

# CSR : A Dialogue to the Stakeholders and Its Value to Economic Growth and Sustainability in Indonesia

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**CSR (CORPORATE SOCIAL RESPONSIBILITY) : A DIALOGUE TO THE  
STAKEHOLDERS AND ITS VALUE TO ECONOMIC GROWTH AND  
SUSTAINABILITY IN INDONESIA**

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***ABSTRACT***

Corporate social responsibility (CSR) is a strategic corporate initiative that has been receiving an increased amount of attention internationally. It provides more benefits to an organisation than simply reducing costs by environmental measures such as recycling and giving back to the community. Corporate social responsibility is intended to encourage the business' world to be more ethical in their activities so they have no influence or a negative impact on society and the environment, so that eventually the business will be able to survive on an ongoing basis to obtain the economic benefits which it has been the establishment of the business world. According to Sriramesh et al (2007:1) CSR is needed by a corporate to go beyond their economic and legal obligations, and act responsibly towards multiple stakeholders including societies. We have seen that many high profile corporations in the world have failed to gain public confidence and are considered not trustworthy because of their dishonourable conduct. The cases show how important is the role of open the business with more responsibility towards stakeholders. The corporate Social Responsibility (CSR) is a hot topic among the companies, representatives of academia and NGO but also among the specialists that coming from a wide range of national and international administrative institutions. In Indonesia, CSR had been implemented by various companies ranging from a wide array of small, medium, local, national and global company. Good management of CSR is needed and will cause a benefit for the company and the stakeholders. CSR is needed by a corporate to go beyond their economic and legal obligations, and act responsibly towards multiple stakeholders including societies. By better understanding of CSR among practioners in Indonesia , therefore it enhance designing a good CSR strategy

Key word : CSR, sustainability , economic growth

## **BACKGROUND**

It is obviously seen in our daily lives, Corporate Social Responsibility (CSR) is relegated as a philanthropic activities. People always relegated CSR when the company gives donation to the victims of earth quake, doing such things like social cause and eventually they got a sincere publication from the media.

Doing business with CSR is very different with traditional business. Doing business with CSR means that the businesses-men are running the business with more ethical and act responsibly toward multiple stakeholders and the societies. In Indonesia, many cases have shown the impact of doing dishonorable business act was the main reason of losing the investors, consumers and all the potential outcomes. The demonstration against management in Freeport, that was happened recently, showed us how important the company should engage the social responsibility not just in a piece of paper but should be well-planned and implemented. Not long ago, many consumers of cellular operators have protested against their cellular operators because of the unfairly praxis of business made them loose their phone's credit. While in USA, the public protested the dishonorable manner of business executives in Wall Street. They shouted criticism and protested against the government. Businesses has failed to demonstrate their performance through good act and behavior toward the stakeholders, if this has happened, they would have lose their reputation as well as the customers, investors and their chance to grow.

CSR means the company have to make a dialogue with their stakeholders. Good management of CSR is needed because it will cause a benefit for the company and the stakeholders. CSR is needed for a corporations to go beyond their economic and legal obligations, and act responsibly towards multiple stakeholders including societies. By better understanding of CSR among practioners especially in Indonesia, therefore it enhance designing a good CSR strategy. Corporate Social Responsibility (CSR) or corporate social responsibility has one meaning for companies, especially those that related to its natural resources, to balance the economic benefits and its

contribution to economic, social, and environment for sustainable development. In Indonesia, the obligation for companies to do CSR activities listed in act no 40 of 2007 article 74 of the Limited Liability Company ([www.depdagri.go.id/media/documents/2007/.../UU No.40-2007.doc](http://www.depdagri.go.id/media/documents/2007/.../UU_No.40-2007.doc)) accessed on December 18<sup>th</sup> 2011) . In paragraph (1): Company that running the business activities in the field and/or related to natural resources is required to implement the social and environmental responsibility. In paragraph (2): Social and environmental responsibility as referred in paragraph (1) is an obligation of the company to spare their budget and account as a cost of the company's implementation that carry out with regard to appropriateness and fairness. In paragraph (3): Outlines of the company that did not carry out obligations as mentioned in article 1, subject to sanctions in accordance with the provisions of the legislation. In paragraph (4): It states further provisions regarding environmental responsibility and regulated by government regulations.

Various CSR activities is undertaken to preserve the sustainability of the natural environment directly or through cooperation with other stakeholders. CSR activities are usually in the form of campaign environment, the provision of education and training, tree planting, creation of green open spaces and parks, saving natural resources that use in factories or stores, teaching up to the application of recycling and reuse of products.

## II. THEORITICAL FRAMEWORK

### The Concept of CSR

Numerous definitions are bring out to clear and make unbiased definition of CSR. A business with CSR is very different from traditional business. Corporate Social Responsibility (CSR) constitutes the care of act in serving the interests of the organization and external public. World Business Council for Sustainable Development (WBCSD) defines CSR as a commitment to contribute to the

sustainable economic development, to work with the company's employees, employee's family members, local community members and community in general as the efforts of improving the quality of life. The definition of CSR is extremely diverse, depending on the vision and mission of the corporate that are matched to needs, desires and interests of the community. There are some definitions of CSR:

-Conducting social action (including concern for the environment), more than the limits required by regulatory legislation. (Chambers cited in Iriantara, 2004:49)

-Commitment to act ethically, to operate legally, and to contribute to the economic improvement along with the improvement of life quality for employees and their families, local communities and wider society. (Trinidads & Tobacco Bureau of Standards)

-The commitment of business to contribute the sustainable economic development, working with company employees, employee's families, local communities (local) and community life. (The World Council for Sustainable Business Development)

Although it has many definitions, but essentially CSR is a form of giving back action from the corporate to the community. This can be done by way of doing business and generating, based on sincere intentions to provide the most positive contribution to stakeholders. The shapes of CSR by Mark Goyder (Iriantara, 2004:77) are divided into two:

a. Form of the action by given programs to the community and the reference value of CSR, an action against outside corporate or in relation with the environment outside of such corporate community and the natural environment. How does a corporate apply and meet the needs of the surrounding community

b. Leads to the ideal type of value in corporate that is used to implement or realize the actions in accordance with the social circumstances of the surrounding community.

The correct interpretation of CSR is an expression of corporate objectives and values

in building the entire relationship. The values are interpreted differently by the norms that exist within the company.

Thus the form of the CSR program has two orientations. First, the CSR is the form of internal action on the program given by corporate to the community. Second, the external CSR leads to the ideal type of value in corporate that is used to realize the actions in accordance with the social circumstances of the surrounding communities (Budimanta, Prasetyo & Rudito, 2004:77).

In Indonesia, CSR is aggressively campaigned by Indonesia Business Links (IBL).

Here are the five pillars of CSR activities:

### **1. Building Human Capital**

In connection with the company's internal human resources to create a reliable act, on the other hand, the company also charged with reinforcement of public.

### **2. Economic Strengthening**

Companies must empower the surrounding community economy in order to place distribution of welfare.

### **3. Assessing Social Cession**

The efforts to maintain harmony between corporate and the surrounding community in order not to make conflict.

### **4. Encouraging Good Governance**

Companies in doing business refers to the Good Corporate Governance (GCG)

### **5. Protecting The Environment**

Requires companies to maintain the surrounding environment. (Wahyudi & Azheri , 2008:37)

Enderle and Tavis (1998) cited in Bronn and Vrioni (2001: 207) defined corporate social responsibility as “the policy and practice of a corporation’s social involvement over and beyond its legal obligations for the benefits of the societies”. According to the definition by Angelidis and Ibrahim (cited in Bronn and Vrioni (2001: 207) CSR is corporate social actions whose purpose to satisfy social needs.

Carrol’s pyramid (2009) highlights the company’s social responsibility. In this pyramid we find the different dimensions of social responsibility. Each floor of the pyramid corresponds to a particular type of interest.

1. The first level, economic, corresponds to taking account of shareholders, board members, and their demands on return on capital invested
2. The second level, the legal, corresponds to taking account to compliance of the institutions operating on that sector
3. The third level, the ethical, meet compliance and take account of employees and competitors
4. Highest level, the philanthropic, corresponds to taking account of environment as a whole aspect that can become an important element in establishing the identity of the organization

According to IBLF (2003) cited in Dahlsrud (2008) that CSR is open and transparent business practices based on ethical values and respects to stakeholder, employees, communities and environment, which will contribute to sustainable business success. The dimensions of this definition emphasize on stakeholder and social environmental economic. As noted by Berger et al (2007) and Smith (2003) cited in Bhattacharya et.al (2008: 257) that CSR is an important component of a dialogue between companies and their stakeholders such as their costumers, employee and investors. As reported by KPMG (2003) cited in Bhattacharya et al (2008: 257) it is found that the majority of Fortune 500 companies not only engage in social responsibility initiatives, but also devote considerable resources to reporting CSR activities to a wide array of corporate stakeholders. It also reported the study that identified the

relationship <sup>1</sup> between the CSR initiatives and returns to the company. Mc Donalds and Lai (2011) with their study on bank consumers in Taiwan found that CSR particularly in consumer-centric initiatives have more powerful impact on consumers. Moreover, Murray and Vogel (cited in Mc Donalds and Lai (2011) argued <sup>4</sup> that CSR programs resulted in improved attitudes towards the firm. Sen and Bhattacharya cited in Bhattacharya et.al (2008: 257) pointed out that the <sup>1</sup> CSR record of a company has a positive effect on a consumer's evaluations of the company and their intention to purchase the company's product.

In practice, CSR activity should have some elements, such as (Rahman, 2009:13):

a) Continuity and Sustainability are vital elements of CSR. CSR is a mechanism of activity which planned, systematic and can be evaluated. Here are some principles of sustainability:

Sustainability Principles	Components
<b>Technology</b>	Creation, production and delivery of goods and services that are based on the organization and innovative technology that utilize natural resources, financial, social and effective, efficient and long-term economical
<b>Governance</b>	Corporate sustainability based on high standards of governance including management responsibility, organizational capacity, corporate culture and relationships with stakeholders



<b>Stockholders</b>	Demands agency, targeted at the demanding needs of financial return, long-term economic growth, ensuring global competitiveness and contribute to the intellectual capital
<b>Industry</b>	Sustainable companies should lead the sustainability in industry by demonstrating its commitment and publish its performance is superior
<b>Community</b>	Sustainable companies should encourage lasting social welfare through a rapid and appropriate response to rapid social change, increasing demographic, migratory flows, shifting patterns of cultural and educational needs of the life-long and continuing education.

**b) Community empowerment**

CSR is different from the activities of a charity or philanthropy. Acts of generosity while helping the community but did not make it independent. One indication of the success of a CSR program is self-reliance is more on community than before the CSR program is present.

**c) Two Airways**

This means that the CSR program is two-way. Corporate is no longer a mere communicator, but also must be listening to the aspirations of the community. This

can be done with a needs of assessment is a survey to find out the needs, desire, interest and wants of the public

### STAKEHOLDER APPROACH TO CSR

According to Freedman (1984), who define the stakeholders is <sup>3</sup> any group or individual who can affect or are affected by the achievement of the organizations objectives. Whilst Biset (1998) defined stakeholders is individual who concerned to any issues (cited in Wahyudi, 2008).

Stakeholders' theory is an approach that is <sup>6</sup> based on how to observe, identify, and explain analytically on various elements that form the basis of decision making and action in the conduct of business activity, then the mapping of relationships that exists in business activities. (Wahyudi, 2008: 74). In this case the business goals will lead to one goal that is imperative. Within the meaning of that business should be run in such a way that the rights and interests of all parties concerned (stakeholders) with the activity of the business world is guaranteed, noticed and appreciated.

According to ODA (1995), if we see from various policy, program and government project, stakeholders can be grouped as follows: (Remirez, R: 1999: 67)

#### 1. Primary Stakeholders

Primary Stakeholders are the interest of stakeholders who were involved directly with the policies, activities, and programs or specific projects. They should be placed as a key determinant in the decision making process, they include:

##### a. Community and public opinion leaders

Communities are those that are identified will benefit and or affected by a particular activity. While community leaders are members of the community by the community featured in a certain area and also considered as a party that can represent the aspirations of the community.

b. Manager public is an institution who responsible in decision making process and implementation of decision

## 2. Secondary Stakeholders

Secondary stakeholders is who has no connection directly against the interests of a particular policy, program and project but had concern and voiced concerns that they contribute and influence on public attitudes and legal decisions of government.

Secondary stakeholders consist of :

a. Government officials in the area but has no direct responsibilities

a. Government officials related to issues but has no direct authority

b. Non Government Organization working in the area which in line with the plan, benefits and impact-arising

c. Higher Education: group of academics who have an important influence in government decision-making

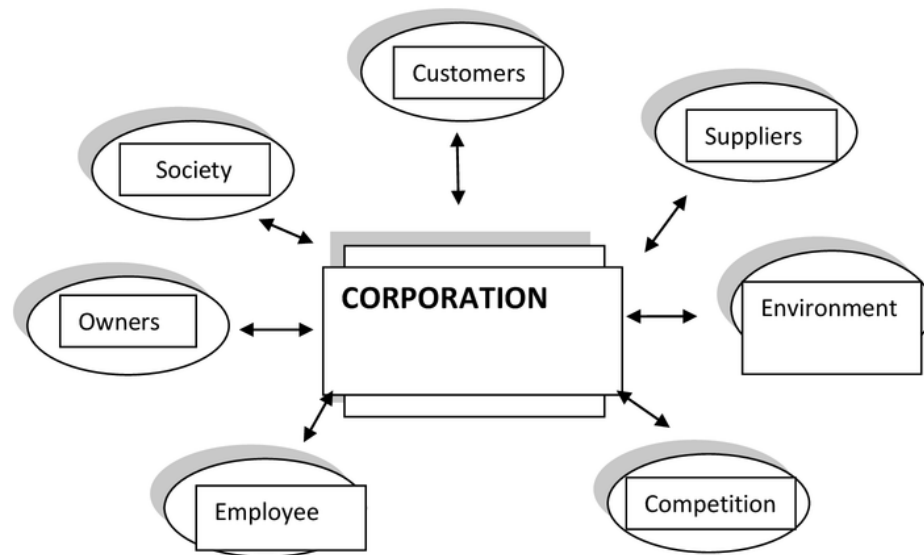
d. Association of Entrepreneurs (business entities)

## 3. Key Stakeholders

Stakeholders are individuals who are legally authorized in this decision. Key stakeholders are the level corresponding elements of the executive, legislative and agencies.

According to Brytting (1998) that organization consists of distinctive stakeholder coalition that contribute to organization's activity . Moreover, it is can be seen as it follows:

## COALITIONS OF STAKEHOLDERS



Nevertheless, organizations should be concern of their stakeholders. Companies should responsible over their business operations that will have an impact against the society and environment where the organizations existed. Companies must run their business not merely based on the short term of return but also create progress and welfare to their community.

Freeman (1984 : 46) cited in Vos (p.5) <sup>3</sup> gives a very broad definition: A stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objective which could complete the list of stakeholders. <sup>3</sup> This definition is widely acknowledged because of its "landmark" (Wood , 1991; Clarkson , 1995) position in stakeholder theory. Clarkson (1995) <sup>3</sup> (cited in Vos (p.5) for instance, makes a distinction between primary and secondary

stakeholders. A primary stakeholder group is one without whose continuing participation the corporation cannot survive as a going concern. Accordingly, Clarkson points out that a corporation itself can be viewed as a system of primary stakeholder groups. He defined secondary stakeholder groups as those who influence or affect, or are influenced or affected by, the corporation but they are not engaged in transactions with the organization and are not essential for its survival.

Extant research indicates that CSR initiatives are successful in generating returns to the company to the extent that they foster strong and enduring relationships with stakeholders (Waddock and Smith cited in Bhattacharya 2009: 259). Furthermore, Waddock and Smith state that “being a good global citizen in a relational context means treating well the entire range of constituencies-stakeholders –who have invested their money in business.

At the core of stakeholder theory is the idea that long term sustainability of a corporation is dependent upon procuring the cooperation of numerous constituents, including but not limited to shareholders (Donaldson and Preston, 1995; Freeman, 1984 cited in Bhattacharya ( 2009: 259) . Post et al (cited in Bhattacharya, 2009: 259) explain that stakeholders are essential for the successful functioning of a corporation because they provide resources to the company (e.g customers, investors and employees) form the industry structure e (e.g supply chain associates and strategic alliances) and make up the sociopolitical arena (e.g communities and governments ). They define stakeholders as individuals and constituents that contribute , either voluntarily and involuntarily , to (the corporation’s) wealth-creating capacity and activities and who are therefore its potential beneficiaries and /or risk bearers

More over, Post explained that according to the stakeholder view, the central challenge for managers and theorists is understanding how to improve stakeholder and company relationships by delivering benefits to stakeholders through a company’s policies and activities. The corporation can be seen as a nexus relationships between a corporation and its various stakeholders with a goal of mutual

gain. For stakeholders the benefits of interacting with the company may range from tangible and intangible, monetary and psychologically. It is important to note that what constitutes a benefit to one stakeholder may hold little value to another, and in some cases, rewards to one stakeholder may conflict with the interests of another stakeholder; for example, closing a factory could benefit many investors even it harms the people employed there

**2**  
A stakeholder –centric model for understanding CSR

Shown in figure 1.1, it describes how CSR activity is perceived by individual stakeholder, produces benefits for individual stakeholders, gives influence to the relationship quality between the stakeholder and the company, and resulting in behavioral outcomes directed toward the company, the cause and other stakeholders. The model also delineates key contingency factors which moderate these primary linkages. (Bhattacharya, et al ; 2009: 260)

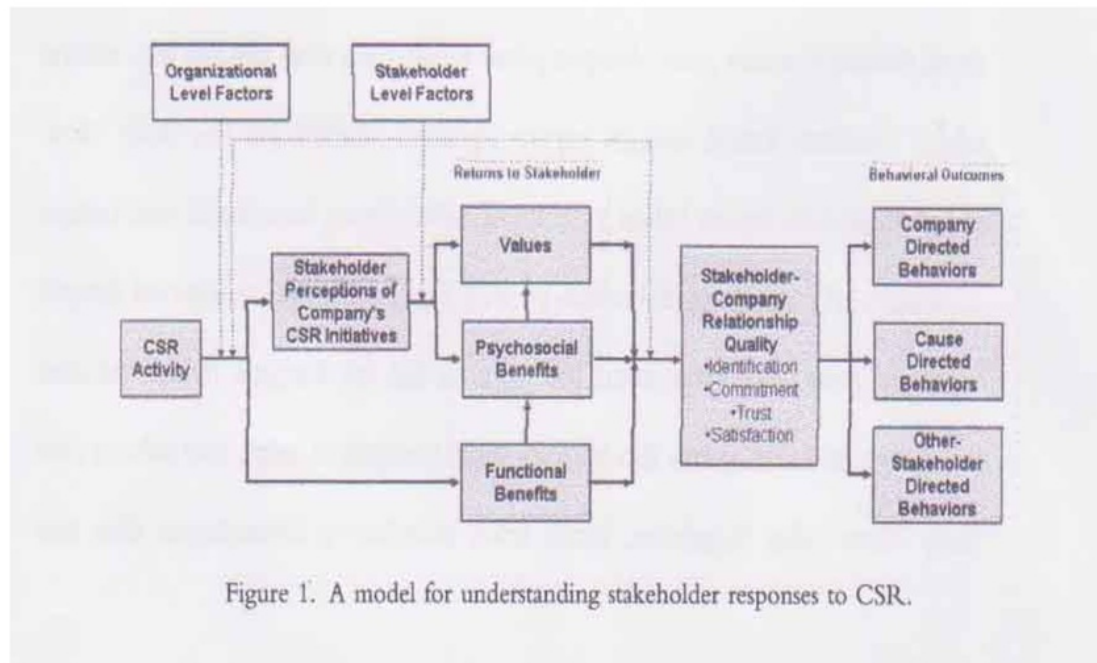


Figure 1. A model for understanding stakeholder responses to CSR.

<sup>1</sup> The model provides three of three main insights. First, it shows how stakeholders respond to CSR initiatives based on the degree to which the individual derives personal benefits as a result of the company engaging in CSR activity. Second, the model shows how the nature of stakeholder-company relationship is determined by the type of benefits that accrued to the individual. Finally the model underscores the importance of distinguishing between third –party measures of spending and the perceptions that stakeholders hold about the company’s initiatives

## DISCUSSION

Since there is no defined end point for sustainability, Clark et.al (1997) cited in Ciptono ( 2011) assess sustainability by focusing on progress towards a system and persists. Their ideas of sustainability are really predictions both for the future and for the existing systems. Sustainability requires business to use resources in ways that meet the needs of the enterprise and its stakeholders today, while protecting, sustaining and enhancing future resources and the environment for future generations

Sustainability contains linked intricately economic, social and environmental systems (as a unified system approaches). The notion of sustainability would also call for more general (instead of partial) and a more long term or a program (instead of a short term or a project). Thus the essence of sustainability is the system approach to program management. Both program management and sustainability movements can be improved by mutual awareness of each other. To make sustainable development program to be real, great improvement and innovation must take place. By practicing suitability and program management organizations are able to maintain a dynamic equilibrium and are able to regenerate systems to maintain their viability. Sustainability of development program is a comprehensive management philosophy, embracing all aspects of the organization and involving its entire work force, as well as its customers and suppliers.



Wardani (2011: 141) explained that there are still pros and contras in perceiving Act no 40 2007 about the clarity and sanctions that subjected to the corporation. Wardani also mentioned that there's still limited of study that examines the effectiveness of CSR toward reputation, brand power and loyalty of employee as well as the consumers. Wardani reported (2011: 147) potential of budget to run a CSR program is still very high. The potential of budget are from BUMN (state enterprise) and about 700 private enterprises. Trend of CSR in Indonesia growing rapidly even become a trend because many companies are starting to carry it out since 2001 (Tanudjaja, 2006).

In 2001, PIRAC research shows that CSR funds in Indonesia reached more than 115 billion rupiahs, or about 11.5 million U.S. dollars from 180 companies that spent on 279 social events as recorded by the mass media. Average number of companies that donate funds for CSR is about 640 million rupiahs, or about 413 million U.S. dollars (Saidi, 2004 in Tanudjaja,2006).

PIRAC's survey regarding potential corporate charity (2004) noted that 93% of companies give donations in the last 3 years, with the average amount donated 236 million rupiahs/ year (MNC company) and 45 million rupiahs / year (local company). While the data released by the Minister, stating that the company's



contribution to social programs and empowerment reached 20 trillion. Most of those funds has allocated for MSME program at such rates reached 8.38 trillion. The government set a budget for the state CSR at 5% of the profits, while private presentation is not specified but was obliged to set aside from profits that exist. Another potential is that local government has a fund of about of 12% and can be maximized to 20% (Wardhani: 2011: 147)

CSR program if it is done just for lip service only, ultimately does not give an important contribution to sustainable development. Until now, there's not yet which party will be responsible for coordinating and supervising the implementation of CSR conducted a private company. CSR program can be synergized and in accordance with government program such as alleviation of poverty, primary health and basic education.

The Central Bureau Statistic noted, during the last three years, the number of near-poor population continues to grow consistently. In 2009, the number of near-poor population numbered 20.66 million or about 8.99 percent of the total population of Indonesia. In 2010, the number had grown to 22.9 million people or 9.88 percent of the total population in Indonesia. In 2011, the number of near-poor population has reached 27.12 million or approximately 10.28 percent of the total population. (<http://ekonomi.kompasiana.com/bisnis/2011/09/18/data-bps-jumlah-penduduk-%E2%80%9Cmiskin%E2%80%9D-yang-hampir-miskin-terus-bertambah/>).

There are some examples of how CSR is done in Indonesia:

PT Semen Gresik: their CSR activities consist of infrastructure's development, religious, education, social health, (health improvement), (go-greening), disaster emergency response

CSR Program from Indosat aimed to grow, meet the provisions and to be care against community. CSR initiatives designed toward Program Indonesia had done by go-greening, Program Indonesia Belajar has given a scholarship and workshops for

teachers , *Program Indonesia Sehat* that provide Mobil Klinik Sehat Keliling (Car-Mobile Clinic Healthy) and also Program Indosat Peduli had helped the community through disaster emergency response and Kampung Siaga (Village-Alert) program.

Pertamina endured CSR initiatives in a whole operation area of four CSR initiatives strategic including education, health, environment, infrastructure and also disaster response. Priority of beneficiary are the surrounding community that living around the area of Pertamina. CSR initiatives comprises Program Pertamina and Education through Sains Olimpiade in university level (OSN-PTI), Pertamina Youth Program - PYP (Young Stakeholders Education), Pertamina Goes To Campus - PGTC (Workshop for academician) and Pertamina Peduli Pendidikan (Education- Caring Program ) (2) Pertamina and Health Program through cleft lip surgery. Program Bright With Pertamina which aimed to enhance the sight of the young generations through eye-check up and donating eye glasses and dental check up for children (3) Program Peningkatan Infrastruktur dan Manajemen Bencana (Infra-structure Enhancement and Disaster Management) through improvement of public facilities such as roads, bridges , toilets and water supplies. (4) Pertamina and Environment Program through Green Planet. It covers go-greening and planting trees, mangrove conservation, CSR initiatives on shore- cleanliness, and Exhaust Emission Tests

Bank Mandiri has allocated 280 billion rupiah during the 2011, about 4% from retained earnings in 2010. Bank Mandiri has endured their CSR for environment development programs through building religious facilities, public facilities, education and health communities. CSR initiatives of Bank Mandiri focused on pushing the growth of community welfare. Accordingly, Bank Mandiri did it consistently to search opportunities to complete the strategy and implementing CSR initiatives. CSR initiatives is completed by stating 3 pillars of activities, they were: Kemandirian Komunitas (Community Empowerment), Kemandirian Edukasi (Education Empowerment) and Friendly-Environment Facility. Instead of 3 pillars,

Bank Mandiri also developed the enhancement of socio economic community through building public facilities and religious facilities and also providing health facilities. By doing and improving various CSR programs, it is expected that it can be giving a benefit to Indonesian Society as well as the corporate with the achievement of vision of CSR of Bank Mandiri

CSR initiatives of Unilever Indonesia has given the priority on the Community Development of Black Soy Bean Farmers. This program is built to bridge between the corporate needs and the farmers as suppliers. This program is inspired by the lack of supply for Bango- Soy Sauce as one of the Unilever Product. This program was helping the farmers to enhance the production of Black Soy Bean. Through this program, the farmer's problems such as the lowness of purchase price and the buyer uncertainty can be reduced, so it can improve the income of the farmers

CSR is a moral responsibility towards its strategic stakeholders particularly the community around the work area and CSR operation is not just a charity, in which CSR requires a firm in its decision-making in order to seriously take into account the effect of all stakeholders. This requires the company to create a balance between the interests of external stakeholders with diverse interests of shareholders, which is one of the internal stakeholders. Now, Indonesia is facing a more challenging and turbulencing era, and this will be a hinder for prosperity. Good CSR strategies will be fitted and designed to cope two benefits, that will causing benefits for the company and local community. CSR is needed for a corporations to go beyond their economic and legal obligations, and act responsibly towards multiple stakeholders including societies. Companies, both local, national or MNC can synergize their CSR with the agenda of Indonesia's government

CSR also needed to communicate strategically to the public. As Daft (2006: 215) believed that organizations that have a social responsibility to consider the effect of their actions for all parties for example, investors, shareholders, suppliers, employees met with management efficiency of resource use to derive a profit. Employees expect

job satisfaction, salary and good supervision. The customers pay attention to decisions regarding the quality, safety and availability of goods and services. If any of satisfied groups interested parties became dissatisfied, then the organization's survival is threatened

Today more and more companies are realizing the importance of CSR-oriented approach to increase productivity and encourage community self-reliance, one of the activities is to help small businesses, but the form of reinforcement is still partial separate program activities that are educational, economic, infrastructure and health. It is demanded good management of CSR that will give double the impact for the company and the community because.

#### CONCLUSIONS :

-CSR practices are not done to anticipate the reputation of corporation only, but also to develop growth and community development. Besides, the CSR initiatives should be done transparently. This is a must because if it isn't done with righteousness and transparent, the program will lead to destruct the social norms, values and environment. If it is occurred, the corporations would have got the negative image and sum of money would be wasted.

-In legal operations, the government should prepare a solid regulation to organize CSR. In Indonesia, it is still unclear which parties that will be responsible to coordinating and supervising the implementation of CSR that conducted by a private company. Law no 40/2007 has regulated that corporations which is running its business related to natural resources are required to do CSR programs. But there's still unclear about how if the corporate doesn't run its business that is not related to natural resources, are they also required to do a CSR initiatives?

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# CSR : A Dialogue to the Stakeholders and Its Value to Economic Growth and Sustainability in Indonesia

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