



Full Length Research Article

THE DETERMINANTS OF THE IMPLEMENTATION OF CSR POLICY OF PT. SEMEN BOSOWA IN IMPROVING COMMUNITY EMPOWERMENT IN BARUGA VILLAGE, MAROS DISTRICT

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ABSTRACT

CSR (*Corporator Social Responsibility*) is a kind of community empowerment conducted sustainably by private parties which is believed able to be a strategic approach in the efforts of reducing poverty in Indonesia. The community empowerment based CSR policy has also been implemented by PT. Semen Bosowa Maros. The main region targeted to implement the community empowerment based CSR is in the operational area of PT. Semen Bosowa Maros in Baruga Village, Bantimurung Sub-District, Maros District. The purpose of this study is to analyze the determinants in the implementation of CSR policy of PT. Semen Bosowa Maros in Baruga Village, Bantimurung Sub-District, Maros District. It is a qualitative research with a case-study approach on the data sources in the research consist of primary and secondary data. The results showed that the determinants in the implementation of CSR policy of PT. Semen Bosowa Maros have some significant effect, they are; (1) Support from the policy maker, (2) The availability of resources, (3) Supporting policy implementation, (4) Community participation.

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INTRODUCTION

Essentially, a company is a part on the community and environment of which existence is inseparable from the community and environment, so that it should consider the development of community and environment in which it operates when it has any development within, not only to chase for the profit. The concept of *Triple Bottom Lines* or 3P(*profit, planet, people*) proposed by Elkington in 1998 in his book entitled *Cannibals with Forks: The Triple Bottom Line in 21st Century Business*, states that a good company is the company which does not only chase for economic profit, but also which has a concern on environmental (*planet*) sustainability, and community (*people*) welfare sustainably. (Suharto, 2010: 5). The implementation of CSR policy has been conducted by PT. Semen Bosowa Maros, as one of the private sectors in Eastern Indonesia since 1990 through its *Community Development* (Comdev) Division. In October 1, 2015, the Comdev Division changed into a special department named *Environment and Community Development Departement*. However, the implementation of CSR policy of PT. Semen Bosowa Maros which has been conducted since 1999, especially in Baruga Village, has still not reached the community empowerment yet.

The CSR activities of PT. Semen Bosowa Maros are dominated by the village road construction and charity, as well as philanthropy, such as mass circumcision, free medical services, and social-religious events. The CSR assistance of PT. Semen Bosowa Maros has not been distributed fairly and equitably yet, since it is only in the form of social activities as well as has not reached the community empowerment yet. The impact of operational activities of this company also raises some problems, such as dusty air, water pollution, unsolved land acquisition, and many others. In addition, PT. Semen Bosowa Maros has not allocated special funds for the implementation of CSR activities in every year, so that the amount of CSR funds is always different in every year, and it is not accompanied by the annual CSR report which can be accessed and known by the *stakeholders*. Many phenomena of the problems occurred on the field can be made as the initial base for the researcher to have more in-depth analysis on the implementation of CSR policy of PT. Semen Bosowa Maros. This study will analyze the implementation of CSR policy of PT. Semen Bosowa Maros, both from the internal and external aspects, in improving the community empowerment in Maros District, especially in Baruga Village. This study will also analyze the determinants in the implementation of CSR policy, as well as proposing a prototype of implementation model of CSR policy in improving community empowerment which can be used as a reference for other companies which will implement the CSR policy. The purpose of this research is to analyze and describe the determinants in the implementation of CSR policy of PT.

Semen Bosowa Maros in improving community empowerment in Maros District, especially in Baruga Village.

RESEARCH METHOD

The approach of this research was conducted by using the case study approach, since it can study the problems related to the implementation of CSR policy of PT. Semen Bosowa Maros specifically in improving community empowerment in Maros District, especially in Baruga Village, more deeply. The case study approach was also selected due to the limited research object and the researcher did not try to generalize the results of the research on the more extensive object.

There are two types of data sources in this research, they are:

- Primary Data, the data obtained directly from the related informants through interviews in order to obtain the answers related to the implementation of CSR policy of PT. Semen Bosowa Maros in improving community empowerment in Maros District, especially in Baruga Village. The informant selection technique used is the purposive sampling technique, the sampling technique with certain considerations. There are 2 (two) informants in this reseach, they are; main informant and general informant.
- Secondary Data, the data obtained from literatures and documents as well as the data collected from the *Environment and Community Development Departement* of PT. Semen Bosowa Maros and from the Secretary of TPKS-BB.

RESULT AND DISCUSSION

The determinants in the implementation of CSR policy of PT. Semen Bosowa Maros in improving community empowerment in Maros District. The local government of Maros District should show more alignment and commitment in concerning the improvement of community welfare and empowerment sustainably and the environmental sustainability in Maros District, especially in Baruga Village. The researcher recommended to the Local Government of Maros District to be able to implement a policy in the form of regional regulation or regional head regulation which regulates the CSR activities operate in Maors District. PT. Semen Bosowa Maros should be responsible to both positive and negative effects arising on the economic, social and living environmental aspects in Baruga Village and should not only chase for economic profit but also on the community welfare.

There should be more concern on the provision of CSR assistance of PT. Semen Bosowa Maros to be suited to the demand of the community, both in terms of sufficiency and time of the provison, in order to avoid disappointment on the community due to the retarded and insufficient CSR assistance. It is also very important to make and give explanation and report to the public, especially for the community in Baruga Village, regarding the amount of CSR funds which are specially allocated by PT. Semen Bosowa Maros. It should be prioritized for the transparency and accountability in order to make the disclosure of information related to the CSR fund allocation of PT. Semen Bosowa Maros annually in the form of CSR report to the public.

Table 1. Summary of Research Findings

The Determinants of Policy Makers in the Implementation of CSR Policy of PT. Semen Bosowa Maros

Research Focus	Ideal Condition	Findings	Synthesis
The effect of policy maker support on the implementation of CSR policy of PT. SBM <u>Focus Description:</u> 1. The effect of Maros District Local Government support on the implementation of CSR policy of PT. SBM 2. The effect of PT. SBM support on the implemenation of its CSR policy	Grindle (1980): The alignment of the authoritative institution and government on the policy will encourage the success of a policy	The implementation of CSR policy of PT. SBM in improving community empowerment in Maros District, especially in Baruga Village: 1. Has not obtained strong support yet from the Local Government of Maros District, so that it is obstructed on the success of the implementation of CSR policy of PT. SBM 2. Has not obtained strong support yet from PT. SBM, so that it is obstructed in the success of the implementation of its own CSR policy	The policy maker support in the form of strong alignment and commitment has a significant effect on the encouragement of the success of policy

Source: Research Results (2016)

Table 2. Summary of Research Findings

The Determinat of the Availability of Resources in the Implementation of CSR policy of PT. Semen Bosowa Maros

Research Focus	Ideal Condition	Findings	Synthesis
The effect of adequate resource support on the implementation of CSR policy of PT. SBM <u>Focus Description:</u> The effect of adequate resources, activity facilities, and funding supports on the implementation of CSR policy of PT. SBM	Meter and Horn (1975), Edwards III (1980), Grindle (1980), and Mazmanian and Sabatier(1983): Adequate resource support is very necessary in the implementation of public policy	The implementation of CSR policy of PT. SBM in improving community empowerment in Maros District, especially in Baruga Village: is supported by adequate Human Resources and activity facilities so that supports the success of the implementation of CSR policy of PT. SBM. However, it has not been supported yet by the adequate funding, so that it is obstructed on the success of the implementation of CSR policy of PT. SBM	The adequate human resources, activity facilities, and funding supports have significant effect on the encouragement of the success of policy implementation

Source: Research Results (2016)

Table 3. Summary of Research Findings

The Determinant of Policy Implementor Support in the Implementation of CSR Policy of PT. Semen Bosowa Maros

Research Focus	Ideal Condition	Findings	Synthesis
The effect of support of policy implementor involved on the implementation of CSR policy of PT. SBM <u>Focus Description:</u> The effect of ability, responsiveness, and strategy of the implementors on the implementation of CSR policy of PT. SBM	Grindle(1980): the well-arranged Authority, Interest, and Strategy of the policy actors are more possible to succeed the policy implementation	The implementation of CSR policy of PT. SBM in improving community empowerment in Maros District, especially in Baruga Village: Has obtained support from the policy implementors which have good ability, responsiveness, and strategy implementation, so that they can support the success of the implementation of CSR policy of PT. SBM	A good policy implementor support has a significant effect on the encouragement of policy implementation

Source: Research Results (2016)

Table 4. Summary of Research Findings

The Determinant of Community Participation in the Implementation of CSR Policy of PT. Semen Bosowa Maros

Research Focus	Ideal Condition	Findings	Synthesis
The effect of community participation on the implementation of CSR policy of PT. SBM <u>Focus Description:</u> The effect of community participation, both in the form of obedience and responsiveness, on the implementation of CSR policy of PT. SBM	Mazmanian and Sabatier(1983): A policy implementation will achieve success by the presence of public support	The implementation of CSR policy of PT. SBM in improving community empowerment in Maros District, especially in Baruga Village: Has obtained support of a good community participation, in the form of obedience and responsiveness of the community in every CSR activity conducted, so that it encourages the success of the implementation of CSR policy of PT. SBM	A good community participation has a significant effect on the encouragement of policy implementation

Source: Research Results (2016)

The responsiveness of the implementors involved in the implementation of CSR policy of PT. Semen Bosowa Maros is should be always prioritized and improved. The strategy factor of the implementors of CSR policy of PT. Semen Bosowa Maros becomes very important and has a significant effect on the success of the CSR activities conducted. The CSR programs synergized with the company strategy will have a greater effect on the community and on PT. Semen Bosowa Maros itself. The active participation of the community can grow if the responsiveness and obedience of the implementors of CSR policy of PT. Semen Bosowa Maros are also good. The community will immediately participate in every CSR activity of PT. Semen Bosowa Maros when they see the active responsiveness, obedience, and participation of the policy implementors.

CONCLUSION AND SUGGESTION

Conclusion

The determinants in the implementation of CSR policy of PT. Semen Bosowa Maros in improving community empowerment in Maros District, Especially in Baruga Village, are the support of policy maker, availability of resources, support of policy implementors, and community participation.

Suggestion

PT. Semen Bosowa Maros should consider the determinants in the implementation of CSR policy of PT. Semen Bosowa Maros in improving community empowerment in Maros District, Especially in Baruga Village, they are: the support of policy maker, availability of resources, support of policy implementors, and community participation;

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