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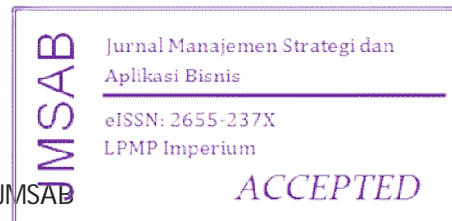
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PT Bumi Suksesindo Corporate Social Responsibility Grows New Entrepreneurs

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Abstract

Micro, small and medium enterprises (MSMEs) occupy a strategic position in Indonesia, not only regarding economic growth but also on equal distribution of income in society. In various crisis conditions, the resilience of MSMEs has been tested. The Indonesian government always pays special attention to this business group through multiple departments or ministries. Apart from the government, the private sector also pays great attention to multiple levels of MSME development through corporate social responsibility (CSR) programs. This study aims to explore and elaborate on PT BumiSuksesindo's CSR programs in fostering new entrepreneurs. The analysis was carried out on six in-depth interviews with beneficiaries/groups of beneficiaries. These findings indicate that the company's CSR program is a charity program (donation) and empowerment (empowerment). The benefits of the BSI CSR program are also manifested in forming new entrepreneurs. The implications of this research can be taken into account by stakeholders to continue the program to foster new entrepreneurs in the operating locations..

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INTRODUCTION

The Indonesian economy is dominated by Micro, Small, and Medium Enterprises (MSMEs) which in various crises become the backbone of the national economy. Data from the Ministry of Cooperatives and Small and Medium Enterprises in 2018 shows MSMEs in Indonesia is 64,194,057 units (BPS, 2019), and this amount represents 99 percent of the total business in Indonesia that absorbs 116,978,631 workers (97 percent of the total workforce). In addition, MSMEs contributed to Gross Domestic Product (GDP) amounted to 8,573,895 billionIDR (61.07%), non-oil exports amounted to 293,840 billionIDR (14.37%), and domestic investment amounted to 2,564,549 billionIDR (60, 42%).

The agenda for developing MSMEs always be the priority of all governments in Indonesia either central government and local government due to the presence of MSMEs is equally distributed. The efforts to increase the capacity of this sector need to be carried out continuously. Apart from the Government, this agenda also requires the participation of various parties, including the private sector. Synergy in encouraging entrepreneurial development for the sustainability of the national economy needs to be continued (Kuntadi, 2015), for example with the triple helix interaction pattern which emphasizes the synergy of the three poles, namely academia, business, and government (Sulastri and Dilastri, 2015).

In this synergy, the existence of the company's Corporate Social Responsibility (CSR) program plays an important role. The potential of CSR, which has been used more for charitable programs (donations), can be further enhanced into community empowerment programs. With this program, the company's contribution in improving people's welfare through the printing of new entrepreneurs will be more real.

UU Number 40 of 2007 concerning *Perseroan Terbatas* regulates the obligations of companies exploring natural resources to carry out CSR (Badaruddin, 2008). The implementation of CSR is expected to change social life in the community so because of that the quality of life and the level of community welfare is increasing (Ramada, et al., 2020). Furthermore, companies can provide services, assistance, and even empowerment to the community as an emerging social responsibility through CSR programs. Community empowerment is an effort for empowering or strengthening the community (Mardikanto, 2014) to increase and create independence in the community with one of the options is through CSR programs carried out by the company (Ramada, et al., 2020).

Corporate Social Responsibility (CSR) is a commitment to contributing to sustainable development in improving people's quality of life (WBCSD, 2002), yet only a few circles see CSR as a philosophy that supports the company's operations, while others still see it as a noble and generous initiative to improve the company's reputation (Sedyono, 2006). The purpose of CSR is to create a better standard of living for the broader community inside and outside the company while still creating profitability to maintain its sustainability (Rosilawati and Mulawarman, 2018). In this regard, research on the benefits of CSR in growing local entrepreneurship needs to be conducted.

CSR is commonly carried out by companies to maintain good relations with their stakeholders in various developed countries. However, in Indonesia, CSR is recognized after being mentioned in Law Number 40 of 2007 concerning Limited Liability Companies (Sunaryo, 2015). Widjaja and Pratama stated the law changed the concept of CSR that was originally a moral obligation to an obligation regulated by law, especially for companies conducting business activities in natural resource exploration. Unfortunately, the implementation of CSR by natural resource management companies has not matched expectations and reality (Firdaus, 2017). Apart

from legal factors that have not explicitly regulated it, many companies consider CSR as an expense (Risa, 2017).

In discussing the concept of CSR, there are still differences in terms of terminology, understanding, nature of the arrangement, costs or funding, fields and forms of business, and various perceptions regarding the form of CSR itself (Sunaryo, 2015). In addition, it could trigger new problems in its practice, and it would affect the success of CSR in the community. By its initial concept, CSR aims to realize sustainable economic development to improve the quality of life and the beneficial environment for companies, local communities, and society in general.

Based on that concept, CSR is not just a charitable or philanthropic corporate activity as has been done by various companies. The implementation of CSR is a long-term investment. It can profit for the company if it is properly executed (Dewi, 2012). According to IBLF (2003), CSR is an open and transparent business practice based on ethical values respecting stakeholders, employees, society, and the environment to contribute to business sustainability. Therefore, CSR should be implemented with careful planning, a platform for community empowerment, partnerships, and sustainability. This study was conducted to fill the gap between the concept of CSR and its implementation model in Indonesia.

LITERATURE REVIEW

Corporate Social Responsibility

The Industrial Revolution marked by the invention of the steam engine by James Watt (1769) is a milestone in the history of the business world that cannot be ignored. The Industrial Revolution dramatically changed business models in agriculture, manufacturing, mining, transportation, and technology and had a profound impact on social, economic, and cultural conditions in the world, starting in Great Britain, spreading throughout Western Europe, North America, Japan, and finally the world (Ashton, 1948; Wibisono, 2007).

Massive exploitation of nature, which is accompanied by various social risks such as unemployment and poverty, creates a widening gap. This series of events served as the background for the emergence of the concept of CSR: charity or philanthropy (Saidi and Abidin, 2004). Initially, CSR was the obligation of entrepreneurs to consider policies, decisions, and business actions, in accordance with the wishes and values of society (Bowen, 1953).

The current definition of CSR is the responsibility of an organization to the impact of all its decisions and activities on society and the environment which is manifested in the form of transparent and ethical behavior, which is in line with sustainable development and community welfare, taking into account the expectations of stakeholders, in line with established laws and norms of international behavior, as well as being thoroughly integrated within the organization (ISO, 2010).

In Indonesian context, the concept of CSR can be analyzed in two terms, namely philosophical and pragmatic (Radyati, 2011). Furthermore, it is stated that philosophically CSR is expected to be able to (1) give good to many people (2) fulfill duties and obligations as business actors, and (3) encourage companies to operate businesses while upholding morals and justice. In a pragmatic realm, CSR is a comprehensive and integrated series of activities, as part of the company's management system.

Implementation of the CSR program

CSR is implemented at various levels. Companies that want to be socially responsible will go through the stages (1) responsibility projects, (2) responsibility programs, and (3) responsible

business (Sanford, 2012). The movement to the highest stage is closely related to Good Corporate Governance.

Entering the turn of the millennium, the United Nations launched the Millennium Development Goals (MDGs), containing the agreement of its 189 member countries to achieve a more equitable people's welfare through sustainable development in their respective countries. After 2015, the MDGs were changed to Sustainable Development Goals (SDGs), with an implementation period until 2030. For the business world, the implementation of sustainable development is implemented by adopting a business strategy by carrying out activities that meet the needs of companies and stakeholders while protecting, maintaining, and enhancing the capacity of human and natural resources needed in the future (IISD, 1992). The integration of several elements of sustainability with the management system has become a challenge for companies (Mustapha, et. Al., 2017).

Good CSR combines the four principles of good corporate governance, namely fairness, transparency, accountability, and responsibility harmoniously (National Committee for Governance Policy) (2006). The first three principles tend to be shareholders-driven, while the responsibility principle reflects more on stakeholders-driven. For the implementation of the principle of responsibility, the community development approach is increasingly being applied because it is closer to the concept of empowerment and sustainable development (Suharto, 2008). There are three motivations for companies to implement CSR, namely (1) Corporate charity (encouragement of generosity to donate based on religion), (2) Corporate philanthropy (encouragement of generosity to create social equity), and (3) Corporate citizenship (encouragement of citizenship as a motivation to achieve social justice based on the principle of involvement) (Said and Abidin, 2004). Charitative CSR is generally based on the fulfillment of obligations (Suharto, 2007). Furthermore, it is stated that philanthropic CSR is based on a sense of humanity, and civic CSR emerges from a sense of shared interests. Currently, the business world faces social pressure to carry out its business operations responsibly, and implementing CSR is an effective choice (Kuijpers and Meershoek, 2013). CSR has a positive effect on the company's image and at the same time shows that programs in the economic sector have the most dominant influence (Wijaya, et al., 2015).

METHODS

This single case study was conducted using a qualitative descriptive method to reveal the facts of the implementation of the CSR program carried out by PT BumiSuksesindo (BSI), especially in the activities of creating new entrepreneurs in its operational areas. Field observations and in-depth interviews were carried out with resource persons by emphasizing a participatory approach, and community involvement cannot be ruled out (Mikkelsen, 2001). This study also explores the implementation of the company's CSR, related to the places, programs and activities carried out, including program reporting documents. Data were analyzed descriptively based on the facts found in the study by providing adequate understanding and explanation.

This research was conducted in the first ring of PT Bumi Suksesindo mining area, in Pesanggaran sub-district, namely (1) Sumberagung, (2) Sumbermulyo, (3) Pesanggaran, (4) Sarongan, and (5) Kandangan, all of which is an administrative area of Banyuwangi Regency, East Java province. The time for conducting field research is two months, from February to April 2021. Some data were obtained from online interviews due to the pandemic situation.

Determination of resource persons in this study was carried out by purposive random sampling, who were residents of five villages in the Pesanggaran sub-district, **as mentioned**

above. The results of the analysis are expected to make it easier for other companies/institutions to contribute strategically to reducing poverty through community development programs, particularly in creating new entrepreneurs in their operational areas. In general, this study aims to determine the success of PT BSI's CSR implementation in improving the quality of socio-economic life and the communities environment affected by the operation. In particular, this study will evaluate the company's CSR implementation, and record the best practices as learning material for companies and other stakeholders related to community development and empowerment.

RESULTS AND DISCUSSION

Corporate CSR Program

PT Bumi Suksesindo (BSI) is a Domestic Investment Company (PMDN) in the mining sector that has received a Production Operation Mining Business Permit (IUP OP) in accordance with the Banyuwangi Regent Decree No.188/547/KEP/429.011/2012 dated 9 July 2012. According to the permit, the operation location with a land area of 4,998 ha is located in Sumberagung village, Pesanggaran sub district, Banyuwangi regency, East Java province. Five villages in the Pesanggaran sub district that were identified as ring one are: (1) Sumberagung, (2) Sumbermulyo, (3) Pesanggaran, (4) Sarongan, and (5) Kandangan.

BSI is committed to implementing the Regulation of the Minister of Energy and Mineral Resources (Permen ESDM) of the Republic of Indonesia No.26/2018 concerning Mineral and Coal Mining Business by implementing the development and empowerment of local communities, through the Corporate Social Responsibility (CSR) program. BSI develops four pillars of activities, namely (1) Education, (2) Health, (3) Local economic development, and (4) Socio-culture.

Local Economic Development

The initiation of local economic development programs in BSI's operational areas was carried out by taking into account the interests of the community and the potential of existing natural resources. In addition to increasing community income, support for the activity also aimed to increase the number of jobs, especially for those who are still unemployed. This program also provided skills training for housewives, so they could increase income for their families.

The research found that youths are less interested in pursuing professions in the agricultural sector, which is considered less profitable. BSI is expected to be able to assist in providing employment in the company. Unfortunately, employment opportunities at BSI cannot accommodate them as a whole. The development of local economic programs is a solution to this problem.

The presence of BSI at the operation location opens new business opportunities for the community, both in the production sector and, for example, the provision of foodstuffs, daily necessities, transportation services, and others. Based on the study of program documents, in general, there are 4 objectives in local economic development, namely:

- a. Increasing the capacity of farmers, ranchers, fishermen, and other community members who support the production and marketing processes;
- b. Increasing the quality and added value of agricultural, livestock, fishery, and small industry products;
- c. Increasing the capacity of marginalized groups of people, especially housewives, in developing micro, small, and medium enterprises (MSMEs), especially processed agricultural products and access to marketing;

- d. Strengthening of cooperative institutions as the pillars of people's economy is expected to help improve the welfare of its members.

The beneficiaries of the local economic development program are farmers, ranchers, and fishermen who are members of farmer groups, rancher groups, and fishermen groups. In addition, the general public and housewives who develop small and medium enterprises, both individually and in groups are also given access to participate in the program, in the form of training and access to capital. Several technical training activities in the fields of agriculture, livestock, fisheries, and small industry also involve other parties such as Field Schools or Sekolah Lapangan (SL), Dewi SRI Foundation, BPP Pesanggaran, and the Banyuwangi Regency Marine and Fisheries Service. The UMKM Center Forum was also formed by BSI to help increase the capacity of members in improving product quality, packaging, licensing (IRT), and build market access more broadly. Not only training and capital, but local economic development program participants also received direct assistance from BSI Community Development team.

Parikesit Duck Rancher Group

In the beginning, Budi (42 years), a resident of Ringin Agung hamlet, Pesangaran village, was the mobilizer or field coordinator for various community demonstration activities, when the mining land was still managed by PT IMN. After the transfer of management took place from PT IMN to PT BSI, Budi saw the goodwill of the new manager. Budi welcomes BSI's initiative to discuss productive activities for young people in his village. Together with ten village youths, Budi formed the Parikesit Group, which is engaged in duck farming. Budi is known for his skill in raising ducks in his village.

BSI assisted the group of 1,000 laying ducks which were distributed to five group members, 200 each member. Budi arranges a revolving assistance system for his group members. Within two years, all group members were able to independently develop laying ducks. Now Budi raises 1,500 ducks, which is enough to support his family's economy.

In addition to being able to develop his group, Budi has made many innovations in his group business. To get relatively cheap feed, Budi collects leftovers from the employees at BSI. The feed ingredients are mixed with rice bran and become nutritious food for their domestic ducks. By raising ducks, the members of the Parikesit group can earn a net income of 3-4 million per month.

"PT BSI's CSR appearing as an empowerment program for the duck breeder community in Ringin Agung is quite successful," said Budi. "In addition to assisting of laying ducks, PT BSI also provides support in the form of technical training for duck farming. Thanks to BSI's assistance. The members of the duck breeder group can be independent and increase their income. We hope that in the future PT BSI will continue to help the community to be more empowered."

Rawa Jaya Goat Rancher Group

When BSI initiated the existence of the Rawa Jaya Rancher Group from Dusun Pancer as part of its CSR program, not many residents were interested. Only 14 people agreed to be members of the group. Sutrisno (48 years), a member of the group, witnessed the commitment of BSI which provided 20 goats to the group.

The goats' management system is arranged in a rolling manner within the group so that all members of the group can raise goats independently. The population of goats managed by the group gradually increased to 56 goats. All the initial members of the Rawa Jaya Rancher Group

Zainal Abidin & RimiGusliana Mais

Corporate Social Responsibility, Empowerment, Micro, Small and Medium Enterprises

have received rolls. It attracts other community members to become group members. Now the group members have increased to 33 people. Goat assistance will also be distributed to them.

Sutrisno explained the benefits he gets from raising goats, including (1) having productive activities, (2) goat manure has economic value, (3) rolling assistance makes members have a strong sense of brotherhood, and (4) earns relatively large income compared to before the program. The price of one goat currently ranges from 1-2 million rupiah. Based on the experience of group members, female goats can give birth to 3 times in 2 years, with the number of children between 1-2.

Sutrisno revealed, "PT BSI's CSR goat farmer empowerment program is very beneficial for the residents of Pancer." "The member of breeders group continues to grow. The goat population also increased and become an additional income for the members. In addition to assistance 20 goats, PT BSI also brought in professional experts to train us in breeding goats. In the future, we hope PT BSI can increase its assistance so more people can enjoy the existence of PT BSI," said Sutrisno.

Enjoying the Results of the Center's UMKM Activities

Sri Susanti (41 years), has the skills to make cakes. Limited capital means that she was only able to produce before feast day to help increase family income. The existence of the UMKM Center, which was established by BSI opens up opportunities for her to increase her capacity and skills so that her business can develop. She can also get capital assistance.

At the UMKM Center, Sri Susanti learned how to maintain quality, use labels and product packaging to compete in the market. With the help of the UMKM Center, Sri Susanti was able to get a PIRT license for her cake business. Her cakes can be marketed in several supermarkets around the BSI operating area, gift shops in Banyuwangi, and also online media. Production can take place every day with an increased capacity. Now her business has a sales rate of up to 3 million rupiahs per month. Orders from BSI employees also continue to multiply increasing their income.

"The UMKM Center established by PT BSI has well improved my cooking skills," said Sri Susanti (41 years old). "I also learned a lot to improve product quality. My cake production business is growing because of the additional capital from the company. My market continues to grow since it is not only among company employees. Hopefully, PT BSI CSR can also help my other friends in the future," she said.

Program Failure

The results of the Focus Group Discussion (FGD) with representatives of farmer groups, ranchers, fishermen, the general public, and groups of women who are members of the UMKM Center shows that most of the activities in the economic sector (agriculture, animal husbandry, and MSMEs) are quite effective and successful in helping to increase their household income, especially activities in the last 1-2 years. Assistance by the BSI Community Development team is deemed not running optimally even though the results have been seen. Apart from the limitation of technical capabilities, the inadequate number of personnel made mentoring less optimal especially in following up on the results of activities that had been achieved.

The development of tilapia cultivation by the Maju Makmur Fish Cultivation Group in Sumbermulyo Village, cattle development in Rowojambe, Sumberagung Village, and the development of organic vegetables and medicinal plants in Silirbaru Hamlet, Sumberagung Village, can not continue. Apart from technical factors and the seriousness of group members, the mentoring team's ability also contributed to this failure. The limited number of personnel who handle local economic development causes less optimal assistance including in following up on

the results of activities that have been achieved. This needs evaluation so that it can be eliminated in the future.

CONCLUSIONS, IMPLICATIONS, AND LIMITATIONS

The CSR program that is run by PT BumiSuksesindo in the company's operational area is not only charity but also touches the aspects of community empowerment by fostering entrepreneurs at the local level based on the potential of the local area. It is part of the commitment of the company in implementing its Corporate Social Responsibility (CSR) program. The company develops four pillars of activity, namely (1) Education, (2) Health, (3) Local economic development, and (4) Socio-culture. Community empowerment programs do require more attention and take longer than charity programs, but the results can last a long time and do not require additional program funding. Thus, the CSR program budget can then be allocated to other beneficiaries.

Practical Implications/ Theoretical

The community empowerment program using PT Bumi Suksesindo's CSR budget then can be directed towards special programs for the creation of new entrepreneurs with more sustainable program design so that the company's operations have a good impact in improving the standard of living of the community. The things that have been implemented can be sorted, which activities can continue to be developed, and which activities are stopped. Similar programs can be implemented by PT Bumi Suksesindo in other operating areas, or by other companies with the same conditions.

Limitations

This research was conducted in only one area of PT BumiSuksesindo's operations, which may limit results. Research needs to be carried out on a larger scale, involving a wider working area and a larger number of beneficiaries..

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