwaringin batik and Trusmi Batik. Trusmi Batik is a batik that is already very well known in Cirebon, so according to H. Fathoni, Trusmi Batik does not need to be promoted by the government. The promotion of Batik Trusmi is still being conducted by the regional government. Batik artisans in Ciwaringin hope that the local government can have more role in promoting Batik Ciwaringin. The role of the local government is not in accordance with the expectations of batik artisans in Ciwaringin

The research questions of this study are: (1) how is the perception of PT. Indocement Tunggal Prakarsa Tbk., Cooperative Office and Cirebon Regency UMKM, Higher Education (UGM), and Batik crafters community in Blok KebonGedangCiwaringin against CSR? (2) How is the support of stakeholders, the Office of Cooperatives and UMKM Cirebon Regency, University (UGM), and the Batik crafters

community in Blok Kebon Gedang Ciwaringin Cirebon Regency on CSR of PT. Indocement Tungal Prakarsa Tbk?

## LITERATURE REVIEW

Business management trends have developed over decades to seize business trends, as well as to contract with how firms can be competitive and fruitful. This authenticity has galvanized an abundance of business models, concepts and tactics intended at evolving management strategies to handle with future encounter (Karim and Hartati 2020). Deductively, entrepreneurship is wider than innovation; it proceeds the abilities and knowledge increased from innovation and tries them into business chance through management and leadership procedure for market improvements (Nwagbara and Reid 2013). The method for improving principal-agent difficulties is to support the benefits of management with those of the shareholders. Usually this comprises either an impartiality situation by management in the firm, or managerial standard choices may comfort or resolution some of these matters (McClure, Spry, and Coelho 2003).

Management control system (MCS) are mechanisms for guiding employees' actions. If the scheme is not recycled by a manager to escort a subordinate's performance it is not a MCS, but a system to sustain decision-making. Only managerial actions used to straighten employees' performance may be termed management controls (Jelcic and Nordahl 2016). With the aid of human resource (HR) utilities, the socially responsible standards can be instructed and continued in the organizational culture through the subsequent techniques: answerable HR management performs on diversity management (Starostka-patyk, Tomski, and Zawada 2015).

CSR is a procedure of management that is demarcated by the ethical connection and transparency of the company with all the stakeholders with whom it has a connection as well as with the establishment of corporate aims that are well-matched with the sustainable improvement of society, stabilizing environmental and cultural assets for upcoming generations, and encouraging the reduction of social difficulties (J. Milton et al. 2010). The CSR management linked applies in separation effect positively on corporate enactment measured by a firm's yield, while an collective CSR indicator is definitely related with firm profit only when taking at least two magnitudes (Crifo, Diaye, and Pekovic 2014).

CSR management needs more than just setting up CSR management organizations; they must be consequently entrenched within the organisation to assist the practice of socially responsible business. CSR should be unified into central management procedures and into corporate governance (Tanimoto 2013). Other techniques in which CSR may be combined into business management as an enactment impartial during broader tactic setting embrace the use of the balanced scorecard tactic. Further habits in which CSR may be combined into strategic management is throughout risk management and evaluation ways, advertising tactics and eco-efficiency (S. Milton 2010).

Particulars of managing social responsibility in contrast with other management functions and procedures within the organization are reproduced as CSR is a strategic idea and it involves commitment of the management and all employees for its commencement and application (Bakić, Kostić, and Nešković 2015). Using several substitutions of CSR and earning management, they bargain that ethical firms, manage incomes. However, ethical firms do so principally through actual activities rather than accounting sets, and with the goals of gathering analysts' earnings predictions and plummeting financing and tax charges, rather than unscrupulously growing management's recompense or evenhandedness stakes (Moratis and Egmond 2018).

The stakeholder viewpoint on CSR because the semantic of stakeholder idea is easy to hold by managers as most firms comprehend and describe duties and tasks vis-a-vis their traditional stakeholders; and that stakeholder idea seems easier to manoeuvre in accumulating and analysing CSR data as evidenced by the propagation of experiential studies that have basically combined a stakeholder approach to CSR (Raj 2016). Although enthusiasm is a greasy subject, hard to discover, it will be addressed later in the section on possible characteristics of moral leadership (Swanson 2008). The corporate manager at an inlay higher echelon is reorienting his thinking toward a general systems point of opinion the requirement for this reorientation becomes understandable when one deliberates the external services from systems and subsystems external to the firm (Carroll 1974). The total CSR of business specified in more practical and managerial expressions, the CSR firm should endeavor to create a income, obey the law, be ethical, and be a good corporate citizen (Carroll 1991). If managers involve in CSR in the context of a moral duty, then we envisage that they are more likely to pressure earnings management and to create responsible operating decisions, thereby preserving transparency in financial reporting (Cui, Jo, and Kim 2015). This applicable to the case of the CSR researches on managers and firms, as well. There are previous researches, beside others just indication the recent researches, but as far the author distinguishes there

are rare consequences about managerial behavior concerning CSR (Karim, Mardhotillah, and Samadi 2019). After classifying this position, we deliberated this theme interesting and exciting at the same time (Bakos 2014).

## RESEARCH METHODOLOGY

Based on the above problem, objectives, and approach to the analysis, this study included in the type of qualitative research (Brannen 2005), and the research strategy used in this study was a case study (as done by Karim et al., 2017).

The type of data collected in this study consisted of primary and secondary data. Primary data of this study were data from the community around the company about education, knowledge (science and technology), perceptions and participation in empowerment activities through CSR programs, and other data related to the focus and locus of research (see Zheng, Wang, & Song, 2014). The secondary data included procedures for community empowerment about planning, organizing, conducting monitoring, evaluating, coordinating meeting results, developing community empowerment activities (Miles and Huberman 1994).

In this study, the dimensions that will be examined are the perception, which includes: (a) Company Perceptions of CSR, (b) Perceptions of the Cooperative and UMKM Offices in Cirebon Against CSR, (c) Community Perceptions of CSR, (d) Perceptions of tertiary institutions (UGM) on CSR; (3) Stakeholder support, the Office of Cooperatives and UMKM Cirebon District, Higher Education (UGM), and Batik crafters community.

In line with the form of qualitative research and the type of data sources required (Kawulich 2012), the data collection techniques in case study research utilized the techniques of (1) In-depth interview with PT. Indocement Tunggal Prakarsa Tbk. Cirebon, government agencies in Cirebon Regency, and UGM, (2) Observation, (3) Document analysis (content analysis); and (4) Focused Group Discussion (Creswell 2012).

Data validation is needed to ensure the stability and correctness of data that has been collected and recorded. In this study, the methods applied to increase validity were triangulation and informant review. Triangulation techniques used were data or source triangulation and method triangulation. Triangulation of data or sources was done to explore and collect similar data from different data sources (Miles and Huberman 1994).

Qualitative research places more emphasis on inductive analysis, namely (1) data reduction, completed by selecting, focusing, simplifying data from the field notes, (2) displaying data is the collected data compiled and arranged to draw conclusions and take action, (3) drawing conclusions (verification), done by understanding the meaning of various things encountered, patterns, statements, the path of causation and various propositions (Flick 2013).

## RESULTS

### **PT. Indocement Tunggal Prakarsa Tbk., Cirebon Regency Cooperative and UMKM Office, Higher Education (UGM), and Batik Crafters Community in Blok Kebon Gedang Ciwaringin on CSR**

The company has a great strategic role in the success of the program that aims to achieve welfare improvement and create community independence. It is because the company is a part that has the potential to have finances in terms of applying and implementing CSR programs. Moreover, the role of community stakeholders (stakeholders) determined by the perception of empowerment activities through corporate social responsibility (CSR) programs also has an important role.

The CSR program is based on a meaningful philosophy; namely, the success of a company in conducting its business cannot be separated from the role of various parties, especially those who directly interact with the company. CSR refers to the responsibilities of the business sector relating to all parties involved, in the sense of those who influence and are affected as a result of the operationalization of economic business activities. The parties involved are the stakeholders, i.e., in the form of cooperation with employees, their families, local communities, and the wider community to improve life through ways that are good for the company and development. Therefore, the attitude and acceptance of various parties related to the CSR program implemented by the company are one of the determining factors in supporting the success of CSR programs. From the perspective of psychological science, a person's attitude towards something cannot be separated from that person's perception of that thing. Perception is, thus, one of the factors that cannot be ignored, including the implementation of this CSR program. The perception of various parties involved in CSR programs is an absolute factor that must be considered.

Thoha cited the opinion of Morgan and King (1984) suggested that perception is a person's vision or view of a particular object or condition that will affect his attitude and behavior towards that object or condition. The same thing was stated by Rachmat. According to Rachmat (1994), perception is an observation about objects, events, or relationships obtained by inferring information and interpreting messages. Based on the above understanding, it can be concluded that perception is an impression or response as well as an image that is an interpretation of a particular object that is caused as a result of the process of someone knowing a thing (object) through observation by the senses, and if viewed from its contents are a person's views, responses, and interpretations of an object.

The implementation of community empowerment activities utilizing organic waste as batik coloring in KebonGedangCiwaringin Cirebon Block also cannot be separated from the role of various parties, including PT. Indocement Tunggul Prakarsa Tbk.; Gadjah Mada University; batik crafters community in Blok Kebon Gedang Ciwaringin Cirebon; and the government, which in this case is the Office of Industry, Trade, and Cooperatives of the Cirebon Regency. The perception of each party towards the CSR program is a factor that must be considered because it determines the attitude of the various parties towards the CSR program implemented by PT. Indocement Tunggul Prakarsa Tbk. Researchers, to collect data on the perceptions of various parties, have held a focused group discussion or FGD on March 3<sup>rd</sup>, 2019. The FGD can be attended by parties involved in community empowerment activities conducted by PT. Indocement Tunggul Prakarsa Tbk. The perception of each party towards CSR PT. Indocement Tunggul Prakarsa Tbk. will be further discussed in the description below.

### **PT. Indocement Tunggul Prakarsa Tbk. towards CSR**

PT. Indocement Tunggul Prakarsa Tbk. is the biggest among the various parties that play a role in community empowerment activities in the Blok KebonGedangCiwaringin Cirebon. It is due to the initiative of the implementation of community empowerment programs in the utilization of organic waste as batik dyes that are conceived and fully supported by PT. Indocement Tunggul Prakarsa Tbk. Edia Rahayuningsih, as one of the parties directly involved in the community empowerment activities, analytically analogizing the community empowerment activities by 'traveling on the bus.' If the community empowerment activities were compared to tourism activities along with buses as a means of transportation, then PT. Indocement Tunggul Prakarsa Tbk., likened to the party that provides busses, finances trips, rents out tour guides, determines tourist destinations, and provides drivers and all accessories (interview with Edia Rahayuningsih on February, 20<sup>th</sup>2019).

The analogy above, although simple, strongly illustrates the magnitude of the role of PT. Indocement Tunggul Prakarsa Tbk. in the community empowerment activities in the Blok Kebon Gedang Ciwaringin Cirebon. This big role shows the great commitment of PT. Indocement Tunggul Prakarsa Tbk. towards the CSR program undertaken, which, of course, is also influenced by the perception of PT. Indocement Tunggul Prakarsa Tbk. towards CSR programs. Regarding this perception, there is a lot of information obtained, both through interviews, Social Mapping Reports, and Community Development Strategic Planning Documents that have been prepared. In the Social Mapping Report, for example, it was stated that the CSR program of PT. Indocement Tunggul Prakarsa, Tbk. Palimanan Unit - Cirebon is a business commitment of a company to make a positive contribution to sustainable economic development through collaboration with relevant stakeholders, and to participate in improving the quality of their lives through ways that benefit their own business as well as for development and the surrounding environment (PT. Indocement Tunggul Prakarsa Tbk., 2013a).

As mentioned in the previous description, for PT Indocement Tunggul Prakarsa Tbk. (Indocement) CSR must be conducted holistically. It means that in running the business undertaken by Indocement is not merely a business activity, but a social responsibility program that takes into account social, economic and environmental aspects that emphasizes more on the sustainability of community development for strategic stakeholders. The synergy between the company, the government, and the community is also highly significant in supporting the sustainability of sustainable development (PT. Indocement Tunggul Prakarsa Tbk., 2013b).

A program or activity will undoubtedly become more focused when it has a clear vision and mission. The same thing is also revealed in the policies of PT. Indocement Tunggul Prakarsa Tbk. in running the CSR program. The vision of the CSR program PT. Indocement Tunggul Prakarsa Tbk. is "Leading towards realizing a green industry in an independent society." This vision is further supported by four Missions, namely first, "Enhancing the competency capacity of CSR administrators"; secondly, "Encouraging the active participation of stakeholders in the success of CSR programs"; third, "Building CSR governance beyond compliance"; and fourth, "Increasing adaptation and mitigation efforts in realizing community independence." PT Indocement Tunggul Prakarsa Tbk's CSR Policy in conducting CSR programs is to continually encourage independence and involve community participation in six

target villages, namely Palimanan Barat, Gempol, Kedung Bunder, Cikeusal, Cupang and Ciwaringin (PT. Indocement Tunggul Prakarsa Tbk., 2013b).

Various information about PT. Indocement Tunggul Prakarsa Tbk. above leads to one conclusion that PT. Indocement Tunggul Prakarsa Tbk. assumes that CSR is one of the crucial programs for the company. CSR is seen as a business commitment of a company to make a positive contribution to sustainable economic development through collaboration with relevant stakeholders and to participate in improving the quality of their lives through ways that benefit their own business as well as for development and the surrounding environment. It implicitly denotes a view that in implementing CSR programs, there is a need for participation or synergy from relevant stakeholders or stakeholders.

### **Perception of the Office of Cooperatives and UMKM Cirebon Regency of CSR**

Community empowerment activities in the utilization of organic waste as batik coloring is an activity that involves many elements. One of these elements is the government element under the coordination of the Cirebon Regency Industry, Trade, and Cooperatives Office. CSR activities conducted by PT. Indocement Tunggul Prakarsa Tbk. are activities carried out in the context of applying government regulations, including Law No. 40 of 2007 concerning Limited Liability Companies; Law no. 25 of 2007 concerning Investment; Ministry Regulation No. 47 of 2012 regarding TJSI (Tanggung Jawab Sosial dan Lingkungan or Social and Environmental Responsibility); West Java Regional Regulation No. 2 of 2012 concerning Guidelines for Corporate Social and Environmental Responsibility and Partnership and Community Development in West Java; and West Java Governor Regulation No. 30/2011 regarding the Facilitation for the Implementation of Corporate Social and Environmental Responsibility in West Java. Referring to the various regulations governing CSR, it can be viewed that the role of the government in implementing CSR programs cannot be ignored in light of the existence of regulations up to the provincial level governing it. Department of industry, trade, cooperatives, and Small and Medium Enterprises of Cirebon Regency, in this case, becomes a government agency that oversees and coordinates the course of CSR conducted by companies in the Cirebon Regency region.

The role of the Cirebon Regency Department of industry, trade, cooperatives, and Small and Medium Enterprises (*Disperindagkop*) finally brings consequences that are the need to analyze the perception of the *Disperindagkop* Cirebon Regency on the implementation of CSR, especially those carried out by PT. Indocement Tunggul Prakarsa Tbk. in the Blok Kebon Gedang Ciwaringin in Cirebon. In the FGD activities carried out on March 3<sup>rd</sup>, 2019, the *Disperindagkop*, who also attended the event, said that the *Disperindagkop* on behalf of the government considered that CSR was a crucial activity to help the government realize the mandate of the 1945 NRI Constitution, namely to advance public welfare. CSR is viewed as a new hope for the resolution of various population and environmental problems, both related to economic aspects directly and those related to other aspects.

For the *Disperindagkop* Cirebon Regency, community independence is a state or condition that the government is trying to achieve through various programs. The issue of community welfare is a problem that will always arise in people's lives. The government, through related agencies, is trying to overcome these various problems with planned programs and budgets. The problem, however, lies in the issue of resource support, both in terms of flexibility and in terms of quantity. In general, the reality that occurs is that there are several government programs to improve the welfare of the community that is running ineffectively due to inflexible use of funds or sources of funds. Starting from this phenomenon, the private sector is a sector that is then expected to help the government in realizing these national goals. CSR is a strategic program that presents the role of companies or private sector actors in participating in overcoming welfare and environmental problems.

### **Higher Education Perception (UGM) on CSR**

At the commencement of community empowerment activities in the utilization of organic waste as batik dyes, PT. Indocement Tunggul Prakarsa Tbk. involves academics in supporting the implementation of the program. One of the parties involved was GadjahMada University, which in this case, was followed up by Dr. Ir. Edia Rahayuningsih, M.Sc., from the Department of Chemical Engineering, Faculty of Engineering. Based on Edia Rahayuningsih's explanation, PT. Indocement Tunggul Prakarsa Tbk. involved UGM in the CSR program run by the company began in 2013 (interview with Edia Rahayuningsih on February 20<sup>th</sup>, 2019). This information also confirms the explanation contained in the Community Development Strategic Planning Document as a follow-up to the implementation of social mapping research in 2013.

Community empowerment activities in the utilization of organic waste as batik coloring are motivated by several problems faced by batik artisans in the Blok Kebon Gedang Ciwaringin in Cirebon. One of the issues among the several challenges encountered is the lack of knowledge of batik artisans about batik natural coloring techniques. PT. Indocement Tunggul Prakarsa Tbk., as a party that has the

initiative to carry out community empowerment activities, then take action to overcome these problems by organizing several batik development training, one of which is about the natural coloring technique of batik. It was where UGM, as an academic institution, becomes an institution that plays a major role by providing knowledge to batik artisans about batik natural coloring techniques (interview with EdiaRahayuningsih on 20 February 2019).

UGM's willingness in the CSR program organized by PT. Indocement Tunggal Prakarsa Tbk. by contributing in the form of knowledge about batik coloring techniques does not only show that UGM is also committed in the effort to realize the goals of community empowerment activities in the Blok KebonGedangCiwaringin in Cirebon. UGM's involvement also shows that UGM has a perception of CSR that then generates UGM to have a positive attitude towards the implementation of the activity. According to EdiaRahayuningsih, CSR activities as much as possible "not only give fish but give a hook." The purpose of this statement was that CSR must be able to make the community more empowered or independent (interview with EdiaRahayuningsih on February 20<sup>th</sup>, 2019). EdiaRahayuningsih appreciates the efforts of PT. Indocement Tunggal Prakarsa Tbk. in implementing CSR programs. In the view of Edia Rahayuningsih, CSR programs are one of the most vital programs in realizing community independence in the form of activities that optimize the potential of the community.

As a party directly involved in community empowerment activities in the Blok KebonGedang, Ciwaringin, Cirebon, Edia Rahayuningsih considered that PT. Indocement Tunggal Prakarsa Tbk. strongly committed to developing batik business or crafts in the Blok Kebon Gedang area. This statement also expresses that academics, in this case, Gadjah Mada University, considers that CSR is a very crucial activity and PT. Indocement Tunggal Prakarsa Tbk. presents its commitment to conduct these activities.

### **The Perception of Batik Crafters in Blok KebonGedangCiwaringin on CSR**

Batik craft in Ciwaringin is one of the centers of batik craft in Cirebon Regency. In contrast to batik handicrafts found in Trusmi, batik in Ciwaringin has its character or characteristics, namely the use of natural dyes as the main ingredients of batik dyes (Information from the Department of Industry, Trade, and Cooperatives of Cirebon Regency in the FGD 6 April 2019). Batik handicrafts in the Ciwaringin region, however, experienced constraints so that PT. Indocement Tunggal Prakarsa Tbk. eventually decided to help develop the batik industry through a CSR program run by the company.

PT. Indocement Tunggal Prakarsa Tbk. is one of the big companies in the Cirebon Regency, which runs a CSR program to develop various kinds of potential discovered in the Cirebon Regency, especially in the Ciwaringin region. H. Fathoni, in an interview with the author, stated that PT. Indocement Tunggal Prakarsa Tbk. conducted coaching (this term is known in the community) in various forms of activities. This company does not only conduct CSR activities in the development of batik, but also for other things such as the development of the food industry, rosella, and many more. Not only fostering, PT. Indocement Tunggal Prakarsa Tbk. also often exhibits the work of several industries that are promoted, including one of the batik industry in Ciwaringin.

Based on the information presented by H. Fathoni, it can be seen that the people in Ciwaringin have a positive perception of the CSR program implemented by PT. Indocement Tunggal Prakarsa Tbk. The community acknowledges that PT. Indocement Tunggal Prakarsa Tbk. has contributed significantly to the development of batik with natural dyes in Ciwaringin. Various kinds of training are held with facilities provided by PT. Indocement Tunggal Prakarsa Tbk., which bring a positive impact felt by batik artisans in the Blok Kebon Gedang Ciwaringin in Cirebon. Including the 'internship' program called by representatives of the *Disperindagkop* of Cirebon Regency in the FGD that was held on April 6<sup>th</sup>, 2019. Since 2013, PT. Indocement Tunggal Prakarsa Tbk. has contributed and is committed to developing batik in the Ciwaringin region. When the role of PT. Indocement Tunggal Prakarsa Tbk. is gradually diminished, H. Fathoni called as the 'critical' period because the crafters felt they had been released and were considered to be independent and able to develop their businesses. It shows that the CSR program of PT. Indocement Tunggal Prakarsa Tbk. considered or rated as a good program and is needed by the community.

### **The Support from Stakeholders, the Office of Cooperatives and UMKM Cirebon Regency, Higher Education (UGM), and Batik Crafters Community in Blok Kebon Gedang Ciwaringin, Cirebon Regency for the CSR of PT. Indocement Tunggal Prakarsa Tbk.**

The community empowerment program, which was utilizing organic waste as batik dye implemented by PT. Indocement Tunggal Prakarsa Tbk. with CSR programs are activities that involve many parties. Without the support of various parties, this program will not run and will not succeed as expected. According to Freeman (2010), a group or individual can influence and or be affected by the achievement

of a goal. In general, stakeholders can be defined as related parties that have interests or concerns, influence, and or are directly or indirectly affected by an object (Munandar and Kurniawan 2012).

Handayani and Warsono (2017) stated that stakeholders could be divided into several groups, i.e., primary stakeholders, key stakeholders, and secondary or supporting stakeholders. Primary stakeholders are stakeholders who are directly affected by both the positive and negative impacts of a plan and have a direct interest link to the activity. Stakeholders who have influence and interest are said to be primary stakeholders and must be fully involved in the stages of the activity (Handayani and Warsono 2017). Key stakeholders are those who have legal authority in terms of decision making. Supporting stakeholders are stakeholders who do not have a direct interest in a plan but have a great concern for the development process. Supporting stakeholders become facilitators in the process of developing activity and influencing decision making. Supporting stakeholders include investors or private parties, NGOs, and researchers (Handayani and Warsono 2017).

There are at least several parties that can be mentioned in the CSR activities conducted by PT. Indocement Tunggul Prakarsa Tbk. These parties help the implementation of the community empowerment activities. The various parties include PT. Indocement Tunggul Prakarsa Tbk., the target community, the government that in this case is the *Disperindagkop* of Cirebon Regency and the UMKM Office of Cirebon Regency, as well as support from higher education, which in this case is UGM. Based on Maryono's opinion (2005) as also quoted by Handayani and Warsono (2017) above, stakeholders in the CSR activities of PT. Indocement Tunggul Prakarsa Tbk. can be categorized as follows: primary stakeholders are PT. Indocement Tunggul Prakarsa Tbk. and batik artisans in the Blok Kebon Gedang, Ciwaringin, Cirebon. Key stakeholders, in this case, are the Cirebon Regency UMKM Office and the Cirebon Regency Industry, Trade and Cooperatives Office. The supporting stakeholders or secondary in this case are Gadjah Mada University.

PT. Indocement Tunggul Prakarsa Tbk. as the main actor in the activity is the party that has the most prominent role. PT. Indocement Tunggul Prakarsa Tbk. does not only act as a provider of needed resources but also as an initiator of the activity. The social mapping research conducted in 2013 was one of the most tangible proofs of how the program was conceived and formulated. The program of community empowerment activities conducted by PT. Indocement Tunggul Prakarsa Tbk. is not an aimless activity, but an activity that is full of planning. It means that the various programs applied as a follow-up to the planning are highly planned programs. In addition to the program being implemented to enforce the laws and regulations, community empowerment activities are also applied as a form of corporate social responsibility to the environment and the communities around the company's operational areas. Other contributions or support showed by PT. Indocement Tunggul Prakarsa Tbk. is in the form of providing various kinds of facilities and resources needed for the empowerment activities. Since PT. Indocement Tunggul Prakarsa Tbk. run a community empowerment program, some training has been run and organized by PT. Indocement Tunggul Prakarsa Tbk. as a means or media of the company to develop various kinds of potential possessed by the community.

No matter how long the planning is arranged, as well as whatever activities have been carried out by PT. Indocement Tunggul Prakarsa Tbk. in the activities of empowering the community of batik artisans, however, it will not produce the results as expected without the support of various parties involved. There is support from various stakeholders as factors that cannot be ignored in supporting the success of community empowerment programs in the batik crafters environment in Blok Kebon Gedang, Ciwaringin, Cirebon. The stakeholders involved in these activities come from different parties, both from government elements such as related agencies, the university element, in this case, is UGM, and the community element as the target of community empowerment activities.

First, it needs to be understood that the success of PT. Indocement Tunggul Prakarsa Tbk. in implementing community empowerment activities in processing organic waste as batik dyes cannot be separated from the potential of the people in Blok Kebon Gedang, Ciwaringin, Cirebon. PT. Indocement Tunggul Prakarsa Tbk. chooses the community in Blok Kebon Gedang as the target of the community empowerment activities is none other than the potential of batik owned by the community. In interviews conducted with CSR staff PT. Indocement Tunggul Prakarsa Tbk., it is stated that one of the company's considerations in determining the location of CSR activities is whether there is potential for growth within the target community itself. PT. Indocement Tunggul Prakarsa Tbk. sees that the people in the Blok Kebon Gedang Ciwaringin, Cirebon have great potential in terms of batik crafts. As stated by H. Fathoni, the batik tradition has existed in the community in the Blok Kebon Gedang Ciwaringin, Cirebon, and was handed down from generation to generation. The problem is, the tradition gradually begins to fade or disappear due to various factors. PT. Indocement Tunggul Prakarsa Tbk. viewed this problem and then designed various programs to rebuild the batik industry in the Blok Kebon Gedang Ciwaringin, Cirebon.

The main support provided by the community for community empowerment activities implemented by PT. Indocement Tungal Prakarsa Tbk. is in the form of highly active participation and participation in various activities carried out by the company. The example is when PT. Indocement Tungal Prakarsa Tbk. initiating a community empowerment program utilizing organic waste as batik dye. Then, the company established communication with the University of Gadjah Mada (UGM), specifically the Department of Chemical Engineering, Faculty of Engineering, to help provide various kinds of knowledge and skills about batik's natural coloring techniques. As stated by Edia Rahayuningsih, batik crafters in the Blok Kebon Gedang, Ciwaringin Cirebon, are strongly enthusiastic in participating in various kinds of training organized by PT. Indocement Tungal Prakarsa Tbk.

Aside from being active in participating in various kinds of training activities held in the Ciwaringin region, Cirebon, community support in the form of active participation can also be seen in community participation in 'internship' activities or visits to several batik craft centers in Yogyakarta. As stated by representatives of the *Disperindagkop* of Cirebon Regency in the FGD held on April 3<sup>rd</sup>, 2019, the batik crafters in KebonGedangCiwaringin Block enthusiastically participated in the visit to Yogyakarta by participating in activities held in Yogyakarta. This community participation illustrates that community support for the implementation of community empowerment activities utilizing organic waste as batik dye is one of the factors that determine the success of empowerment activities implemented by PT. Indocement Tungal Prakarsa Tbk. The enthusiasm and active role of the batik crafters community in Blok Kebon Gedang Ciwaringin in Cirebon is a form of community support for community empowerment activities conducted by PT. Indocement Tungal Prakarsa Tbk.

The support of other parties that also should be emphasized in the community empowerment program organized by PT. Indocement Tungal Prakarsa Tbk. is higher education, Gadjah Mada University. The support provided by UGM for community empowerment activities is in the form of UGM's willingness to assist in the form of knowledge and skills about the natural coloring of batik. UGM, through the Department of Chemical Engineering, Faculty of Engineering, has developed knowledge about natural coloring in the textile industry, including batik, through various kinds of research that have been conducted. Dr. Ir. Edia Rahayuningsih, M. Si., was one of the parties that were highly involved in the study.

Edia Rahayuningsih, in an interview, explained that since 2013 PT. Indocement Tungal Prakarsa Tbk. has coordinated with UGM to organize various kinds of training on the use of organic waste as batik dyes. Through this communication, PT. Indocement Tungal Prakarsa Tbk. established cooperation and asked UGM to assist in the form of knowledge and skills by facilitating speakers for various kinds of training. Responding to requests from PT. Indocement Tungal Prakarsa Tbk., Edia Rahayuningsih agreed and later became a facilitator or resource person in several types of training on natural batik coloring for batik artisans in the Blok KebonGedangCiwaringin, Cirebon.

"... Because it was not profitable to be a lot of labor, the population there became Indonesian workers (*Tenaga Kerja Indonesia* or *TKI*). Therefore, they became Indonesian workers abroad. At that time, they were accompanied by Ciwaringin (PT. Indocement Tungal Prakarsa Tbk. - Pen.). However, it seemed that Ciwaringin wants to switch to batik that has a natural color orientation. Hence, I was met. I was met by Indocement to help there. Then I said, with pleasure, but it would be better, for example, if there was a CSR or there were CSR funds that were then given a content, so it will be more targeted" (interview with Edia Rahayuningsih on February 20<sup>th</sup>, 2019).

Assistance provided by UGM in the form of resource facilitation in various types of training organized by PT. Indocement Tungal Prakarsa Tbk. shows the real support of UGM to the community empowerment program implemented by the company.

Community empowerment activities utilizing organic waste as batik dyes implemented by PT. Indocement Tungal Prakarsa Tbk. is one form of implementation of CSR programs. As one form of implementation of the CSR program, it can be said that the activity is one form of corporate responsibility in applying government regulations, which requires companies to carry out similar activities. As part of the implementation of government programs, CSR activities will, therefore, involve various related agencies such as the *Disperindagkop* and the UMKM Office of Cirebon Regency. In the FGD activities carried out on April 3, 2019, representatives from the *Disperindagkop* of Cirebon Regency stated that the activities as carried out by PT. Indocement Tungal Prakarsa Tbk. are crucial activities for developing batik crafts in Cirebon.

Talking about batik crafts in Cirebon Regency, two center areas of batik craft are Trusmi and Ciwaringin. In contrast to Ciwaringin, batik in Trusmi has developed highly advanced and has become a vital tourist destination in the Cirebon Regency. It can even be said that the Trusmi region is an icon of batik crafts in the Cirebon region. The existence of Trusmi as a center of batik crafts in Cirebon is one of the inspirations and challenges for the development of batik crafts in Ciwaringin. Trusmi is an inspiration because Trusmi's existence could be an example of the development of Ciwaringin batik. However, its

existence is, at the same time, a challenge because Trusmi's existence is also a competitor of batik produced by the Ciwaringin community. It is in this position; the role of various related agencies becomes strongly crucial to develop batik crafts in Ciwaringin.

Disperindagkop and the UMKM Office of Cirebon Regency are government institutions that have a significant role in developing batik in Ciwaringin. In the FGD activities carried out on April 3, 2019, speakers from Disperindagkop of Cirebon Regency stated that the Disperindagkop together with the UMKM Office of the Cirebon Regency supported community empowerment activities in the utilization of organic waste as batik dyes implemented by PT. Indocement Tunggal Prakarsa Tbk. The support is given in the form of facilitation and participation of the agency in the batik coloring training and training activities in Yogyakarta. Moreover, official support related to community empowerment activities in the utilization of organic waste as batik dyes is also provided through coaching activities in the form of a focus on developing batik in Ciwaringin.

In contrast to the development of batik centers in Trusmi, batik centers in the Blok Kebon Gedang Ciwaringin are developed based on potential such as the direction of the program of activities initiated by PT. Indocement Tunggal Prakarsa Tbk., i. e., the development of batik centers with natural dyes. The development of batik with natural dyes is intentionally carried out to give a character in the center of batik in Ciwaringin in addition to the development of typical batik motifs Ciwaringin. Various kinds of roles and support from the related agencies show that the Disperindagkop and the UMKM Office of Cirebon Regency provide support in the community empowerment program in utilizing organic waste as batik dye in Blok Kebon Gedang, Ciwaringin, Cirebon. The form of support from the stakeholders can be viewed in the following table.

**Table 1.** Stakeholder support in community empowerment activities utilization of organic waste as batik dyes

<b>PT. Indocement Tunggal Prakarsa Tbk.</b>	<b>Department of industry, trade, cooperatives, and Small and Medium Enterprises and UMKM Office of Cirebon Regency</b>	<b>GadjahMada University</b>	<b>Blok Batik Craft Community of KebonGedangCiwaringin</b>
Provider of needed resources	Facilitation and participation of the service in the batik coloring training and internship activities conducted in Yogyakarta	Assisting in the form of knowledge and skills about the natural coloring of batik.	The potential of batik owned by the community.
The initiator of community empowerment activities	Conduct coaching activities in the form of a focus on developing batik in Ciwaringin	Assisting in the form of knowledge and skills by facilitating speakers for various kinds of training that is held.	Very active participation and participation in various activities carried out by the company

## DISCUSSION

### **The Perception of PT. Indocement Tunggal Prakarsa Tbk., Cirebon Regency Cooperative and UMKM Office, Higher Education (UGM), and Batik crafters community in Blok Kebon Gedang Ciwaringin on CSR**

Community empowerment activities utilizing organic waste as batik dyes through CSR PT. Indocement Tunggal Prakarsa Tbk. are activity that involves several parties. Without the participation and involvement of these parties, the community empowerment activities are very likely not to be as successful as they currently exist. PT. Indocement Tunggal Prakarsa Tbk., as the initiator of the implementation of the CSR program, is a party that has a significant role. This company acts as a planner, owner of capital resources, and at the same time as a determinant of the direction and objectives of the implementation of these community empowerment activities. If this community empowerment activity is analogous to a field trip or tourism activity, then PT. Indocement Tunggal Prakarsa Tbk., is the bus owner, driver provider, tour guide provider, field trip fee provider, and at the same time determiners of travel

destinations. PT. Indocement Tunggul Prakarsa Tbk. is the party that determines whether or not the field trip activity runs.

PT. Indocement Tunggul Prakarsa Tbk., despite having a significant role in the community empowerment activities, these activities will not run as expected if there are no roles from other parties. Both the batik crafters community in Kebon Gedang, Ciwaringin, Cirebon, and Gadjah Mada University as parties provide facilities in the form of knowledge and information about batik coloring. Based on this description, and as written in the research findings, it can be concluded that the roles and attitudes of various parties involved in the community empowerment activities will not occur or will not run as expected without the same perception of the corporate social responsibility program or CSR. It is where the role of various parties' perceptions becomes very crucial to support the success of community empowerment programs.

Corporate social responsibility or CSR activities are indeed activities that become obligations for companies or throughout Indonesia. This program is implemented because the government observes that companies have a strategic role in improving the welfare of the community. The problem is, however, not all companies conducted CSR activities voluntarily and adequately. Companies frequently implemented CSR activities on the grounds only as a formality and only to fulfill the regulatory aspects only. This perspective or perception should be avoided by these companies because this perception of CSR will affect the CSR activities carried out. The community will ultimately not pay much attention to the CSR activities and can identify that CSR is applied merely as a mere formality.

Back to the case of community empowerment activities in managing organic waste as batik dye through CSR PT. Indocement Tunggul Prakarsa Tbk. conducted in Ciwaringin Cirebon, the perception that was built up among the various parties involved turned out to be the same. All parties, starting from PT. Indocement Tunggul Prakarsa Tbk., batik crafters community in Blok Kebon Gedang Ciwaringin Cirebon, Gadjah Mada University, as well as government components in Cirebon Regency have a similar perception, that CSR implemented by PT. Indocement Tunggul Prakarsa Tbk. is a strong strategic activity in helping to advance the batik industry in the Kebon Gedang Ciwaringin Cirebon area. This similar perception then plays a major role in mobilizing these various parties in the context of advancing batik crafts in the Blok Kebon Gedang Ciwaringin in Cirebon. As stated by Edia Rahayuningsih, the constraints in implementing the empowerment activities do exist, and these constraints are generally in the form of social constraints, disagreement from some parties towards community empowerment activities, public rejection of the situation of the resource persons that are not as expected by the community. These constraints, however, can eventually be overcome. Furthermore, the community empowerment activities can run smoothly with the expected results.

The success of community empowerment activities influenced by the perceptions of various parties at the same time reinforces several theories about perception as used in this study. Thoha (2004), for example, suggests that perception is a person's vision or view of a particular object or condition that will affect his attitude and behavior towards that object or condition. It is in accordance with the situation that occurred in Blok Kebon Gedang Ciwaringin Cirebon. Community empowerment activities in the utilization of organic waste as batik dyes implemented by PT. Indocement Tunggul Prakarsa Tbk. through CSR activities can ultimately succeed well because of the establishment of the same perception among the various parties involved in these activities. As can be seen from Thoha's opinion above, a person's view or vision of an object or condition will affect that person's attitude towards that object. It also happened in community empowerment activities organized by PT. Indocement Tunggul Prakarsa Tbk. The same perception among PT. Indocement Tunggul Prakarsa Tbk., Cirebon Cooperative Office, Cirebon UMKM Office, higher education, and the community on CSR that then determines the success of CSR activities in Blok Kebon Gedang, Ciwaringin Cirebon Regency.

### **The Support of Stakeholders, the Office of Cooperatives, and UMKM Cirebon Regency, Higher Education (UGM), and the Batik Crafters community in Blok Kebon Gedang Ciwaringin, Cirebon Regency for the CSR of PT. Indocement Tunggul Prakarsa Tbk.**

The description of the research results, which has been discussed previously, has mentioned that community empowerment activities utilizing organic waste as batik dyes implemented by PT. Indocement Tunggul Prakarsa Tbk. through the company's CSR activities are activities that involve various parties. Each party in the activity has its interests so that the community empowerment activity can be said to be a strategic activity for each related party. PT. Indocement Tunggul Prakarsa Tbk. is the first party that has a profound interest in implementing the program. The success of PT. Indocement Tunggul Prakarsa Tbk. in carrying out CSR activities will affect several things. First, by implementing CSR activities, the obligations of PT. Indocement Tunggul Prakarsa Tbk. will be fulfilled and subsequently will be 'free' from various sanctions that may arise if the company does not carry out the CSR activities. It,

however, is only a small aspect of implementing CSR. Seeing such detailed planning of CSR activities implemented by PT. Indocement Tunggul Prakarsa Tbk., it can be viewed that is not only to abort the company's obligation to implement CSR but is based on the goodwill of the company to implement CSR to advance the community and the environment around the operational area of PT. Indocement Tunggul Prakarsa Tbk.

Other parties who also play a significant role in community empowerment activities, is a batik craft community in the Blok Kebon Gedang, Ciwaringin Cirebon. As a target community in the CSR activities, the support of the batik crafters community in the Blok Kebon Gedang is very considerable. Without the role and willingness of the community to become a target partner for CSR activities, the CSR activities will not be carried out. Community support in the form of the ability to become a target partner can be seen in the role of the community by taking an active role in every activity that is part of the CSR activities of PT. Indocement Tunggul Prakarsa Tbk. As an example, when a company facilitates the community by organizing exhibitions, the community enthusiastically participates in the exhibition activities. Similarly, when PT. Indocement Tunggul Prakarsa Tbk. ran a field trip to Yogyakarta to visit several batik craft centers in the region, the community enthusiastically participated in the activity. Here are some small examples of support from batik crafters in the Blok Kebon Gedang Ciwaringin Cirebon.

Other stakeholders who have played a role in providing support for the implementation of CSR activities are the Office of Cooperatives and the Office of SMEs in the Cirebon Regency. Among various parties involved in the CSR activities of PT. Indocement Tunggul Prakarsa Tbk. the parties mentioned before represent the existence of the government. Both of these government agencies support CSR activities by providing facilitation and facilitating communication between the company and the community. Both of these government agencies also provide support in the form of supervision and ensure that CSR activities carried out can be successful in the sense of helping the community in achieving prosperity. If the welfare of the community can be achieved through CSR activities, then the two government agencies will also feel the success because the government, through various related agencies, supports all efforts to contribute to the welfare of the community.

Community empowerment activities utilizing organic waste as batik dyes through CSR PT. Indocement Tunggul Prakarsa Tbk., is an activity in which the process of transfer of knowledge occurs, namely knowledge about the management of organic waste as batik dyes. At this stage, the elements of higher education, Gadjah Mada University, contribute to the facilitation of speakers. Gadjah Mada University, although it is an external party in the community empowerment activities, is also part of the stakeholders in these community empowerment activities. Gadjah Mada University, as one of the higher education in Indonesia, is a party that has a formal obligation to disseminate the existing knowledge for the advancement of society through various kinds of community service activities as part of its obligation.

The various kinds of support provided by various elements of the stakeholder show that the community empowerment activities of managing organic waste as coloring batik can be successful because of the support of various stakeholders in accordance with their respective roles and interests. This support is intertwined because it cannot be separated from the previous factors, namely the existence of common perceptions among various parties towards the course of CSR implemented by PT. Indocement Tunggul Prakarsa Tbk.

## CONCLUSION

PT. Indocement Tunggul Prakarsa Tbk., The Office of Cooperatives and UMKM of Cirebon Regency, Higher Education (UGM), and Batik crafters community in Blok Kebon Gedang Ciwaringin for CSR are as follows: PT. Indocement Tunggul Prakarsa Tbk. assumes that CSR is one of the crucial programs for the company. CSR is viewed as a business commitment of a company to make a positive contribution to sustainable economic development through cooperation with relevant stakeholders and to participate in improving the quality of their lives through ways that benefit their own business as well as for development and the surrounding environment. It implicitly shows the view that in implementing CSR programs, there is a need for participation or synergy from relevant stakeholders or stakeholders. Disperindagkopon behalf of the government considers that CSR is a crucial activity to help the government realize the mandate of the 1945 Constitution of the Republic of Indonesia, i. e., to advance public welfare. CSR is viewed as a new hope for the resolution of various population and environmental problems, both related to economic aspects directly and those related to other aspects. UGM has a perception of CSR that then makes UGM a positive attitude towards the implementation of the activity. CSR activities, as much as possible, "do not only give fish but give a hook." The purpose of this statement is that CSR must be able to make the community more empowered or independent. The people in Ciwaringin have a positive perception of the CSR program implemented by PT. Indocement Tunggul Prakarsa Tbk. The community acknowledged that

PT. Indocement Tunggul Prakarsa Tbk. has contributed significantly to the development of batik with natural dyes in Ciwaringin.

Support from stakeholders, the Office of Cooperatives and UMKM of Cirebon Regency, Higher Education (UGM), and the Batik crafters community in Blok Kebon Gedang Ciwaringin, Cirebon Regency for the CSR of PT. Indocement Tunggul Prakarsa Tbk. are as follows: PT. Indocement Tunggul Prakarsa Tbk. as the main actor in the activity is the party that has the greatest role. PT. Indocement Tunggul Prakarsa Tbk. does not only act as a provider of needed resources but also as an initiator of the activity. The primary support provided by the community for community empowerment activities is in the form of highly active participation in various activities implemented by the company. This community participation shows that community support for the implementation of community empowerment activities utilizing organic waste as batik dye is one of the factors that determine the success of empowerment activities implemented by PT. Indocement Tunggul Prakarsa Tbk. The support provided by UGM to the community empowerment activities is in the form of UGM's willingness to assist in the form of knowledge and skills about the natural coloring of batik. UGM, through the Department of Chemical Engineering, Faculty of Engineering, has developed knowledge about natural coloring in the textile industry, including batik, through various kinds of research that have been carried out. Assistance provided by UGM in the form of resource facilitation in various types of training organized by PT. Indocement Tunggul Prakarsa Tbk. It shows the real support of UGM to the community empowerment program. *Disperindagkop* and the UMKM Office of Cirebon Regency are government institutions that have a major role in developing batik in Ciwaringin. *Disperindagkop*, together with the UMKM Office of Cirebon Regency, supports community empowerment activities in the utilization of organic waste as batik dyes carried out by PT. Indocement Tunggul Prakarsa Tbk. The support was given in the form of facilitation and participation of the agency in the batik coloring training and training activities in Yogyakarta.

## SUGGESTION

In terms of regulation, the CSR program has a relatively strong formal foundation. It's just that this program cannot be used significantly by the community. Based on research that has been done about CSR PT. Indocement Tunggul Prakarsa Tbk. To the batik crafters community in the KebonGedangCiwaringin Block, suggestions are regarding the need for proactive efforts from the community to welcome CSR programs that will be implemented by companies. Active efforts to welcome the CSR program by the community will affect the accuracy of the targets of the program so that at the end of the implementation of CSR can be as successful as expected goals. The active efforts of the community can be increased by organizing various kinds of training to prepare activity proposals. Communities, especially those who have the desire to develop their businesses, need to be educated with the ability to collaborate with various parties to advance their business. The cooperation can be started by submitting an activity proposal which will later become the foundation for the implementation of the collaboration.

## REFERENCES

- Bakić, T.V., Slavica, C.K., & Ema, N. (2015). *Model for Managing Corporate Social Responsibility*. Serbia, 47-56. <https://doi.org/10.7595/management.fon.2015.0002>.
- Bakos, L. (2014). Decision-Making and Managerial Behaviour Regarding Corporate Social Responsibility in the Case of Small and Middle-Sized Companies. *Procedia - Social and Behavioral Sciences*, 124, 246-254. <https://doi.org/10.1016/j.sbspro.2014.02.483>.
- Brannen, J. (2005). *Combining Qualitative & Quantitative Research Methods*. Yogyakarta, Indonesia: Student Library.
- Carroll, A.B. (1974). Corporate Social Responsibility: Its Managerial Impact and Implications. *Journal of Business Research*, 2(1), 75-88. [https://doi.org/10.1016/S0148-2963\(74\)80008-1](https://doi.org/10.1016/S0148-2963(74)80008-1).
- Carroll, A.B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- Creswell, J.W. (2012). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. Ney Jersey: Person Education, Inc.
- Crifo, P., Marc-arthur, D., & Sanja, P. (2014). *CSR Related Management Practices and Firm Performance: An Empirical Analysis of the Quantity-Quality Trade-off on French Data*. Scientific Series. Montreal, Canada.
- Cui, J., Jo, H., & Kim, J. (2015). Earnings management and corporate social responsibility: International evidence. *In FMA Conference Paper*.
- Flick, U. (2013). *Qualitative Data Analysis*. The SAGE h. Los Angeles: SAGE Publication Ltd.

- Freeman, R.E. (2010). *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing.
- Handayani, F., & Hardi, W. (2017). Analysis of the Role of Stakeholders in the Development of Karang Jahe Beach Tourism Objects in Rembang Regency in 2017. *Journal of Public Policy and Management Review*, 6(3), 1–15.
- Jelcic, M., & Nordahl, C. (2016). *Controlling Corporate Social Responsibility with Management Control Systems: A Study of Four Companies in Sweden*. Lund University.
- Karim, A., Faiz, A., Parhan, M., & Gumelar, A. (2020). Managerial Leadership in Green Living Pharmacy Activities for the Development of Students' environmental Care in Elementary Schools. *Journal of Critical Reviews*, 7(13), 714-719.
- Karim, A., & Hartati, W. (2020). Spiritual Tasks of Teachers in Higher Order Thinking Skills-Oriented Learning. *International Journal of Psychosocial Rehabilitation*, 24(8), 4568–80.
- Karim, A., Mansir, F., & Saparudin, T. (2020). Managerial Leadership in Boarding and Public School: An Idea and Experience from Indonesia. *Journal of Talent Development and Excellence*, 12(2s), 4047-4059.
- Karim, A., Mardhotillah, N.F., & Rochmah, E. (2017). The impact of the kyai's charisma on the milieu of social piety. In *the National Seminar on Research Results of Kanjuruhan University Malang*, 1-5.
- Karim, A., Mardhotillah, N.F., & Samadi, M.I. (2019). Ethical Leadership Transforms into Ethnic: Exploring New Leaders's Style of Indonesia. *Journal of Leadership in Organizations*, 1(2), 146–157. <https://doi.org/https://doi.org/10.22146/jlo.44625>.
- Karim, A., Purnomo, H., Fikriyah, F., & Kardiyati, E.N. (2020). A Charismatic Relationship: How a Kyai's Charismatic Leadership and Society's Compliance Are Constructed?. *Journal of Indonesian Economy and Business*, 35(2), 129–43. <https://doi.org/10.22146/jieb.54705>.
- Kawulich, B. (2012). Collecting Data through Observation. In *Doing Social Research: A Global context Chapter: Collecting Data through Observation*, edited by C. Wagner, B. Kawulich, and M. Garner. McGraw Hill.
- Coelho, P.R., McClure, J.E., & Spry, J.A. (2003). The social responsibility of corporate management: A classical critique. *Mid American Journal of Business*, 18(1), 15-24. <https://doi.org/10.1108/19355181200300001>.
- Miles, M.B., & Huberman, A.M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*. 2nd ed. London New Delhi: Sage, Thousand Oaks Publications Sage.
- Milton, J., De, S.F., Carla, P.G., & Francisca, F. (2010). Strategic Corporate Social Responsibility Management for Competitive Advantage. *Brazilian Administration Review*, 7(3), 294–309.
- Milton, S. (2010). Some observations on CSR and strategic management. *Management Science-Budapest Management Review*, 41(2), 59-67.
- Moratis, L., & Van Egmond, M. (2018). Concealing social responsibility? Investigating the relationship between CSR, earnings management and the effect of industry through quantitative analysis. *International Journal of Corporate Social Responsibility*, 3(1), 8.
- Munandar, A., & Kurniawan, A. (2012). Stakeholders' Perceptions of the Location and Function of Type A Passenger Terminal, Kebumen Regency. *Journal of Bumi Indonesia*, 1(1), 1–15.
- Nwagbara, U., & Reid, P. (2013). Corporate Social Responsibility (CSR) and Management Trends: Changing Times and Changing Strategies. *Economic Insights – Trends and Challenges*, 65(2), 12–19.
- Raj, A. (2016). *Managerial Perception of the Impact of Corporate Social Responsibility on Corporate Branding in Indian Agribusiness Firms*. University of Central Lancashire, United Kingdom.
- Starostka-Patyk, M., Tomski, P., & Zawada, M. (2015). Diversity management as a part of corporate social responsibility policy. *Procedia Computer Science*, 65, 1038-1045. <https://doi.org/10.1016/j.procs.2015.09.055>.
- Swanson, D.L. (2008). Top Managers as Drivers for Corporate Social Responsibility. In *the Oxford Handbook of Corporate Social Responsibility*, edited by Andrew Crane, Abigail McWilliam, Dirk Matten, Jeremy Moon, and Donald S. Siegel. New York, USA: Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199211593.003.0010>.
- Tanimoto, K. (2013). Corporate Social Responsibility and Management Process in Japanese Corporations. *World Review of Entrepreneurship, Management and Sustainability Development*, 9(1): 10–25.
- Thoha, M. (2004). *Leadership in Management*. Jakarta: PT. Raja Grafindo Persada.
- Zheng, S., Wang, Z., & Song, S. (2014). Pay satisfaction of employees: a case study of a state-owned science institute in China. *Social indicators research*, 119(3), 1219-1231. <https://doi.org/10.1007/s11205-013-0554-x>.