

Incorporating The Value of Javanese Local Wisdom in the CSR Model: A Case Study of Aqua Danone in Klaten Region, Central Java Province, Indonesia

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ABSTRACT

Corporate Social Responsibility (CSR), is a strategic corporate initiatives that have had receives an increased amount of attention in the business world. CSR is intended to encourage the businesses to be more ethical in their activities and not to have negative influence on society and environment. This paper aims to identify the implementation of CSR in Aqua Danone by incorporating local wisdom which was implemented in Polan Harjo Village, the local community who lives around the operating factory of Aqua. AQUA Danone Group was awarded MDG Awards (IMA) on 2012 in Indonesia because of their support to MDG (Millenium Development Goals) in Indonesia. Program Water Access, Sanitation and Hygiene (WASH) and the clean water access and Hygiene won the 2nd place for Access for Clean Water Service. This paper used qualitative approach, specifically using case study method. It employed in depth interview which were conducted with the local community and working managers who deal with CSR issues and strategy on day-to-day basis. Secondary data was gathered in the form of information about CSR program from sustainable reports downloaded from the company's website, mass media news downloaded from the internet and other resources. At the end of this study researchers hope to be able to incorporating the value of local wisdom in the CSR Model.

Keyword: CSR, Stakeholders, Local Wisdom

INTRODUCTION

Corporate social responsibility (CSR) is a strategic corporate initiative that has been receives an increased amount of attention, provides more benefits to an organization than simply reducing costs by recycling and giving back to the community. Corporate social responsibility aims to encourage the businesses to be more ethical in their actions and not to negatively influence the society and the environment. According to Shiramesh (2007), CSR is necessary for corporations to go beyond their economic and legal obligations, and act responsibly towards multiple stakeholders including society at large. We have seen that many

¹ Paper presented at the 2nd International Corporate and Marketing Communication in Asia Conference, Bangkok, 29-30 January 2014

corporations in the world have failed to gain public confidence and trustworthy because of their dishonorable conduct.

For example, the collapses of reputable organisations companies such as “Enron” and “Merryl Linch” caused loss of investors and thousands of employees. In Indonesia, the devastating of mud volcano of Sidoarjo area in East Java kindled by the exploration of “Lapindo Brantas” (Bakrie Group) has a huge impact on the people and national economic. This shows the importance of conducting business responsibly by taking into account the rights of all stakeholders. CSR should be considered as a package that gives maximum impact to the community, by encouraging people to become more empowered. CSR needs two main pillars: business partnerships and community development, to provide welfare to the people of Indonesia.

In Indonesia, the obligation for companies to do CSR activities is listed in act number 40 of 2007 article 74 of the Limited Liability Company. CSR activities are carried out to preserve the sustainability of the natural environment directly or through collaboration with other stakeholders. CSR activities are usually performed through environment campaign, education and training, forestation, establishment of green open spaces and parks, saving of natural resources that are used in factories or stores, the application of recycling and reuse of products. Hudayana (2011) exerts that CSR practitioners are often not sensitive to the local community. Hudayana found that CSR initiatives should be strengthening the local wisdom of the community where the company operates. CSR initiatives and programs can be obtained from the local wisdom that characterizes local community. CSR practitioners should be sensitive to the needs and have sound knowledge of the local wisdom. They should support the social development of the society and improve trustworthiness of the business.

According to Kayuni and Tambulasi (2012), CSR efforts will also heavily depend on the culture of the community. Many of CSR programs that are not in accordance with the need of community since there is lack of base line data of the community and the lack of corporate to do such a need assesment including socio-culture aspect (Rudito& Famiola, 2013). The local characteristic as well as local wisdom is a social capital that can be improved and can develop the sustainability of program (Afitri, 2011). CSR practitioners should understand the problem of socio and culture of community before they undertake the CSR Programs (Almaeshi, 2006: 2; Pimpa et al, 2014; Kapelus, 2002, Prayogo ,2013; Mostardeiro & Duarte (2007)

Aqua Danone Background

The CSR of Aqua Danone is deeply rooted in the the double commitment of the company. Double commitment is the way to conduct the business which is not only concerns on economic performance but also on social issues. This idea is in accordance with the principles of the founder of Aqua, Tirta Utomo, who believes that businesses should contribute towards the society. This idea is revealed in “Aqua Lestari” which were has been developed since 2006 as a sustainable initiative which were using DANONE WAY and ISO 26000 as a Sustainability Report reference (SR Report Aqua, 2012)

AQUA Group was awarded the MDG Awards (IMA) 2012 for their support of MDG (Millenium Development Goals) in Indonesia. Other programs that were awarded include School Supporting Program di Keboncandi, Gondang Wetan Area, Pasuruan Region, East Java became a winner for education category. Program Water Access, Sanitation and Hygiene (WASH) and the clean water access and Hygiene won the 2nd place for Access for Clean Water Service and School Sanitation Program “Sahabat Mata Air” program in Pasuruan Region, East Java became the nominator of education category (<http://www.aqua.com/beranda>)²

Danone group also gained the number one rating rating in Access to Nutrition Index (ATNI) in 2013. This index measured over 25 companies in the world in terms of their commitment to issues related to poor nutrition and related disease. ATNI aims to support the companies to increase the consumer’s awareness towards nutritious food and drinks awareness through product formulation, pricing and distribution and to examine the affect of company to the consumer’s preference, and the companies behaviour through their marketing, labelling and promoting healthy diets and active lifestyles³ The CSR initiative in Danone comprises of 4 pillars, first, the Water Preservation and Environment as an effort of company to keep and preserve both quantity and quality, for operational dan for environments; second Eco Friendly Business Practice as a company comitment to operate friendly with nature; third Managing the Product Distribution, a commitment of company to manage the effect which is caused by the distribution from the factory to the company; and forth Incorporating and Empowering the local community to support the social cohesion and local economic for a social harmony

METHODOLOGY

² http://www.aqua.com/tentang_aqua

³ <http://www.accesstonutrition.org/>

This paper used qualitative research approach, specifically a case study method of inquiry. In depth interviews were conducted with the local community and working managers who deal with CSR issues and strategy on day-to-day basis. Secondary data included information about CSR program based on sustainable reports downloaded from the company's website, mass media news downloaded from the internet and other resources

The concept of CSR

CSR has become a subject debate due to the huge impact it has on the businesses and the society. Corporate operational disasters like Union Carbide gas leak in Bhopal in 1984 and BP's oil spill in the Gulf of Mexico in 2010), corporate fraud (e.g Enron in 2001 and World Com in 2001), corporate collapse and failure (e.g the failure of the US investment banks such as Lehman Brothers, Merrill Lynch and Bear Stearns in 2008) contributed to this problem. Social and moral values that are infused into business philosophy and business values embedded in the society are the key of CSR (Sun, et. al, 2010)

Globalization and also the expanding activities of stakeholders and free flow of information require businesses to perform CSR practices more responsibly and transparent (Amaladoss & Manohar, 2011). CSR reflects the socio-economic perspective, means that businesses not only concerns to the profit but also concern on the environment. CSR is intended to protect and improve the welfare. Business should not only care about their stakeholders but also the society at large (Robbins & Coulter, 2010; Donaldson & Preston, 1995; Freeman, 1984).

According to Daft (2006) CSR is responsibility of the management, which is to contribute to the welfare of the society. CSR is considered as an obligation which is beyond their legal and economic to gain long term objective that is to benefit the society.

CSR is derived from business ethics (Hadi, 2014). Ethics is an effort which was born since the collapse of moral values in Greek culture system. Good and bad view can be no longer trusted, so the philosophers are asked to explain the norms of societies. Ethics is critical view towards lesson or moral thoughts (Suseno, 1987)

Business is the relationship between people to people. Business is the interaction that occurs due to the lack of needs and wants that we cannot achieve by ourself. Through the business people can fulfill their needs (Panuju, 1995) The standards of business ethics which can easily to see is honesty dan transparent. In business, people entrust all things such as reputation, his or her family, the future of the employee, and the future of the society (Keraf,

1998). Business is an important activity of the society. Business is a modern phenomena that can't be avoided from the society now-a-days.

They are two ways of how a person can make an ethical decision: first is through prescriptive approaches, to provide tools to make decision, and the second is through the psychological approach. The psychological approach relates to individual ethical decision. Individual differences and cognitive process create the different thinking and will give impact to how the a person think and act ethically.

Local Wisdom

Local wisdom is a format of expression. Local wisdom is the accumulation of ethnic cultures, which is people who do their activities and behave accordingly adjusted to the idea, and eventually their actions generate certain outcomes. For example, the beautiful Borobudur and Prambanan temples, vernacular houses, the Subak water system in the Balinese rice fields, and the Batik, the worldly known cultural heritage (Meliono, 2011). Culture is the entire of knowledge, attitude, belief, art, norms, law, mores, and other habit that can be learned by human beings as the member of society (Taylor, 1871 cited in Keesing, 1999)

The culture has 3 formats: an accumulation of ideas, values, rules. Second, culture is a complex of activity and patterned behavior in the society and the third, culture is in the form of artefact. The first form is the ideal form of culture. Culture format is abstract, can't not be touched or portrayed. The location is in the idea of society which the culture is alive. That is the cultural system. The second form also called as a social system. Social system is consist of the society's activities, how they develop their relations from day to day, from month to month, from year to year, according to the pattern which is based on their norms . The third form is the physical culture or artifact. Artifact is concrete, it can be seen, can be touched and can be portrayed.

Local wisdom is the knowledge and experience that relate to daily lives, occupations, and the culture which is inherited from one generations to another generations (Sumale Sungri cited in Ardianto, 2011) Local wisdom is a process and the product of human being, which is used to survive. Local wisdom echoed since the effect of development such as pollution, disaster and injustice. Local wisdom consists of universal moral message, for example principle of justice, alignments toward the weak, sustainable environment that promote appropriate technology, renewable energy which has an aim towards' the collective social welfare rather than individu (Hudayana, 2011). Local wisdom is an important value in supporting investigation, developing policies and it can be effectively used in the enviromental decision making process (Taylor& De Loe, 2012). Ballard, Fernandez-Gimenez & Sturtevant (2008)

asserts local knowledge based on the length of individuals relationships with their local environments. Dawoe, Quaeshi-Sam, Isaac & Oppong (2012) suggest that national development planning and policy support local wisdom. Knowledge sharing in communities requires the participation of both experienced individuals as well as newcomers (Ruuska & Vartianen, 2005). In addition, social capital is related to community knowledge. Coleman (1988) explains that social capital can be regarded as a source that can be used used to achieve different things.

Companies should always be involved with the community. They should explore local source, engage in exploration and production activities and bring in the employee from the outside into the community. By implementing CSR programs, companies are giving back the profit through the programs such as Community Development to communities. Companies should learn and have an understanding of local wisdom. Company must give their benefit towards the society (Hudayana, 2011). It is important to note however, many of the CSR programs are conducted not in accordance to the local needs. These programs should consider the data baseline of the local community society including socio culture aspects (Rudito & Famiola, 2013).

The local characteristics comprise of local values or local wisdom. They can be function as a social capital to develop and improve the sustainability of CSR it self (Afitri, 2011). Before implementing CSR programs, practitioner should first have a sound understanding pertaining to the problem of socio and culture (Almaeshi, et.al , 2006: 2; Pimpa et al, 2014; Kapelus, 2002, Prayogo (2013); Mostardeiro & Duarte (2007). The CSR programs should be based on on local issues, cultures and traditions of a society as well as history will influence much on the variety of CSR programs (Chapple & Moon, 2005; Muthuri, 2012, Frynas, 2009: 180, Zulkifli dan Amran, 2006, Fig, 2005, Kayuni dan Tambulasi, 2012)

Aqua Danone is the biggest bottled water in Indonesia, controls around 40 % percent of Indonesia's bottled water market and is owned by France's Danone. Aqua Danone which invest around \$100 million a year in Indonesia, currently has 17 Aqua plants in the country and aspires to launch 10 more within the next few years . Aqua Danone performs CSR through community development in the education, health, facilities and the environment conservation in accordance with the function, objectives, and CSR Dimesions (Profit, People, Planet). The CSR program are based on sustainability development, which is systematic. Aqua Danone implement CSR in two ways, which not only give benefit to the company but also the local community

The CSR steps that are carried out by Aqua Danone:

1. Identification of the problem (Planning Phase)

This process involves community participation which involves different stakeholders. They are the local community, the local government and the NGOs. According to the Sustainability Development Manager of Aqua Danone Klaten, Mr. Zambani, the planning phase is carried out by using PRA (Participatory Rural Appraisal) and ZOPP⁴. In the planning phase, the local community tries to identify their own problem. In addition, they also try to find ways to solve the problem. As a company that conducts CSR, Aqua Danone will classify the suitable program according to their CSR values and visions. According to Sustainability Development Managers of Aqua Danone Klaten, CSR Manager of Aqua Danone, the CSR comply with the main pillar of CSR Danone, which is water conservation and to strengthen the local economy. According to him, as a multinational corporations (MNC) CSR is undertaken beyond the guidelines of Danone, Danone Way and it is based on the local needs that may vary from one host country to another. In addition, according to him, CSR program conducted by Danone should be appropriate to the local wisdom of the society. He explained:

Alltogether they are 8 villages that have been choosen as a beneficieries of CSR. The villages are directly affected by the activities of the factory. The CSR Program of Aqua Danone is based on the CSR pillars of Danone, they are water conservation and strengthening the local economy. The implementation of CSR should be based on local culture as well as local wisdom which belongs to the society. Polan Harjo village is a sub urban area where most the residences are farmers. They have their own local wisdom value such as gotong royong (mutual help) and also “srawung” (people should blend into society), and also tepa selira (tolerance). These local wisdom are a common local wisdom which is held strongly by the Javanese people

According to Zambani, CSR of Danone should be in line and in harmony with the local wisdom, such as building a coop. It represents the gotong royong (mutual help) value of the society of Polan Harjo. The local wisdom facilitate as a social capital to succes the programs Social capital

⁴ The ZOPP approach ((Zielorientierte Projektplanung, or GOPP- Goal Oriented Project Planning - as it is sometimes presented in English) is used and promoted by the Deutsche Gesellschaft für Technische Zusammenarbeit ([GTZ](#) - German Technical Cooperation). The approach provides a systematic structure for identification, planning, and management of projects developed again in a workshop setting, with principal interest groups. The ZOPPs output is a planning matrix – the logical project framework – which summarizes and structures the main elements of a project and highlights logical linkages between intended inputs, planned activities and expected results. The ZOPP approach is used for essentially all German funded projects and is a prerequisite for funding approval

is a social resource which belongs to the community. As a resource, social capital giving the strength in some social condition in community. Social capital refer to the main aspect of social organization, such as trust, norms and networks that will enhancing the efficiency of the society. Almost all of the CSR programs include cleaning of the Pusur River which is done regularly by communities and Aqua Danone forestation, building of the wells and biopori, managing waste and environment, conducted the POSYANDU⁵ programs and building of a public facilities such as road and other facilities.

According to Mr Harjono, one of the local community member in Polan Harjo, he said that the local wisdom such as gotong royong is used to solve the community's problem in Polan Harjo, and become the key aspect to support CSR programs. For instance, when the waste bank is founded, the local community give their support by doing mutual help (gotong royong). Some of them were giving bricks and the rest were giving clay tile, so they built the building of waste bank by their own resource. They also use "gotong royong" value to solve some of community's problem, and also doing discussion and concensus (musyawarah and mufakat) to solve their own community's problem.

2. Implementing the program : the CSR programs involve different stakeholders including the local community, local government, and also the NGOs. The CSR activities that are conducted by Aqua Danone are as follows:
 - a) Aqua Danone and the community of Polan Harjo carried out traditional ceremony called "Merti Bumi". This traditional ceremony is based on local wisdom that belongs to the local community. Merti bumi is tradition of Javanese society to express the gratefulness in the harvest. Merti bumi symbolizes grateful feelings and prayers to God. They also express the gratitude for welfare, safe and peace. Merti Bumi consists of sharedness value, gotong royong (mutual help) value which is important in the Javanese culture
 - b) Organic Farm : Aqua Danone collaborated with the community that comprises of farmers named "*Tani Mulyo*" in Polan Harjo Village, Klaten Region, Central Java Province. The program was intended to cultivate rice fields using organic systems. They used organic system twice during the growing season and then expand their area. They planned to grow 75% of the area with the eco-friendly rice fields by 2012. Aqua Danone also build a factory of organic fertilizer and a training centre as a support facility. "*Tani Mulyo*" 7 hectares of rice fields have already harvested

⁵ Posyandu is abbreviation of Pos Pelayanan Terpadu, an integrated health services, conducted by primary health services in Indonesia. The POSYANDU improved child and maternal nutrition, creating a guide book for pregnant and lactating women and a variety of training which aims to improve public health.

in the first week of February. This program was aimed to give useful information and awareness to others groups of farmers who are still using chemical and pesticide. To inculcate the concept of organic farming, Aqua Danone prefers an individual approach to the farmers involved. They were persuaded to join and optimize the group that has been formed. Through their participation in the group, farmers can learn and share information and knowledge with each others

c) The ministry of Koperasi and SME established the coop “Pusur Lestari”. The coop “Pusur Lestari” is the coop founded by the farmers in Klaten, Central Java Province. It aims to help 385 farmers from 36 villages. This coop is another CSR effort of Aqua Danone that is in line with government efforts to grow the economy, improve labor skills and being eco-friendly. “Aqua Danone” also facilitates the coop by giving farmers who live in the area of Pusung River access to market their products. This help farmers to market their products directly without having deal with the middle-man. Their products are now readily accessible in the modern retail store.

d) Managing waste through WASH Campaign (Water Access Sanitation & Hygiene)

Waste is one of the main problem in many villages. To solve the problem, the local community empowers themselves by building the capacity to manage waste. This began with the comparison study to Yogyakarta, as they tried classify waste, and then attempt try to create a product from waste. The intention was to create new products that have economic value of the waste. Beside, they also built “Waste Bank” or Bank Sampah in KarangLo Village and Polan Village. Beside managing waste, they also making a campaign to keep the river to be clean, and handwash with soap (Cuci Tangan dengan Sabun), and to properly manage water for consumptions.

3. Evaluation and mitigation. Community are involved in measuring and reduce the negative impacts of development and monitoring. Monitoring means ensuring that project activities are implemented according to plan. Monitoring of programs are done regularly with the community members and others involved in a project. This includes working collaborately in developing the evaluation plan, conducting the evaluation and sharing and using the results

ANALYSIS AND DISCUSSION

Aqua Danone employed the CSR through community development in the education, health, facilities and the environment conservation based on the functions, objectives, and dimensions of CSR (Profit, People, Planet). The CSR program were based on the concept of sustainability development, and through systematic and long –conducted orientation. In addition, they implement the CSR in both two ways, which is not only give benefit to company but also give benefit to the local community

From the data shown above, it is evidenced that the local wisdom of society plays an important role in the success of Aqua Danone CSR Programs. The Javanese local wisdom such as gotong royong (mutual help), musyawarah and mufakat (solving problem by discussion and consensus among local community), and other values such as “srawung” (blend into the community) are key to facilitate the local community. Without local wisdom, the community engagement is hard to realize. Local wisdom provide a social capital to build mutual trust, to network and to support the local empowerment. Local wisdoms are also essential for the community to solve their problems

According to Taylor and De Loe (2012) Local wisdom is an important value in supporting investigation, developing policies and effective use in the enviromental decision making process Through the CSR programs of Aqua Danone, the local community are motivated to engage in their own society and actively participate as members. This is evidenced through sharing of ideas, solving problems togetherand using the values in local wisdoms

The CSR programs of Danone were planned collaborately with the local community. Participation becomes an important part in achieving goals. The process involved are 1) identification of the problem. Society together with the planners and the authorities access issues in group discussions, brainstorming, identify opportunities, potentials and constraints 2) The community are involved in planning process and strategies that are based on the results 3) the implementation of development projects 4) evaluation 5) mitigation people involved in measuring and reduce the negative impacts of development 6) monitoring CSR programs that were conducted by Aqua Danone also strengthened local knowledge. For instance, in the Merti Bumi program, they tried to maintain the local wisdom traditions that belongs to the society. The other program such as the building the coop “Pusur Lestari”, they tried to embody the local wisdom gotong royong (mutual help) and in every CSR programs that was carried out, the local wisdom such as “gotong royong” (mutual help) , musyawarah and mufakat (discussion and consensus), “srawung” (blend into the society) functioned as social capital that build the capacity of community to reach the goals

CONCLUSION :

1. Aqua Danone’s CSR initiatives are carried out in many many programs including Water and Forest Conservation System, and the strengthening the local economy. These programs involved strategic stakeholders including local community, local government and NGOs

2. In order to manage relationships with stakeholders appropriately, Aqua Danone not only adopts CSR as an integral part of the company's mission, but it is also effectively communicated to stakeholders. Aqua Danone's CSR initiatives consider local characteristics and are based on the social cultures as well as local wisdoms employed by the community. The local characteristics such as local wisdom are social capital that can be developed and supported through CSR. CSR also synergizes and is based on national and local government programs. CSR programs play an important role in the push to create a balance in economic development and social environments. Local communities as key stakeholders and also the main beneficiaries of the CSR program require companies to be more responsive to social and environment and local conditions.
3. Local wisdom is incorporated in the planning phase, implementation and monitoring of CSR Programs. Local wisdoms are manifested widely and become as the social capital of the society. Local wisdom also facilitates and supports the community engagement. By using the local wisdom of gotong royong, for example, the CSR can be done successfully in programs such as managing a coop, cleaning the river, managing waste, doing hygiene and sanitation campaigns, planting trees and forestation, building of wells and other activities. The company also strengthens the local wisdom by doing a traditional ceremony such as "Merti Bumi". Without the local wisdom it is difficult to build the community engagement. Therefore the local wisdom plays an important role for individuals, in the form of norms, trust and network. Cooperation occurs as different entities work together and cooperate to reach the common goals.

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