



CORPORATE SOCIAL RESPONSIBILITY (CSR) EFFECTIVENESS PT. INTI DAYA KENCANA IN MALAKA REGENCY

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ABSTRACT: This research aims at figuring the effectiveness of corporate social responsibility of PT. Inti Kencana in Malaka Regency. There are some concepts used in the research. They are development concept, public policy concept, concept of effectiveness, and corporate social responsibility. This research is included into a qualitative research where the data were taken using qualitative approach and described in a qualitative manner. The result of the research shows that that; 1) All informants understand the CSR program carried out by PT. IDK; 2) It is called right on target if CSR activities are given to people in need. In this stage, almost all informants are of the opinion that the CSR program of PT. IDK is right on target; 3) Timeliness, if the assistance provided coincides with the time when it is needed. At this stage, several informants said that the CSR assistance was not timely because the building that was built took a long time so that it was not finished immediately, was there and was immediately used because it still needed a process; 4) In the stage of achieving the objectives, almost all of the informants agreed that the objectives of CSR development had been achieved; 5) All informants are of the opinion that there has been a real change in the community with the development through the CSR program by PT. IDK.

Keywords: *Effectiveness, corporate social responsibility, Malaka regency.*

INTRODUCTION

The business world needs to pay attention to technical and financial factors in running their business. Intangible factors such as reputation are also things to consider. Society and stakeholders are increasingly intelligent and critical and have greater access to information. Moreover, companies engaged in industry or factories, society has critical demands on companies to run their business in a clean, ethical, and socially and environmentally responsible manner.

Communities can develop if there is a lot of support from various parties, including companies that are implemented in the form of corporate social responsibility (CSR). Today, corporate social responsibility (CSR) is an important part of many business organizations because it relates to how a company tries to benefit all stakeholder groups in society.

Tom Gable in the book *Crisis Communication: PR Strategies for Reputation Management and Company Survival* reveals that reputation can encourage company growth and reduce the negative impact during a crisis on companies and organizations that have good reputations, and are known to have great social contributions to the community, often get through negative situations well.

A company's greatest asset is its good name or reputation. It is a must to actively make various

efforts to build reputation and create goodwill towards the organization or the Company. Although reputation is an intangible asset, various studies show that a good reputation will increase the company's value and create a sustainable competitive advantage, especially in the eyes of key stakeholders.

There are many definitions of CSR. The World Business Council for Sustainable Development describes CSR as the commitment of the business world to contribute to sustainable economic development, working with their employees and their families, local communities and society in general to improve their quality of life (Kottler & Lee, 2005).

Often the CSR activities carried out do not touch the real root of the community's problems. The company still considers itself as the party who best understands the needs of the community, while the community is considered a marginal group who suffers and needs the company's help. In addition, CSR activities are considered solely for the sake of creating a passive corporate reputation, not for the sake of improving the quality of life of the community in the long term.

How important CSR is for companies remains a discourse in business practice, these pros and cons cannot be separated from the phenomenon of conflict of interest between achieving profit and achieving social goals. If you pay attention, people

now live in conditions filled with various information from various fields and equipped with the sophistication of science and technology. This pattern encourages the formation of a sharper way of thinking, lifestyle, and demands of society. Along with this development, a consumer movement known as vigilante consumerism grew, which later developed into ethonical consumerism. Because companies must need their communities as partners, the programs implemented must be able to truly empower the community, meaning people who have high resilience and are able to solve every problem they face with their own strength in the long term.

In this study, researchers will examine how the company PT. Inti Daya Kencana has carried out CSR. Why PT. Inti Daya Kencana is involved in CSR and what this company provides through CSR. The number of news about PT. Inti Daya Kencana, which states that the community and employees are satisfied with their good CSR. In the monthly report of PT. Inti Daya Kencana shows how the company is actively involved in a combination of activities related to social, environmental, and economic perspectives (triple bottom line thinking). In this study, the researcher intends to see how PT. Inti Daya Kencana runs a business and integrates CSR with the company's business, and also how the company has a responsibility with the aim of improving the lives of stakeholders between the community, farmers, traditional and religious leaders, youth leaders, government leaders around Weseben Village, Weoe Village, Wewiku District and Rabasa Village, West Malacca District, West Malacca District Government and Wewiku District, Malacca District Government, environmentalists and other company partners who work closely with the company.

Kencana in Malacca Regency so far is a form of corporate responsibility to the surrounding residents.

The industrial world is often the main accused in the problem of environmental damage, because of its "greed" in exploiting natural resources, as in the case of news of the destruction of mangroves along the coast of Malacca by PT. Inti Daya Kencana but all the accusations shown to the company are not true because it has been proven by research and an in-depth study through the Environmental Impact Analysis (AMDAL) by the Expert Team and a technical study from the Forestry Study Program, Nusa Cendana University, Kupang that the area chosen by PT Inti Daya Kencana outside the protected forest area. It is undeniable that the ability to master the industry is a parameter of the quality of human life. The problem is how to manage the intersection between two interests: industrial interests and environmental sustainability.

The concept was implemented by the Malacca Regency government through the Regent of Malacca, Mr. dr. Stefanus Bria Seran, MPH has a commitment regarding investment in Malacca Regency that all potential in Malacca Regency must be developed with the concept of investors coming to invest in the form of money and technology and the community has land to invest so that all parties become investors and no one feels disadvantaged.

PT. Inti Daya Kencana is a subsidiary of PT. Roda Mas Group, which is engaged in salt, invests in Malacca Regency. It has been 5 years doing land processing activities with potential salt in Malacca Regency. PT. Inti Daya Kencana is conducting land clearing to start producing salt in Malacca Regency by paying attention to applicable regulations, namely complying with environmental regulations and community involvement in the salt field processing process. In addition to corporate social responsibility to the community, there is also a mutual agreement contained in the Cooperation Agreement (PKS) between land owners and investors and the government, namely from the total sales proceeds each year the proceeds from sales will be divided by 10% with details 5% to land owners, 4% to the Malacca district government, 1% is allocated for churches and customs. This has been approved by PT Inti Daya Kencana.

The forms of CSR carried out are building elementary school buildings, PAUD and roads, building electricity networks and reforesting land that is not covered with macroves. Social donations are also made by the company through the provision of sports clothing and sports equipment for youth groups, social donations for the death of each employee's family member, donations to churches

Table 1. The forms of CSR that have been carried out by PT Inti Daya Kencana in Malacca Regency.

No	CSR Form	Location	Vol.
1	Rabasa Early Childhood Building	Rabasa, Malaka Barat	1 Unit
2	Weseben Early Childhood Building	Weseben, Wewiku	1 Unit
3	Uluklubuk Early Childhood Building	Weoe, Wewiku	1 Unit
4	Early Childhood Weoe . Building	Weoe, Wewiku	1 Unit
5	Early Childhood Education St. Arnold Jansen	Badarai, Wewiku	1 Unit
6	Rabasa Haerain Early Childhood Building	Rabasa Haerain, Malaka Barat	1 Unit
7	Umahoos Early Childhood Building	Umatoos, Malaka Barat	1 Unit
8	Early Childhood Fafoe Building	Fafoe, Malaka Barat	1 Unit
9	Road Pavement	Rabasa, Malaka Barat	500 m
10	Magrove Tree Planting	Weoe, Weseben, Badarai, Wewiku and Rabasa, Rabasa Haerain, Malaka Barat, along the coast where PT IDK	5000

Source: Bentuk CSR oleh IDK, 2021

In the table above, it can be seen that the form of CSR that has been carried out by PT Inti Daya

and customs so that the authors are interested in studying further about the effectiveness of CSR by taking the research location at PT Inti Daya Kencana. .

In addition to the form of CSR above, PT Inti Daya Kencana entered into a cooperation agreement with the land owner for the sharing of the results as outlined in the Cooperation Agreement Document (PKS) through a notary with details of the distribution of the proceeds from the sale each year PT. IDK gives 10% to the land owner community (5%), Local Government (4%), and Church and adat (1%).

THEORY

Development Concept

In the Indonesian dictionary, development comes from the word "Bangun" which means to rise. Development as an effort to increase capacity to influence the future has several implications including the following: (1) paying attention to the "capacity" of what you want to do to develop the ability and energy to make changes, and (2). The growth of power and authority in the sense that if the community has certain power and authority then they will receive the benefits of development.

According to Sondang P. Siagian (2001:4) development is a series of efforts to realize growth and change in a planned and conscious way that is taken by a nation state towards modernity in the context of developing the nation. Furthermore, Listyaningsih (2014: 18) argues that development is defined as a series of efforts to realize planned and conscious growth and change taken by a country towards a better direction. Tjokroamidjojo in Listyaningsih (2014: 44) suggests that the term development has not found an agreement on meaning as well as modernization. Development is generally defined as a series of efforts to realize growth and change in a planned and conscious manner that is taken by a country and a nation towards modernity. Development is also directed at changing the paradigm or mindset of society from traditional to modern. So the essence of the meaning of development according to him is a process that must be passed by a country in the context of achieving the goals of the country concerned.

Development in general can be interpreted as an effort to advance the life of the community and its citizens. Often the progress in question is material progress. So development is often interpreted as progress achieved by the community in the economic field. To enable the implementation of development, it is necessary to have political stability because political stability is an important

means to enable the implementation of development. Development was originally used in the sense of economic growth. Development is a multidimensional process that includes fundamental changes to social structures, people's attitudes and national institutions, while continuing to pursue economic growth acceleration and overcoming income inequality and poverty alleviation (Tadaro, 1992).

Furthermore, according to Afifuddin (2012: 42) the essence of development is to build a society or nation as a whole in order to achieve people's welfare. Meanwhile, according to Rostow in Arief Budiman (2000:25) development is a process that moves in a straight line, namely from a backward society to an advanced society. According to Husein Umar (2004:8), development can be interpreted as an effort to change to a better state based on certain norms through resource utilization.

A community is considered to be successful in carrying out development if the economic growth of the community is high enough. Thus, what is measured is the country's productivity every year (Budiman, 1995). Meanwhile, according to Rogers in Risma Handayani, rural community development is a process of social change with broad participation in achieving social and material progress (including increasing justice, freedom and quality of life, other valued) for the majority of the people through the greater control they gain over their environment (Handayani, 2014: 12).

Development emphasizes the fulfillment of basic and human rights, meaning that development seeks to meet four basic needs, namely economic welfare (welfare), freedom (freedom), and identity (identity), and free oneself from the four shackles of violence, namely poverty (poverty), damage (destruction), pressure (repression) and alliance (alienation) (Zubaedi, 2013).

In the implementation of development, it is very necessary to have development strategies so that the development is in accordance with the planning. It should be noted that not all countries adhere to a clear development strategy in general, most countries do not follow development strategies that can be identified and often change. It can be understood what the role of development strategies for many countries today tends to answer management rather than carry out socio-economic transformation. In turn this reduces the reference to development theory (Kuncoro, 2010: 37).

From the opinions of the experts above, it can be concluded that development is a conscious and planned process of change through planned efforts. While the implementation is a strategy that is

directed to achieve the goals that have been determined.

The main purpose of development is to improve the standard of living of the community, for that the government must know more clearly about the community, what the community wants in their life. Indeed, various efforts from various sectors have been carried out by the government in achieving development goals. However, it often happens that these efforts and good intentions do not reach the whole community, especially rural communities. This is because development is more focused in urban areas than in rural areas.

Public Policy Concept

Before discussing the concept of public policy further, it is necessary to first examine the concept of policy or in English we often hear the term policy. In the Big Indonesian Dictionary, policy is defined as a series of concepts and principles that become the outline and basis of a plan in the implementation of a job, leadership, and way of acting (about government, organization, etc.); a statement of ideals, goals, principles and guidelines for management in the pursuit of goals.

Frederick as quoted by Agustino (2008: 7) defines policy as a series of actions/activities proposed by a person, group or government in a certain environment where there are obstacles and opportunities for the implementation of the proposed policy in order to achieve certain goals. This opinion also shows that the idea of policy involving behavior that has a purpose and purpose is an important part of the definition of policy, because after all the policy must show what is actually done rather than what is proposed in some activities on a problem.

Wahab (2008) argues that the term policy itself is still subject to disagreement and is an arena for debate by experts. So to understand the term policy, Wahab (2008: 40 - 50) provides several guidelines as follows: 1). Policies must be distinguished from decisions, 2). The actual policy is not necessarily distinguishable from the administration, 3). Policies include behavior and expectations, 4). Policies include inaction or inaction, 5). Policies usually have an end result to be achieved, 6). Each policy has certain goals or objectives, both explicit and implicit, 7). Policy emerges from a process that takes place over time, 8). Policies include inter-organizational and intra-organizational relationships, 9). Public policy although not exclusively concerns the key roles of government institutions and 10). The policy is formulated or defined subjectively.

According to Winarno (2007: 15), the term policy (policy term) may be used broadly as in "Indonesian

foreign policy", "Japan economic policy", and or it may also be used to mean something more specific, for example if we say government policies on debureaucratization and deregulation. However, both Wahab and Budi Winarno agree that the term policy is often used interchangeably with other terms such as program goals, decisions, laws, provisions, standards, proposals and grand designs (Suharno: 2009: 11).

Islamy as quoted by Suandi (2010: 12) policy must be distinguished from wisdom. Policy is translated with a different policy meaning wisdom, which means wisdom. The notion of policy requires further consideration, while policy includes the rules contained in it. Anderson as quoted by Islamy (2009: 17) reveals that policy is "a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern". actor or group of actors to solve a particular problem).

The concept of policy offered by Anderson according to Winarno (2007: 18) is considered more appropriate because it focuses on what is actually being done and not on what is proposed or intended. In addition, this concept also clearly distinguishes between policies (policy) and decisions (decision) which means choosing between various alternatives.

Rose as quoted by Winarno (2007: 17) also suggests that policy should be understood as a series of activities that are more or less related and their consequences for those concerned rather than as a stand-alone decision. The opinions of the two experts can at least explain that exchanging the term policy with a decision is wrong, because basically policy is understood as a direction or pattern of activity and not just a decision to do something.

Based on the opinions of various experts mentioned above, it can be concluded that policies are actions or activities that are intentionally carried out or not carried out by a person, group or government in which there is an element of decision in the form of an effort to choose among various alternatives in order to achieve the goals and objectives. certain.

Effectiveness Concept

Effective comes from English, namely "effective" which means successful or something that is done successfully. Popular scientific dictionaries define effectiveness as the proper use, use or support of goals. Bungkaes (2013) argues that effectiveness is the relationship between output and goals. In terms of effectiveness is a measure of how far the level of output, policies and procedures of the organization to achieve the goals set. In a theoretical or practical sense, there is no universal agreement on what is

meant by “effectiveness”. However, the definition of effectiveness relates to a general approach. When traced, effectiveness comes from the basic word "effective" which means: (1). There are effects (influence, effect, and impression) such as: effective; efficacious; works; (2). The use of methods/methods, facilities/tools in carrying out activities so that they are effective (achieve optimal results).

Researchers in this study use the concept of effectiveness that is multidimensional, so the meanings expressed are often different, although in essence the meaning of effectiveness is an achievement of goals. "Effectiveness is defined by experts differently depending on the approach used by each expert.

Drucker (1964:5) defines effectiveness as doing the right things. Chung & Megginson (1981:506, in Siahaan, 1999:17) define effectiveness as a term that is expressed in different ways by different people. However, according to Chung & Megginson, what is called effectiveness is the ability or level of achievement of goals and the ability to adapt to the environment so that the organization can survive. Arens and Lorbecke's opinion, translated by Amir Abadi Jusuf (1999:765), defines effectiveness as follows: "Effectiveness refers to the achievement of a goal, while efficiency refers to the resources used to achieve that goal". In connection with what Arens and Lordbecke said, effectiveness is a measurement in the sense of achieving predetermined goals or objectives.

Gibson et al (1994:31) provide an understanding of effectiveness by using a systems approach, namely (1) the entire input-process-output cycle, not only output, and (2) the reciprocal relationship between the organization and its environment.

Supriyono argues that "Effectiveness is the relationship between the output of a responsibility center and the targets that must be achieved, the greater the contribution than the output produced to the value of achieving these targets, the unit can be said to be effective" (Supriyono, 2000:29).

According to Cambel (1989, 47-121). Measurements of effectiveness in general and the most prominent are: Program success, Target success, Satisfaction with the program, Input and output levels, and Achievement of overall goals So that effectiveness can be carried out with operational capabilities in carrying out work programs that are in accordance with predetermined goals, comprehensively, effectiveness can be defined as the level of ability of an institution or organization to be able to carry out all its main tasks or to achieve predetermined targets. Furthermore, according to

Herlambang (2013: 18) effectiveness is the ability to choose the right goals for achieving the goals that have been set. Furthermore, according to Danim (2012:118) effectiveness is fostering creativity. according to management expert Drucker in Handoko (2009: 7) said "doing the right things is more important than doing the thing right" and then explained that "Effectiveness is to do the right things, while efficiency is to do the thing right". (Efficacy is doing the right thing while efficiency is doing things right).

Effectiveness according to Hani Handoko (2000) is the relationship between output and goals, the greater the contribution (contribution) of the output to the achievement of goals, the more effective the organization, program or activity. Effectiveness focuses on outcomes (results), programs, or activities that are considered effective if the output produced can meet the expected goals.

Given the diversity of opinion regarding the nature and composition of effectiveness, it is not surprising that there are so many disagreements regarding how to improve, how to regulate and even how to determine indicators of effectiveness, thus, it will be even more difficult to evaluate effectiveness.

From several descriptions of the definition of effectiveness according to the experts mentioned above, it can be explained that effectiveness is the limit of realization of the implementation, utilization and influence of the existence of a development. This is based on the fact that human welfare is the goal of the development process. As for knowing the level of welfare, it can also be done by measuring several special indicators, for example: income, education, or a sense of security in socializing (Soekanto, 1989: 48).

Some of the opinions and theories of effectiveness that have been described, it can be concluded that in measuring the effectiveness of an activity/activity/program, several indicators need to be considered, namely: understanding of the program, right on target, on time, achievement of goals, and real change (Sutrisno, 2007: 125 -126). According to Hasibuan (2000: 120) "Effectiveness is the achievement of goals or objectives of an agency that has been determined previously. Effectiveness contains the meaning of being effective or effective to say that something has been successfully implemented perfectly, accurately and the target has been achieved. In addition, it contains the meaning of efficiency, which is useful to show when an action or business is effective and economical, then it is said to be efficient. According to Handoko (2009: 7) Effectiveness is the ability to choose the

right goals or the right equipment to achieve the goals that have been set.

Corporate Social Responsibility (CSR)

Lester Thurow (1966) in his book "The Future of Capitalism", has predicted that in time, capitalism will run fast without a fight. This is because, its main enemies, socialism and communism have disappeared. Thurow's thinking underscores that capitalism does not only deal with the economy, but also includes social and environmental elements to build society, or what is then called a sustainable society. At that time, Thurow's thought was difficult to apply, he wrote this as there is no social 'must' in capitalism.

Rachel Calson (1962) through her book "The Silent Spring", explained to the world about the damage to the environment and life caused by deadly pesticide poisons. The explanation presented in the book "Silent Spring" has aroused the awareness of many parties that corporate behavior must be straightened out before it leads to mutual destruction. From here CSR (Corporate Social Responsibility) began to be echoed. Precisely in the era of the 1970s. Many professors have written books about the importance of corporate social responsibility, in addition to making profits. These books include; "Beyond the Bottom Line" by Prof. Courtney C. Brown, the first person to receive the title of Professor of Public Policy and Business Responsibility from Columbia University.

Thoughts of social scientists in that era were still getting a lot of opposition, until finally a book that shocked the world emerged as a result of the thoughts of intellectuals from the Club of Rome, entitled "The Limits to Growth". This book reminds us that, on the one hand, the earth has a limited carrying capacity, while on the other hand, the human population grows exponentially. Therefore, the exploitation of natural resources must be carried out carefully so that development can be sustainable. In the era of 1980-1990, thoughts and discussions on this issue continued to develop, awareness in sharing benefits for social responsibility, and known as community development. The encouraging results came from the Earth Summit in Rio de Janeiro in 1992 which emphasized that the concept of sustainable development is something that must be considered, not only by the state, but also by corporations which are predicted to accelerate capitalism in the future.

From here the concept of CSR continues to roll, develop and be applied in various forms. James Collins and Jerry Poras in their book *Built to Last: Successful Habits of Visionary Companies* (1994),

provide evidence that companies that survive are those that don't just print an abundance of money, but companies that care deeply about the social environment and contribute to maintaining sustainability. environment.

John Elkington offered a similar concept and thought through his book entitled "Cannibals with Fork, the Triple Bottom Line of Twentieth Century Business. In this book, Elkington offers solutions for companies to develop in the future, where they must pay attention to the 3Ps, not just profit (Profit), must also be involved in fulfilling the welfare of the people (People) and play an active role in preserving the environment (Planet). The agenda of the World Summit in Johannesburg (2002), emphasized the importance of corporate social responsibility. From there the CSR program began to run and develop with various concepts and definitions.

Awareness of implementing CSR has finally grown to become a global trend, especially environmentally friendly products that are produced by taking into account social norms and human rights.

In Indonesia, we are now witnessing ongoing conversations around the concept and journey of CSR. There is agreement as well as disagreement. Moreover, the government specifically issued a law on social responsibility, namely Article 74 of the Limited Liability Company Law. Apart from that, the issue of Corporate Social Responsibility (CSR) is indeed getting hotter. The problem is no longer solely from the social aspect, but has far penetrated into the business and corporate health aspects. Over time, CSR is no longer seen as a compulsion, but as a necessity. From what was originally considered a cost, now it is positioned as an investment.

One form of corporate social responsibility that is often applied in Indonesia is community development. Companies that put forward this concept will place more emphasis on social development and community capacity building so that they will explore the potential of local communities which are the company's social capital to advance and develop. Besides being able to create socio-economic opportunities for the community, absorbing workers with the desired qualifications, this method can also build an image as a company that is friendly and cares about the environment. In addition, it will grow trust from the community. A sense of belonging slowly emerged from the community so that the community felt that the company's presence in their area would be useful and beneficial.

The Effectiveness of PT Inti Daya Kencana's Corporate Social Responsibility (CSR) in Malacca District

There are some CSR programs that have been carried out by PT Inti Daya Kencana, in the Regency, including the construction of road infrastructure and electricity network connections, education through the construction of PAUD and New Classrooms for Elementary Schools as well as providing scholarships to outstanding students from underprivileged families, donations of sports equipment to youth groups, social donations for churches and traditional affairs as well as planting mangrove trees along the coast where no mangroves are grown.

To be able to maximize the positive impact and minimize the negative impact of the company's presence, the implementation of CSR must support the company's core business goals. For this reason, Philip Kotler and Nancy Lee (2005), provide an interesting note to underline that even within a company, the idea and implementation of CSR should be championed and marketed to other company staff both horizontally (to other parts of the organization) or vertically (to subordinates or superiors).

As one of the instruments to encourage the realization of the idea of economic equity, social justice and sustainable environmental care, the implementation of CSR is a corporate responsibility in a comprehensive sense. Good implementation of this instrument requires further elaboration of social and environmental ethical values within the company's organization. This prerequisite, requires a process that may not be short and must be more comprehensive than what has been advertised in the example above.

METHOD

The research that the researcher will do is field research with the type of qualitative research, namely trying to study objects in their natural context which seeks to understand or interpret phenomena that are seen in terms of the meanings attached by humans (researchers) to them. This research is descriptive in nature, namely trying to describe and define who is involved in an activity, what he does, when he does it, where and how to do it. Or research that aims to accurately describe the characteristics of an individual, the circumstances and symptoms of certain groups. In describing the problem, the author tries to describe and explain with sentences that show the state of the field being studied.

This study uses an empirical document analysis approach, namely by taking an inventory of positive documents that regulate and relate to corporate social responsibility in relation to alleviating social problems, obtaining explanations and knowing things about corporate social responsibility, as well as the obstacles faced. .

The location of the research is the place used by researchers in conducting their research to obtain information and data related to what will be discussed in a study. In determining the location of the study, the researchers chose to conduct this research in the District of West Malacca, Malacca Regency. Researchers are interested in conducting research in the village because in the District of West Malaka is one of the sub-districts that is the target of CSR but there are still many people who reject the existence of PT. Kencana Core Power.

In this study, the informant determination technique used was purposive, namely determining the informant with certain considerations so that it was worthy of being an informant. Selection of informants based on certain characteristics by considering the characteristics of the population. The informants in this study are from the Company PT. IDK (in this case, companies that carry out CSR programs) and Community Parties (CSR beneficiaries).

To collect data from both primary and secondary sources, researchers used interview, observation, literature research and documentation techniques.

In this study, there are two sources of data that support the completion of this research, namely primary data sources derived from interviews regarding the views, attitudes, or perceptions of business actors regarding corporate social responsibility in relation to alleviating social problems. Meanwhile, secondary sources are material for government regulations and legal regulations relating to corporate social responsibility. The secondary data studied are as follows: Legal materials, namely binding legal materials; Investment Dictionary; and Various investment magazines and journals.

Data analysis is a process of finding and compiling data from the survey results that have been obtained, in-depth interviews, and documentation systematically, by categorizing the data that is organized, then describing it into units, synthesizing, compiling it into patterns, conducting data selection important and what will be studied, and make conclusions that are easy to understand for themselves and others (Sugiyono, 2017).

In qualitative research during the field, the data analysis process was carried out. In the process of

data analysis is carried out simultaneously with the ongoing data collection and is in a certain period after the completion of data collection. According to Miles and Huberman (in Sugiyono, 2017: 337), they argue that in qualitative data analysis activities are carried out interactively and take place continuously until complete, so that the data is saturated.

RESULT AND DISCUSSION

Overview of Research Sites

Malacca is one of 22 regencies/cities in East Nusa Tenggara Province. Malacca Regency was formed as a New Autonomous Region that blossomed from Belu Regency in 2013 through Law Number 13 of 2013 dated 11 January 2013. Malacca Regency has a strategic location because it borders on land/directly with the Republic of Democratic Timor Leste and sea borders with the State of East Timor. Australia. Due to its strategic location, this district actually deserves to be used as a transit gate for international trade routes, so that it can make a significant contribution to the development of East Nusa Tenggara Province in general and Malacca Regency in particular.

Malacca Regency is bordered by Belu Regency in the north, South Central Timor Regency and the Timor Sea in the south, the State of RDTL (Timor Leste) in the East and North Central Timor Regency in the West. Meanwhile, astronomically, Malacca Regency is located between 9° 16' 0" South Latitude to 9° 48' 0" South Latitude and 124° 36' 0" East Longitude to 125° 12' 0" East Longitude, with an area of 1,160.63 Km². As a border area with other countries, with the dominant land area, Malacca Regency is very open to interact with the surrounding area and countries.

Malacca Regency is a tropical area with 2 seasons, namely the dry season (April-November) and the rainy season (December – March). This climate is strongly influenced by the existence of vast marine waters and takes place in rhythm with the existing seasonal climate. The average temperature is 27.6°C, with intervals (August) 21.50C – (November) 33.7°C. Rainfall conditions in Malacca Regency vary between 16-172 mm/month. Low rainfall (16-68 mm/month) dominates the eastern part, namely the Districts of East Kopalima, Kopalima, Botin Loebele, East Malacca, Central Malacca, West Malacca, Weliman and Wewiku with an area of 875.64 hectares. Moderate rainfall (69-119 mm/month) is found in the western region, namely Rinhat, Io Kufeu and Sasitamean Districts with an area of 284.99 Ha.

The topography of Malacca Regency varies from 0 to 806 m above sea level (meters above sea level).

Low altitude variations (0-269 m.dpal) dominate the southern part, namely Wewiku sub-districts, West Malacca, parts of Central Malacca and Kopalima. Meanwhile, in the middle of this area, it consists of areas with moderate plains (270-537 m.dpal), namely parts of Weliman, Central Malacca, Kopalima, and Botin Loebele Districts. The highlands (538-806 m.dpal) in Malacca Regency occupy the northern part, namely Laenmanen, Io Kufeu, parts of Sasitamean, East Malacca and East Kopalima sub-districts. The topography of the Malacca Regency area is an area of hilly plains to mountains with rivers flowing from north to south following the direction of the slope. The rivers in Malacca Regency flow from the south and empty into the Timor Sea. The morphology of the mainland of Malacca Regency also varies from flat, undulating and hilly and mountainous with the dominant slope being slightly sloping to steep.

In 2019, the sex ratio in Malacca Regency was 100.44 according to registration data. According to projections, the sex ratio in Malacca Regency is 93.40. If viewed according to registration data, the number of population with male gender is more than female, although the difference is not too big. If judging by sub-district, the largest sex ratio is Laen Manen District with a ratio of 106.52. For the sub-district with the lowest ratio, namely the number of women more than men, it is Kopalima Timur District, which is 95.03. Central Malacca District, as the sub-district with the largest area, has a male and female ratio with almost the same number, namely with a sex ratio of 99.99.

Malacca district has 12 sub-districts and 127 villages. District and Village data in the table below:

Table 2. Sub-districts in Malacca Regency

No	Subdistrict	Capital	Village
1	Kopalima Timur	Alas	4
2	Laenmanen	Eoukpuran	9
3	Io Kufeu	Futuao	7
4	Kopalima	Wemasa	8
5	Malaka Timur	Boas	6
6	Rinhat	Biudukfoho	21
7	Wewiku	Webriamata	12
8	Botin Loebele	Tualaran	5
9	Sasitamean	Kaputu	9
10	Malaka Barat	Besikama	16
11	Weliman	Haitimuk	14
12	Malaka Tengah	Betun	17
	Malaka	Betun	127

Source: Kabupaten Malaka Dalam Angka 2019

Research Result

Drucker (1964:5) defines effectiveness as doing the right things. Chung & Megginson (1981:506, in Siahaan, 1999:17) define effectiveness as a term that is expressed in different ways by different people. However, according to Chung & Megginson, what is called effectiveness is the ability or level of

achievement of goals and the ability to adapt to the environment so that the organization can survive. Arens and Lorlbecke's opinion, translated by Amir Abadi Jusuf (1999:765), defines effectiveness as follows: "Effectiveness refers to the achievement of a goal, while efficiency refers to the resources used to achieve that goal". In connection with what Arens and Lordbecke said, effectiveness is a measurement in the sense of achieving predetermined goals or objectives. Gibson et al (1994:31) provide an understanding of effectiveness by using a systems approach, namely (1) the entire input-process-output cycle, not only output, and (2) the reciprocal relationship between the organization and its environment.

In connection with the explanation above, the researcher describes the flow of this research in a framework of thinking, which is based on the theory of effectiveness according to Sutrisno (2007: 125-126) which says that in measuring the effectiveness of an activity, activity, program or development project, several indicators need to be considered. , namely: understanding of the program, right on target, on time, achievement of goals, and real change.

Researchers in this study use the concept of effectiveness that is multidimensional, so the meanings expressed are often different, although in essence the meaning of effectiveness is an achievement of goals.

1. Efektifitas Corporate Social Responsibility (CSR) dalam Pemahaman Program

Corporate Social Responsibility (CSR) is a program carried out by the company to the surrounding community through assistance that can be used by local residents / CSR beneficiaries. In carrying out these CSR programs, it is necessary to understand and know the functions of the CSR programs themselves.

Understanding the program, which is intended in this study is how the community as recipients of assistance from PT Inti Daya Kencana's Corporate Social Responsibility (CSR) program can know and understand the importance of CSR being carried out. So that people can get to know and know about PT. IDK, the company must socialize itself.

Socializing/ introducing/ promoting the company is a form for the company PT. IDK can be widely known by the community and local governments. The socialization itself can be done in several ways, namely: meetings with related OPD, meetings with villagers in the company's business area, meetings with representatives of residents from several

villages, it can also be through newspapers (offline and online) and also leaflets.

Company PT. IDK once held a meeting in the village and was attended by many villagers, there we were only informed about the description of PT. The IDK and its objectives are in Malacca Regency, said Agustinus Nahak as informant Number 1, the following is a description of the results of the interview with him:

"In the past there was a meeting between PT. IDK with residents and at that time many residents were present. At the meeting, representatives from PT. IDK said that the company's presence was to process seawater in Malacca Regency into salt. He said later there will be activities that will be carried out as a form of participation and responsibility of the company to the local residents".

Yohana Seuk As informant Number 2 added that PT. IDK has carried out socialization in several villages, one of which is Bidarai village, Wewiku sub-district. In addition to introducing the company, the team from the company also conveyed activities in the form of assistance to residents living around the company. Here are the results of the interview:

"As far as I know, there was once a socialization conducted by the IDK company in Bidarai village, Wewiku sub-district. And it's not just this village, according to stories from family and acquaintances that the IDK company also conducts socialization in their villages. During the socialization, we learned from their explanation that the company will provide assistance to local residents".

Natalia Yohana As informant Number 10 confirmed the statements of some of the information that had been conveyed by the previous informants by saying that: we are from the company team of PT. IDK has conducted socialization to several villages along the company's production area. The following is a snippet of the interview results:

"We have carried out socialization in several villages whose areas are included in the salt pond management zone, from there we get a description of the wishes and complaints of the residents so that we respond to CSR activities by the company as an answer to the residents' complaints".

From some of the interview information above, it illustrates that the socialization activities have been carried out by the company PT. IDK at several points (villages) along the company's business area. In addition, there is clarity on the company's

participation to local residents through CSR programs. Furthermore, the researchers used documentation techniques to determine the certainty of the occurrence of the meeting/socialization by the company, and the results obtained were in the form of photos, as shown in the following figure:

Socialization Activities by PT. IDK with the residents of the surrounding villages, not only introduced companies, destinations and areas that were included in the salt management business, but also about the company's responsibility to local residents, namely through the CSR program. In the CSR program by PT IDK, it must be in accordance with the wishes of the people in need so that it is not wasted.

In an interview with informant Number 3 named Bernadus Taek, it was found out that proposals from villagers must go through a proposal submitted to the company so that it can be followed up. Here are the results of the interview:

"As far as I know, people's proposals are not just through discussion, but must be in the form of proposals that are proposed and submitted to the company, this is so that the proposal is not only based on the wishes and interests of one person or a few people, but the proposal is the need of many villagers".

In the opinion of Yansen Manek As informant Number 4, before proposing a proposal to the company, a meeting was held between villagers to discuss what development needs require intervention from the company. So that the proposed development activities are an agreement from the villagers.

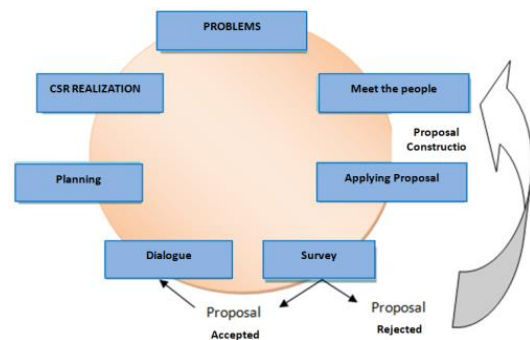
"What I know, before the proposal was proposed to the company PT. IDK, first the villagers must hold a meeting, after there is an agreement on what they want to help, then it is stated in a proposal and given to the company. This is so that the proposed development activities are the result of proposals and agreements between villagers".

Petrus Seran As informant Number 9 explained that after the proposals from residents entered the company, we as a team from PT. IDK will study and conduct a field survey based on the proposal, this is done so that we can get the truth and the right form of CSR for the villagers. The following are the results of the interviews conducted:

"So, sir, the proposal that has been proposed by the villagers, then we will study it first after that we conduct a survey to the village and take a close look at the situation and conditions that occur in the community so

that we can get a more accurate picture and data so that in planning non-wasteful activities. The activities that do not go through a proposal process from villagers but are initiatives from the company are mangrove planting on the coast".

Information that is known from the results of the interview above is that the proposed proposal is a proposal and agreement with the villagers which will then be surveyed by a team from PT. IDK to ascertain the needs of these residents and what should be done by PT. IDK so that it can suit the needs of the residents. It is known that so far the CSR program has been in the form of buildings, so that it can last a long time and can be enjoyed together in the long term. From the results of the search conducted by researchers, it is known that, before carrying out CSR activities, there are several stages/processes that must be passed, among others, as described in the following flow:



Source: Processed by researchers, 2021
Figure 1. Flow of the proposed CSR activities of PT. IDK

The flow of proposed activity proposals in the CSR program of PT. The IDK above shows that as for the flow/steps that must be carried out in a CSR activity, starting with the existence of problems/issues in the community, then a village meeting is held by village residents and village officials to discuss the problem, then an agreement between residents and village officials is outlined in a proposal. proposal and submitted to PT. IDK, then the IDK study and conduct a survey to find out the suitability between the proposal and the reality in the field, if the proposal does not match the reality then the proposal will be returned to the village and if the proposal is in accordance with the survey results it will be followed up at the dialogue stage. The dialogue in this case discusses the description of the building proposed by the residents, after there is a mutual agreement, the company will plan development activities, after which the company will carry out the construction. From the explanation above, the next question will arise why CSR should be carried out by companies.

CSR is indeed very important where it is a form of company attention to surrounding residents, said Agustinus Nahak as informant Number 1. The following is a description of the results of his interview:

"CSR that has been done by PT. The IDK is very important because it is a form of the company's attention to the people who live around the company. CSR is meant to help and help people who are experiencing difficulties".

The same thing was conveyed by Yohana Seuk As informant Number 2, he said that CSR is a form of company attention to the community. So programs like this should be done often because they have helped us a lot.

"I think that CSR has been a form of concern for the IDK company to us residents who live around the company. It is better if this CSR program is always made so that we can be helped".

Kostantinus Nahak as informant Number 8 said that CSR is a form of responsibility and concern for the company to the people around the company, so that CSR is always carried out so that it can help residents a little, the following is an excerpt:

"Actually, CSR is a form of corporate responsibility and concern for local residents. There are many activities that can be done in CSR depending on what is experienced and needed by the people around the company".

From the results of the interviews above, it is known that all informants know and understand the purpose of the CSR program where CSR is a form of responsibility and concern for the company to the people around the company. There are many forms of activities that can be carried out through CSR programs.

2. Effectiveness of Corporate Social Responsibility (CSR) in Right Target

In this context, the researcher wants to see whether the CSR that has been carried out by PT. Inti Daya Kencana (IDK) is right on target or not. Right on target, what is meant is assistance in the form of PT Inti Daya Kencana's Corporate Social Responsibility (CSR) program in accordance with the requests or needs of the community or just for activities and given to residents who do not need it. The number of proposals submitted by the village is quite large so that development cannot be carried out simultaneously, it is necessary to determine development priorities that must be carried out first.

There are quite a number of proposals submitted by the village to us, but we have to conduct a survey and see which request proposals should be prioritized for development. The statement was delivered by Petrus Seran as informant Number 9:

"We, the IDK company, have received many proposals for assistance from village communities and will be followed up through CSR programs, but not all of our proposals are followed up. We will study the proposals that we have received and conduct field surveys first. So that we can know which proposals should be prioritized for development".

Natalia Yohana As informant Number 10 confirmed the process of determining the priority, she said that the priority was the needs of the villages whose areas were used by the company in managing salt ponds and besides that, whether the proposal could still be postponed or should be prioritized. Following are the results of interviews with these informants:

"Indeed, we have received many proposals for assistance from the village community, but we have not followed up on all of them because we prioritize assistance in CSR programs to villages whose areas are used for salt management, besides that we also look at the survey results. For example, road paving in Rabasa village, West Malacca district. This assistance is prioritized because the road access along the village is in a damaged condition and difficult to pass".

We have received many request proposals from villagers, said Putu Mahardika As informant Number 11, he further stated that we always coordinate with the OPD related to CSR development, this step is taken to be in line with regional development planning but does not forget the interests of the villagers.

"If you can say, we have received many requests for assistance from villagers but we cannot immediately make a decision to provide assistance. We must first study the proposal, then we must conduct a survey and coordinate with the related OPD so that it is in line with the Malacca regional development plan, he said.

From the description of the results of the interview above, it is known that there have been many proposals submitted to the company PT. IDK, but all of that must go through the process and flow and in accordance with the regional development plan of the Malacca Regency.

From the results of research using documentation techniques, researchers found that during the period from 2018 - 2020 there were 34 proposals proposed by residents through the CSR program, but not all proposals were immediately approved to be carried out by the company PT. IDK because there are still many process flows that must be passed so that a process can be approved for work. The full description can be found in the following table 4.2:

Table 3. Number of proposed proposals by sub-district from 2018 - 2020

No	Subdistrict	Year (Proposal Applied)			Total
		2018	2019	2020	
1.	Malaka Barat	5	7	4	16
2.	Wewiku	4	6	5	15
3.	Malaka Tengah	1	0	2	3
		10	13	11	34

Source: research results, 2021

From the data in table 4.2 above, it can be seen that the number of proposals that have been received by PT. There were 34 IDK proposals from 3 sub-districts, namely West Malaka District, Central Malacca District and Wewiku District. Proposals that have been submitted to the company will then be studied and followed up. After being followed up, it will be known that the development has been on target or not.

CSR from PT IDK has been right on target. I think that way because we need an early childhood education building for our children to go to school, and we were given PAUD by PT. IDK clearly Bernadus Taek as informant Number 3.

"In my opinion, the form of CSR that has been carried out by PT. IDK is on target. I said that because at that time we really needed a PAUD school for our children to go to and we were given PAUD by PT. IDK, this helps us a lot because finally our children can enjoy education when they are

young and we are not afraid because it is close to home".

Yansen Manek As informant Number 4 agrees with the previous statement, he said that during the CSR program of PT. IDK has been quite helpful because all this time they were afraid to send their young children to a neighboring village. The following is a snippet of the results of the interview:

"Saya sependapat dengan apa yang sudah disampaikan oleh pak yansen. Selama ini jujur kami para orang tua tidak berani menyekolahkan anak-anak kami yang masiih kecil-kecil ini ke desa sebelah karena jaraknya jauh dan tidak ada pengawasan dari kami karena kami sibuk bekerja di sawah dan kebun, tapi sekarang kami sudah menyekolahkan mereka ke PAUD yang sudah dibangun di desa kami melalui program CSR PT. IDK itu, ungapnya.

Petrus Seran As informant Number 9 explained that the activities carried out in the CSR program of PT. The IDK was carried out on the basis of requests from residents and saw the conditions that were being experienced by residents.

"So far, the activities carried out in the CSR program by PT. The IDK is a request from residents and we always conduct surveys to places that provide requests, whether residents really need the assistance or just because someone wants it, so all the activities that have been carried out are a combination of the needs of the residents and the survey results from PT. IDK, said Petrus Seran".

Based on the results of the interviews above, the researchers then tried to find out about the forms of CSR that had been carried out by PT. IDK in Malacca Regency so far, and the results obtained can be seen in table 4. below:

Table 4. The form of CSR that has been carried out by PT Inti Daya Kencana in Malacca Regency.

No	CSR Form	Cost (Rp)	Location	Volume	Information
1	Rabasa Early Childhood Building	275,000,000	Rabasa, Malaka Barat	1 Unit	Made with Spinach Wood and Local Labor
2	Weseben Early Childhood Building	205,000,000	Weseben, Wewiku	1 Unit	Local Workforce
3	Uluklubuk Early Childhood Building	205,000,000	Weoe, Wewiku	1 Unit	Local Workforce
4	Early Childhood Weoe . Building	205,000,000	Weoe, Wewiku	1 Unit	Local Workforce
5	Early Childhood Education St. Arnold Jansen	205,000,000	Badarai, Wewiku	1 Unit	Local Workforce
6	Rabasa Haerain Early Childhood Building	205,000,000	Rabasa Haerain, Malaka Barat	1 Unit	Local Workforce
7	Umahoos Early Childhood Building	205,000,000	Umatoos, Malaka Barat	1 Unit	Local Workforce
8	Early Childhood Fafoe Building	205,000,000	Fafoe, Malaka Barat	1 Unit	Local Workforce
9	Road Pavement	600,000,000	Rabasa, Malaka Barat	500 m	Local Workforce
10	Magrove Tree Planting	100,000,000	Weoe, Weseben, Badarai, Wewiku and Rabasa, Rabasa Haerain, Malaka Barat, along the coast where PT IDK	5000	Local Workforce
		2,310,100,000			

From the data in table 4.3 above, it can be seen that PT. IDK has issued a budget of Rp. 2,310,100,000, - to finance 10 CSR activities that have been carried out in Malacca Regency so far.

3. Effectiveness of Corporate Social Responsibility (CSR) on Time

The timeliness of providing assistance through CSR programs is very important because of whether the assistance is really needed at that time or is it only limited to providing formal assistance. Timely, In this study, it is the provision of assistance to the community when the community needs the assistance.

Siprianus Manek As informant Number 5 argues that CSR activities are not timely, this is because the activities carried out by PT. IDK through its CSR program is in the form of development instead of providing basic necessities or cash which can be directly managed and used at the same time. Here is the explanation:

"In my opinion, the CSR program is not timely, it is because the activities carried out by PT. IDK through its CSR program so far, in the form of development, is not something that can be used right away, but is very useful for us".

On time means that when assistance is needed, it is immediately available, but not in the form of CSR from PT. IDK, the statement was delivered by Margaretha Fahik as informant Number 6. The following is a description of the results of the interview:

"You see, sir, right at that time, if we need help, the help is right there. but CSR from PT. This IDK is different, the assistance provided can be in the form of buildings or other activities so that it cannot be directly enjoyed according to the needs at the time, but its function is prolonged because it is not used up immediately".

Natalia Yohana, as informant Number 10, said that the CSR program of PT. So far, IDK has not provided assistance in the form of rice, money or assistance that can be used immediately and runs out, but PT. IDK provides assistance in the form of buildings so that they can be used for a long time. The following is an excerpt from the interview:

"In my opinion, so far, the CSR program has not been timely, because so far the CSR from PT. The IDK is in the form of building construction so that it can be used for a long time, if we donate money, rice, noodles, it will have run out and can only be used at that time".

4. Effectiveness of Corporate Social Responsibility (CSR) in Achieving Goals

In this sub-topic, researchers want to see, research and find out whether the form of CSR that has been carried out by PT. IDK is in accordance with the objectives of the assistance provided. Real change, which is meant in this research is the changes that occur and are seen and felt by the beneficiaries of PT Inti Daya Kencana's Corporate Social Responsibility (CSR) program.

CSR has so far achieved its goals because what the residents want is what PT. IDK, said Yohana Seuk as informant Number 2:

"So far, the implementation of CSR has achieved the goal because what is the request of the residents will be built by PT. IDK but only in the form of buildings or activities".

The purpose of CSR is to help residents around the company PT. IDK is in accordance with their requests and needs, so I think the CSR objectives have been achieved. The statement was delivered by Agustina Seran as informant Number 7. The following is an excerpt:

"Actually, the purpose of CSR is to help residents around the company according to their requests and needs, so I think the goal has been achieved because the building that was built is what the residents have wanted so that their children can go to school and the result is that now small children are in PAUD which built by PT. the IDK".

The purpose of the development carried out by PT. IDK through its CSR program has achieved its goals. This is because the purpose of CSR is to describe the wishes of the residents around PT. IDK itself, said informant Number 9 Petrus Seran.

"I think the purpose of the development that has been carried out by PT. IDK through its CSR program has achieved its goals, this is because what has been built by PT. IDK through its CSR program is the desire, hope of the people around the company and this is the goal of the development".

5. Effectiveness of Corporate Social Responsibility (CSR) in Real Change

In this case, the researcher wants to know about the real changes that occurred in the community after receiving assistance from the CSR program of PT. IDK. Real change, which is meant in this research is the change that occurs and is seen and felt by the beneficiaries of PT Inti Daya Kencana's Corporate Social Responsibility (CSR) program.

There are many changes that occur with the existence of CSR activities. This change can be seen from the small number of children who are starting to attend school at the PAUD, said Yansen Manek as informant Number 4:

"With the construction of PAUD in this village, many changes have occurred, including: many children aged 4 to 6 years have joined this PAUD. In addition, many children spend their time studying together in PAUD and parents are no longer worried when their children start school".

Margaretha Fahik As informant Number 6 said that real changes occurred in the community after the construction of PAUD by PT. IDK is the interest of children to go to school, gather and play together is increasing, we can see this from the number of students in PAUD, there are 36 children aged 4 to 6 years".

"The real change that has occurred after the PAUD is that more and more children, ranging in age from 4 to 6 years, have started to take part in the learning process at the PAUD. PAUD is meant for young children to go to school, so now every morning the little ones must be busy going to PAUD to study, play and hang out with their friends".

Indeed, there are real changes that occur in the community after the CSR program in the area. This is because we only build what the residents want according to the needs of the residents in a long period of use so that it will last a long time and we can see changes. Natalia Yohana as informant Number 10 said this statement. The following is a snippet of the results of her interview:

"So far, the presence of CSR has always brought tangible changes, this is because CSR activities are in the form of development in accordance with the demands, desires and needs of the residents so that they will last a long time and we can see the changes".

CONCLUSION AND SUGGESTION

Conclusion

From the results of the interview description above, it can be concluded that; 1) All informants understand the CSR program carried out by PT. IDK; 2) It is called right on target if CSR activities are given to people in need. In this stage, almost all informants are of the opinion that the CSR program of PT. IDK is right on target; 3) Timeliness, if the assistance provided coincides with the time when it is needed. At this stage, several informants said that

the CSR assistance was not timely because the building that was built took a long time so that it was not finished immediately, was there and was immediately used because it still needed a process; 4) In the stage of achieving the objectives, almost all of the informants agreed that the objectives of CSR development had been achieved; 5) All informants are of the opinion that there has been a real change in the community with the development through the CSR program by PT. IDK.

Suggestion

The suggestions that can be submitted by researchers include; 1) CSR activities must often be carried out to the community as an effort to be responsible for the company's responsibility to the people around the company; and 2) The form of CSR is not only buildings but also food assistance and so on so that they can be used right away.

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