

THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) POLICIES ON COMPANIES AND STATE-OWNED ENTERPRISES

Eka Yulyana

Universitas Singaperbangsa

Jl. HS Ronggowaluyo Kecamatan Teluk Jambe Timur Kabupaten Karawang, Jawa Barat, Indonesia

Correspondence Email: eka.yulyana@staff.unsika.ac.id

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ABSTRACT

Karawang Regency is one of the districts that has switched functions from the agricultural sector to industry. Based on the Department of Industry and Trade Karawang regency data, there are 511 Foreign Investors (PMA), 226 Domestic Investors (PMDN), and as many as 9,025 supporting small industries. However, there are always debates about implementing CSR policies because they fail to improve the people's living standards of Karawang Regency. This is evidenced by the HDI ranking of Karawang Regency 16 out of 28 districts in Karawang Regency in West Java. This research uses a descriptive method with a qualitative approach to answer how the implementation of CSR policies in Karawang Regency. It is necessary to describe elements related to data collection techniques, observation, and interviews with informants and FGDs, after which data analysis and conclusion. According to field research, the three aspects of the policy implementation stage in the Regency of Karawang significantly impact CSR policies in companies and SOEs (organization, interpretation, and application). Also found one other aspect that influences the implementation of CSR policies, namely the power of the company owner or owner of government power in Karawang Regency (village government or regional government).

Keywords: Policy Implementation, Local Government, Development, CSR.

ABSTRAK

Kabupaten Karawang adalah salah satu kabupaten yang beralih fungsi dari sektor agraris ke industri. Berdasarkan data yang dimiliki oleh Disperindag Kabupaten Karawang terdapat 511 Penanam Modal Asing (PMA), 226 Penanam Modal Dalam Negeri (PMDN) dan sebanyak 9.025 industri kecil pendukung. Namun sampai saat ini senantiasa terjadi polemik terkait implementasi kebijakan CSR karena belum mampu mengubah kehidupan masyarakat Kabupaten Karawang secara infrastruktur dan sumber daya manusia lebih baik, terlihat dari peringkat IPM Kabupaten Karawang yang berada pada peringkat 16 dari 28 Kabupaten/Kota yang ada di Jawa Barat. Penelitian ini menggunakan metode deskriptif dengan pendekatan kualitatif, karena untuk menjawab bagaimana Implementasi kebijakan CSR di Kabupaten Karawang diperlukan pendeskripsian proses keterlibatan unsur terkait dengan teknik pengumpulan data, observasi dan wawancara pada informan dan FGD, setelah itu dilakukan analisis data dan penarikan kesimpulan. Hasil penelitian di lapangan bahwa implementasi kebijakan CSR pada perusahaan dan BUMN di Kabupaten Karawang sangat ditentukan oleh ketiga aspek tahap implementasi kebijakan (organisasi, interpretasi dan aplikasi) serta ditemukan satu aspek lain yang mempengaruhi implementasi kebijakan CSR yaitu kekuasaan (power) baik dari pemilik perusahaan atau pemilik kekuasaan pemerintah di Kabupaten Karawang baik (pemerintah desa ataupun pemerintah daerah).

Kata kunci: Implementasi Kebijakan, Pemerintah Daerah, Pembangunan, CSR.

BACKGROUND

In practice, growth is often linked to allocating a region's resources to maximize its potential. Various styles and development trends emerge in how different production actors or actors bundle products through multiple programs and activities.

Progress and growth in developing countries are still focused on basic needs. Development metrics can turn into secondary and tertiary variables in countries with these needs (Tikson, 2005). Tikson divides the six growth indices into six categories: 1. per capita income; 2. manufacturing and service sector economic structure; 3. urbanization; 4. savings rate; 5. Quality of Life Index; 6. Human Development Index.

The second measure of growth is the economic structure focused on the industrial and service sectors, which shows that development sustainability is the government's responsibility and the private sector/companies and even the society who engage in the industrial and service sector activities.

For a long time, corporate social responsibility (CSR) has been discussed in developing countries. Various groups in Indonesia have paid close attention to this topic (companies, government, academics, and NGOs). CSR is a significant landmark in the evolution of corporate management today, but it is essentially a philosophy of social responsibility first proposed by Howard R. Bowen in 1953. According to Bowen (1953), the formulation of social responsibility initiatives carried out by

businesspeople as a continuation of the implementation of various charity activities as a form of human love for fellow human beings is a continuation of the implementation of various charity activities as a form of human love for fellow human beings (philanthropy) (Ambadar, 2008). Suharto (2010) defines CSR commitments and activities as "aspects of company conduct, including policies and programs that include two key elements:

1. Good Corporate Governance: business ethics, human resource management, social security for employees, and occupational health and safety.
2. Good Corporate Responsibility: environmental preservation, community stewardship, and occupational health and safety."

According to the definition above, corporate social responsibility (CSR) refers to how businesses treat and involve the environment, staff, consumers, suppliers, NGOs, international organizations, and other stakeholders (Ardianto and Macfudz, 2011).

The negative effect of international business and industrial practices, the International Organization for Standardization (ISO) published a draft ISO 26000 on Guidance on Social Responsibility, which will become the CSR guideline for international standards. According to ISO 26000 (2008), CSR is described as "an organization's responsibility for the effects of its decisions and activities on society and the environment, manifested

in the form of transparent and ethical behavior that is in line with sustainable development, including community health and welfare; taking into account stakeholders' expectations, by established laws." Many legislation items, including:

1. Govern CSR policies in Indonesia. Law No. 40 of 2007 on Limited Liability Companies
2. The Investment Law of 2007 (Law No. 25).
3. The BUMN Law (No. 19 of 2003).
4. Government Regulation No. 47 of 2012 on Limited Liability Company Social and Environmental Responsibility
5. Minister of State for SOEs Regulation No. 4 of 2007.

According to the BUMN Law, BUMN's CSR is the Partnership and Community Development Program (PKBL). The source of PKBL funds, according to the state minister for BUMN Regulation, is the company's net profit allocation of 2%, which can be used for collaboration projects or environmental growth.

Decentralization policy was first implemented in the administration of government affairs and regional development in Law No. 22 of 1999. The decentralization strategy is the foundation for local governments to enact regional growth.

The achievement and growth of the manufacturing sector should assist the Karawang Regency Government in developing a better region and ensuring that the idea of sustainable development is consistently implemented. The presence of the industry in the Karawang

Regency must positively affect growth, not just a negative impact on industrial activities. However, the transition from agriculture to industry, which began in the 1990s, has not brought significant changes to the people of The Karawang Regency, especially in terms of infrastructure and human capital, as evidenced by changes in the Human Development Index (HDI).

The Karawang Regency government has made several policies that have been issued by the central government and issued policies as the basis for enforcing policies on companies and BUMN as stated in policy products in the form of:

1. Regional Regulation of Karawang Regency Number 1 of 2001 concerning the Authority of the Kawang Regency.
2. Regional Regulation of Karawang Regency Number 1 of 2001 concerning the Authority of the Kawang Regency; 3. Regional Regulation of Karawang Regency Number 1 of 2001 concerning the Authority of the Kawang Regency.
3. Karawang Regent's Decree No. 658.05 / Kep.173-Huk / 2013 establishing the 2013 Roadshow Team for the Karawang Regency's Corporate Social Responsibility (CSR) Program.

The policy of West Java Province Regional Regulation Number 2 of 2013 concerning Guidelines for Corporate Social and Environmental

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Responsibility and the Partnership and Community Development Program in West Java was enforced in 2016 to improve CSR policies in the Karawang Regency. Following that, the Karawang Regency Government released Regent Decree Number: 147 / Kep.1133-Huk / 2017, establishing the Karawang Regency Corporate Social Responsibility Activity Facilitation Team.

From 2013 to 2017, the local government of Karawang Regency, as

the policy's implementer, assembled a team of facilitators multiple times. This group of facilitators is an organizational feature that should be developed to hasten the realization or progress of policy implementation.

Karawang Regency's great industrial potential has not changed the lives of its people, as shown by the HDI ranking of Karawang Regency, which is still beaten by districts/cities with limited industrial potential, as shown in Table 1.

Table 1. Achievement of HDI Figures and Rankings of Regencies / Cities in West Java Province in 2013-2015

Code	Level Government	HDI			Rank HDI		
		2013	2014	2015	2013	2014	2015
3200	West Java Province	68,25	68,80	69,50	12	12	
3201	Bogor	66,74	67,36	67,77	15	14	15
3202	Sukabumi	63,63	64,07	64,44	23	23	23
3203	Cianjur	61,68	62,08	62,42	26	27	27
3204	Bandung	68,58	69,06	70,05	10	9	9
3205	Garut	61,67	62,23	63,21	27	26	25
3206	Tasikmalaya	62,40	62,79	63,17	25	25	26
3207	Ciamis	67,20	67,64	68,02	13	13	13
3208	Kuningan	66,16	66,63	67,19	17	17	17
3209	Cirebon	65,06	65,53	66,07	19	19	19
3210	Majalengka	63,71	64,07	64,75	22	22	22
3211	Sumedang	68,47	68,76	69,29	11	11	12
3212	Indramayu	62,98	63,55	64,36	24	24	24
3213	Subang	65,48	65,80	66,52	18	18	18
3214	Purwakarta	67,09	67,32	67,84	14	15	14
3215	Karawang	66,61	67,08	67,66	16	16	16
3216	Bekasi	70,09	70,51	71,19	8	8	8
3217	Bandung Barat	63,93	64,24	65,23	21	21	21
3218	Pangandaran	64,73	65,29	65,62	20	20	20
3271	Kota Bogor	72,86	73,10	73,65	5	5	5
3272	Kota Sukabumi	70,81	71,19	71,84	7	7	7
3273	Kota Bandung	78,55	78,98	79,67	2	1	1
3274	Kota Cirebon	72,27	72,93	73,34	6	6	6
3275	Kota Bekasi	78,63	78,84	79,63	1	2	2
3276	Kota Depok	78,27	78,58	79,11	3	3	3
3277	Kota Cimahi	75,85	76,06	76,42	4	4	4
3278	Kota Tasikmalaya	68,63	69,04	69,99	9	10	10
3279	Kota Banjar	68,01	68,34	69,31	12	12	11

Source: Central Statistics Agency (BPS), 2016

According to the table above, Karawang Regency is ranked 16th out of

27 districts/cities in West Java, and the existence of the industry has not been

able to significantly improve the HDI of the Karawang Regency over the years. Several districts in Karawang Regency continue to lag in terms of industrial potential. Many people lost their jobs due to the transition from agrarian to industrial agriculture. Many farmers who owned rice fields sold their fields for housing, causing agricultural laborers to lose their jobs. Even though Karawang has a local regulation that states that the business must hire 60:40, 60 percent of Karawang citizens and 40 percent from outside Karawang, many people in Karawang Regency are still unemployed, and Perda No 1 of 2011 has yet to be successfully enforced. Every organization does not follow this policy.

The phenomenon above has sparked a public debate, particularly regarding public, government, and corporate access to social media and online media. With Karawang Regency's infrastructure, which has many companies but limited access to infrastructure compared to Purwakarta Regency, which has better infrastructure access, the industry's presence does not help the citizens of Karawang Regency. The local government serves as an implementor of policies that have been developed and a facilitator for target groups (companies and BUMN) in initiatives that the target group applies to affected groups (communities around the company and society at large).

Previous research conducted in Indonesia is essential and can be used as a comparison by the author in understanding the implementation of CSR policies, such as Mapisangka's

(2009) "Implementation of CSR on Community Life Welfare" research. The introduction of CSR in community economic growth, according to this report, is involved in carrying out the three critical pillars of CSR, namely the CSR format that complies with the community's local values, the company's ability related to the capacity of human resources and organizations, and business regulations and code of ethics. Sungkono (2016), titled Analysis of the Implementation of Corporate Social Responsibility to Increase Company Reputation, is the following report (Study at PT Pupuk Kujang Cikampek).

The author should use previous research on implementing CSR policies to understand CSR policies' implementation better. Previous research has shown that the implementation of CSR policies has a substantial and positive impact on regional development, such as local values and community empowerment. However, little has been done to enforce CSR policies using the 3 (three) pillars of Charles O'-Jones at the conceptual level of policy implementation.

Researchers are interested in researching the implementation of Corporate Social Responsibility (CSR) policies at companies and BUMNs in the Karawang Regency based on this definition.

METHOD

This research used descriptive qualitative research because it wanted to analyze and examines the implementation of CSR policies in

Karawang Regency, so the object of this research is also related to the parties related to the implementation of the CSR policy, namely the Karawang Regency Regional Government as the implementor and Companies and BUMN (private sector actors) as the target group of the policy and the community as beneficiaries. Company and BUMN elements are representative company representatives located in industrial areas and zones, both large- and small-scale companies (Maleong, 2011).

Determination of informants in this study using the purposive sampling method, namely the determination of informants based on interests, can control the research topic's issues. To explore **Organization for the Implementation of CSR Policies at Companies and State-Owned Enterprises in Karawang Regency**

Karawang Regency Organization for the Implementation of CSR Policies at Companies and State-Owned Enterprises Organizations can be seen from two perspectives: administrative and management. First, the company can be thought of as a "shell" for administrative and management functions. Second, the organization can be thought of as a mechanism that examines interactions between members of the organization.

In this case, the basic organizational pattern must be built on a solid basis and with due consideration, as changes to the organizational structure often cause "interruptions" in task execution. Since no organization that produces development and change can be

data and information, researchers conducted interviews with informants, key informants, non-participant observation, and literature study by studying literature from books, electronic journals, newspapers, regulations, and documents related to the research topic FGD (Denzin and Lincoln, 2003; Creswell, 2009).

Based on the explanation above, the informants of this study were divided into three major groups, which were determined based on data needs to answer questions. Analysis data do data collection, data presentation, data reduction, and drawing or verification of conclusions (Sugiyono, 2008).

RESULT AND DISCUSSION

"absolutely static," researchers use the word "relatively static" to characterize the organization as a container.

On the other hand, the organization as a mechanism emphasizes the interactions among employees. As a result, the organization as a mechanism is significantly more complex than the organization as a container. The discussion of two types of relationships within the organization, namely "formal relationships" that lead to "formal organizations" and "informal relationships" that lead to "informal organizations," is prompted by the concept of organization as a mechanism.

The legal framework for the organization's formation and the organizational structure and hierarchy embedded within the organization has historically governed formal relationships between people in organizations. This

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formal relationship is generally expressed on the organization's part, based on a predetermined legal basis.

Researchers have been conducting field observations in Karawang Regency, which has been in operation for many years since 2016, often coordinating with related parties and the community.

According to the findings of interviews with informants, the Regent has now appointed the leading sector for the handling of CSR funds for 2016, namely the Regional Planning and Development Agency (Bappeda) and the Office of Manpower and Transmigration (Disnakertrans) of Karawang Regency, and directed the researcher to meet Mr. Dedi Nuryadi, one of the Heads of the agencies above.

The Karawang Regency Regional Development Planning Agency is designated as the leading sector in implementing the definition for the establishment of a new Facilitation Team, which began in 2017. (Bappeda). Secondary data with facts in the field that researchers did through cross-checks and field observations and secondary data in the form of reports on activities to strengthen

the West Java CSR program in Karawang Regency issued by the government show that if the organizational pillar is not met. It will likely happen to affect the achievement of policy implementation objectives.

The Karawang Regency's Regional Development Planning Agency (Bappeda) is the leading sector in forming the facilitation team in collaboration with relevant agencies or agencies and tenants of companies and SOEs. This is the responsibility of the Economic Sector in the Sub-sector of Industry, Cooperatives, and Investment within the Bappeda organization.

Based on a questionnaire form (with the format of name, age, address, most recent education, position, and length of work) given to 16 informants with questions related to the existence of an organization in the form of the question whether there is an organization established to manage CSR policies in Karawang Regency, the results of the questionnaire distribution can be found in the table below.

Table 2. Understanding the existence of a CSR Management Organization in Karawang Regency

No	Reason	Amount
1	Do not know the existence of a CSR management organization	3
2	Know of a CSR management organization	5
3	Know of a CSR management organization but it is not going well	8
Total		16

Source: self-processed data

According to the informants' responses, 8 (eight) people said they were

aware of the existence of a CSR management organization but that it was

not functioning correctly, 5 (five) people said they were aware of the existence of a CSR management organization in Karawang Regency, and 3 (three) people said they did not know.

The informant also verbally claimed a CSR organization, but it was not functioning correctly, saying, "The facilitator team has been formed, but this is not working because of unplanned and unprofessional work procedures and procedures."

The report prepared by the individual in charge in 2017 with the financial assistance given by the West Java Provincial Bappeda to create a CSR facilitation team contains the scope of activities in the sense of forming a Facilitation Team, which consists of a series of activities that have been carried out, namely:

1. West Java CSR socialization to West Java Provincial Regulation No. 2/2013 on TJSLP and PKBL guidance.
2. Preparatory meeting for the Karawang Regency CSR Facilitation Team's draft Regent Decree.
3. Technical meeting to draft Kepbup for Karawang Regency's CSR Facilitation Team.
4. Regent Decree's socialization with the Karawang Regency CSR Facilitation Team.
5. The ATK secretariat, as well as official travel, publishing, and consultation

This action culminated in a Regent Decree Karawang Number: 147 / Kep.1133-Huk / 2017 approving 8 (eight) decisions made by the Facilitation Team for Karawang Regency's Corporate Social Responsibility Activities. The Karawang

Regency CSR Activity Facilitation Team is mentioned in one of the appendices.

There are no work units created by the facilitator team, as seen from the above composition. This team consists solely of senior management and lacks job processes for organizational units. Therefore, it takes effort from the Head of Bappeda, the Regent's arm, to manage organizational change. Managing organizational change is something that leaders must do to make expected changes to be effective and improve organizational efficiency.

Resistance to change is one of the most common issues during the change process. This is where a leader's position comes into play in persuading and motivating workers to make improvements. According to Cummings & Worley (2005), change management focuses on defining the causes of change opposition and determining how to overcome these objections.

Bappeda Karawang Regency, as the Implementing Unit of the Regent of Karawang's Decree No. 147 / Kep.1133-Huk / 2017 concerning the Facilitation Team for Karawang Regency's Corporate Social Responsibility Activities, must immediately socialize and obtain facilities to expect improvements in the organizational framework gradually and in a structured manner. To put the Regent of Karawang's Decree Number: 147 / Kep.1133-Huk / 2017 into effect, to run smoothly, both the implementation of CSR policies in general and the implementation of CSR policies, it is essential to organize, promote, and socialize, involving various stakeholders.

The findings of this study show that organizations are established primarily to carry out the goals that must be met. The achievement of organizational objectives is based on the history of a well-established company. The organization members must then work together to achieve these goals and within the organization since organizational members include a variety of stakeholder elements to ensure that shortages among organizational members are reduced.

Collaboration is critical in determining the division of duties, powers, and obligations in an organization and establishing the requisite working relationships. Collaboration may take place not only within an organization (internal organization) but also between organizations (inter-organizational relations), involving many (two or more) organizations working together to achieve a common objective.

There are still flaws in the organizational structure of the Karawang Regency CSR Team, companies, and BUMNs since they do not describe the duties and functions of each of the organizational administrators, the organizational activities are carried out by one or a few people, rather than dividing the workload according to their capacity in the organization, resulting in a lack of sense.

Policy compliance would be weak in the absence of an ideal and robust organization or team built to oversee CSR policies in Karawang Regency. Strengthening derivative policies that the Karawang Regency does not own in enforcing CSR policies in the Karawang

Regency may also cause policy implementation failure. With restricted infrastructure, tools, and human capital, companies or government agencies involved in this partly perceive their respective views on CSR policies, or what is best known today as the company's social and environmental responsibility (TJSL), resulting in rigidity and the team's hesitation to enact the policy.

Interpretation of the Implementation of CSR Policies at Companies and State-Owned Enterprises in Karawang Regency

CSR policies with a broad scope, both in terms of areas and target groups, necessitate a crucial role in the socialization strategy for all elements in implementing CSR policies involving multiple stakeholders. The Karawang regency government's socialization activities in implementing regional autonomy and enforcing socialization policies must be planned and integrated.

According to another informant, the agency coordinated the invitation sent by Bappeda Karawang Regency regarding programs at the Karawang Regency Health Office. When the parent company is not in Karawang, the implementation procedures are often only partially administrative in determining the activities that the government has carried out to the company. The technical guidelines that have been set can sometimes become an impediment to implementing them.

According to the data obtained, interpretation interprets the program (often in terms of status) into an appropriate plan and direction that can be accepted and

implemented following the provisions that apply only in Karawang Regency. Enforcing the implementation of CSR policies to companies and BUMN have been unable to take firm action with sanctions against the company or BUMN because they lack a policy (either a regional regulation or a regent regulation) that regulates the operational technicalities of CSR, which is a derivative regulation of the existing policies above, namely Governor's laws and regulations.

According to another informant, the health office coordinated the invitation sent by Bappeda Karawang Regency regarding programs at the Karawang Regency Health Office. Interpretation attempts to comprehend what policymakers mean and determine precisely what and how that goal should be realized or realized.

The facilitator team has begun to compile a work program, but it is still exploring and formulating work programs so that program objectives can be realized effectively. The facilitator team's routine coordination activities are carried out three times a year. However, it does not rule out more than three times if there is an initiative and a coordination invitation from the company will coordinate regarding CSR implementation issues, which is felt in an organization. very deficient, which can lead to less solid team members

The company has done various things in interpreting the content of Law Number 40 of 2007 concerning Limited Liability Companies, and the Karawang Regency Government should understand this through the Facilitator Team in terms of the understanding and common

perception of the content of the specific policy (Article 74) requiring companies in Indonesia to do CSR. CSR funds are a company's social responsibility to the community in which it operates. A portion of the company's profits must be directed toward the surrounding community and region.

Karawang Regency's local government does not yet have a derivative policy on Limited Liability Companies (PT), State-Owned Enterprises, or Investors, so they cannot strictly enforce rewards and punishments for companies involved in CSR implementation in Karawang Regency. This raises a question because it is impossible for the local government to be unable to calculate the potential assistance from the allocation of CSR funds. Moreover, the company allocates CSR funds to the people of Karawang Regency through a system or program that has not been synergistically planned and planned. Regional administration.

The potential of the Karawang Regency to build those supported by the industrial sector is enormous, numbering in the thousands, and should be used as a good opportunity by the government to accelerate development to prosper the people of Karawang Regency. However, somehow the local government has not been able to take advantage of the industrial potential to support sustainable development.

The outcomes of field research from the formation of the facilitation team had coordination, but it was limited to confirmation. The legal basis that is enforced if there are no regional regulations

can be based on the Law, even though the Karawang Regency Government does not have a derivative from the policy, so there are still different perspectives on the policy's content, particularly CSR in Limited Liability Companies (PT).

CSR is a corporate social responsibility that involves the community and the environment in social, environmental, and economic development activities. More precisely, it is referred to as compulsory rights received by the community as part of the company's material and non-material compensation because the community indirectly receives losses due to the company's operation in their environment. The Karawang Regency Government is obligated to provide a two-way understanding to the company because it is the Karawang Regency Government's obligation as the policy implementer to ensure community-business synergy.

Application for CSR Policy Implementation in the Company and BUMN in Karawang Regency The implementation of public policy is a dynamic and ever-changing process. This indicates that the literal application of a rule is unlikely and that those who make such efforts will face problems in their organization.

Policy implementers must also have the right strategy in implementing policies and management of policy supporters and anticipation of aggrieved parties. Applications must also consider the political aspect, as politics always involves the interests of multiple parties and is prone to conflict. The routine application of all decisions and regulations by carrying out

activities to achieve policy objectives is an application.

With the concept of decentralization, the local government of the Karawang Regency has the authority to enforce the implementation of CSR policies. In terms of the application of CSR funds from companies and BUMN, the Karawang Regency Government has a priority program plan for 2016-2020, which corresponds to the term of office held.

This development priority program plan is a type of sustainable development that can be realized with the cooperation of various parties, including the use of corporate and BUMN CSR funds to build infrastructure and human resources. Priority program plans on spatial planning include:

Arrangement of Kota Karawang, Cikampek, Cilamaya, and Rengasdengklok (Development of Parks, Fountains, Welcome Monument, Sidewalks, and Arrangement of Park Chairs), provision of rth; solid waste handling and management, and environment arrangement / urban slum area / healthy village.

Priority plans for housing development include improving the quality of habitable houses (1,300 units per year), Many Rutilahu 6,478 units (heavily damaged from 58,478 units); sanitation and clean water infrastructure provision, and better jaling infrastructure handling and environmental drainage

The priority plan for building layout and public facilities are as follows: improvement of government building facilities and infrastructure, construction of public facilities and public facilities, sports

facilities, and religious facilities, and construction of public facilities and public facilities, sports facilities, and religious facilities.

Since 2016, the Karawang Regency Government has made efforts to synergize and synchronize the Karawang Regency Government Program with the CSR Program by the business world and Capital and invite the business world to participate in the Regent of Saba Desa's activities.

This is consistent with Mr. Ato's statement, which states:

"The 0 (zero) rupiah policy demonstrates the Karawang Regency Government's goodwill and commitment." CSR must be implemented/realized following company policies. CSR is not only a social activity, but it also serves as a company's "branding image." It is essential for all actors involved in CSR activities to develop a "common understanding" that CSR is for the sake of shared social welfare. The government only proposes activities that CSR can fund; the company then selects and implements these activities.

However, until 2018, the establishment of synergy between the business world, both companies, and

SOEs, had not been able to run optimally. This is consistent with Mr. Samsuri's statement during the interview:

"Implementation of CSR funds facilitated by the Regional Government of Karawang Regency; the leading sector is Bappeda of Karawang Regency. Even though the aid of 0 (zero) rupiah is still not optimal, at the end of the fiscal year, we invite parties Related parties such as the Health Office, Education Office, Manpower Office, Industry and Trade Office, and PUPR Service and Co."

This is consistent with what Mr. Sumaryana, the coordinator of the KIM Zone tenants, stated: "In 2018, the Karawang Regency Government conveyed the need to repair the access road to the KIM area, so this year our CSR focus is directed towards road repair and construction, with the realization of our budget of Rp. 12,957,267,175, as can be seen in the data. Figure 1 shows the KIM area manager's images of road infrastructure development.

Figure 1. Road Construction by KIM Management

The construction of road infrastructure, a means of traffic for production activities in the KIM area, is also a request from the Karawang Regency Government. The construction of this road infrastructure costs Rp. 12,957,267,175, - issued by the management of the KIM area

by appointing a third party to implement the construction and repair of road infrastructure. The budget allocation issued by the management of the KIM Zone in detail can be seen in the data presented in Figure 2. Below.

Figure 2. Realization of the 2018 CSR Activity Budget from PT Mitra Karawang (Mitra Karawang Industrial Estate)

NO	Uraian Kegiatan	Volume	Unit	Estimasi Biaya	Realisasi Biaya
1	Pembangunan Jalan Aspal	1000	m ²	1000000000	1000000000
2	Pembangunan Jalan Tanah	2000	m ²	2000000000	2000000000
3	Pembangunan Drainase	500	m	500000000	500000000
4	Pembangunan Lampu Jalan	100	unit	100000000	100000000
5	Pembangunan Pagar	1000	m	1000000000	1000000000
6	Pembangunan Bangunan	100	unit	1000000000	1000000000
7	Pembangunan Fencing	1000	m	1000000000	1000000000
8	Pembangunan Gazebo	10	unit	100000000	100000000
9	Pembangunan Toilet	10	unit	100000000	100000000
10	Pembangunan Kamar Mandi	10	unit	100000000	100000000
11	Pembangunan Ruang Tamu	10	unit	100000000	100000000
12	Pembangunan Ruang Tidur	10	unit	100000000	100000000
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14	Pembangunan Ruang Kamar Mandi	10	unit	100000000	100000000
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16	Pembangunan Ruang Kantor	10	unit	100000000	100000000
17	Pembangunan Ruang Parkir	10	unit	100000000	100000000
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100	Pembangunan Ruang Lain-lain	10	unit	100000000	100000000

Figure 2 depicts the budget for funds issued by KIM Estate Management. It is not a small sum, and according to Mr. Sumaryana, in addition to being a request

from the Regent of Karawang Regency, the area manager is also responsible for the maintenance of roads used for production activities of companies in the KIM area.

However, the informant stated that the residents of Parung Mulya village who received CSR assistance from the company through the apparatus received only Rp. 15,000 per household, whereas the company allocated Rp. 75,000 per family. As a result, there were numerous rejections from residents and legal issues that caused the village head to stumble in court.

As a result, services from the current utilization of CSR funds in Karawang Regency have fallen short of expectations and continue to rely heavily on channeling and networking on the company side. As a result, it is regarded as not being on target or even handed over to the village but not disseminated to the community.

The application for CSR funds disbursement from companies and BUMNs in Karawang Regency is still charitable and voluntary. This is based on the lack of an audit report on the number of company profits that are published but not submitted to the local government, and the Karawang Regency Government currently only lists applications for CSR fund disbursement for companies and BUMNs that are 0 (zero) rupiah in nature, which the company is doing in progress. Individual companies distribute their CSR fund payments to the public.

The application stages in implementing CSR policies by companies and SOEs have been running, but this stage is still considered weak because it has not been able to change and improve the lives of residents around the company and the people of Karawang Regency optimally.

The policy implementation pillars have not been fully implemented, which

may lead to policy implementation failure, because thousands of companies and BUMNs in Karawang Regency should be able to benefit the community and assist the Local Government of Karawang Regency in obtaining Regional Original Income (PAD) by enforcing policy implementation appropriately and consistently.

Power

According to the research findings, the success of policy implementation is determined by organizational dimensions and the application of power, specifically the power of regional heads and village heads who hold authority in exploring potential CSR funding facilities. Some entrepreneurs are subject to the policies of the village head, while local governments have programs that are expected to receive support from the payment of CSR facilities from companies for the community. If they are not adequately distributed to the community, this practice can cause village leaders to stumble in legal cases.

When it comes to understanding the definition of "power," it is frequently associated with authority and influence. A person with power is an influential person in some cases. Max Weber, a well-known sociologist, defines power as "the likelihood that one actor within a social relationship will be able to carry out his own will despite resistance" (Luthans: 1989). Power is a possibility that allows an actor in a social relationship to carry out his or her own will and removes obstacles.

According to Yulk (2001), power is the ability of one party (agent) to influence another party (target). Gordon emphasizes Yulk's statement above (1991:

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409), 'A person with a strong need for power attempts to influence and control others, seeks leadership positions in groups, enjoys persuading others, and is perceived by others as outspoken, forceful, and demanding. His level determines the success of a person in influencing. This success can be seen in achieving the target's expected effect or, in effect, is lower than expected.

The Facilitator team did not dare to collect or coordinate the allocation of company CSR funds. The Karawang Regency Government currently only lists applications for disbursing CSR funds from 0 (zero) rupiah companies and BUMNs. The company operates independently in distributing CSR funds to the community. However, as shown in Figure 3, the company also distributes funds to the village independently.

Figure 3. Certificate of Granting of PT MPI's CSR Contribution



Strengthening power (power) should be carried out institutionally within the government, and effective coordination and bureaucracy between the village government, local government, and DPRD should be built so that the provision of CSR facilities is right on target to realize targeted community welfare that supports the Karawang Regency government's development program on an ongoing basis.

When there are at least two aspects to its application, power will run. According to Yulk (2010), power employs the terms agent and target. Agents are

people with power (leadership), and targets will be affected by power. The village government gathers this power, local government, and DPRD in collaboration to create a policy that serves as the foundation for implementing and evaluating CSR policies for companies and BUMN in Karawang Regency. If the regent's decree since 2013 or the most recent in 2017 has not been able to implement the success of CSR implementation consistently, it is impossible to materialize appropriately, even if there is a clear legal basis. Karawang Regency has a comprehensive

regional regulation if companies do not enforce the policy firmly. The community does not wonder why the local government still does not intend to issue or make CSR regulations, whether to allow the company's CSR to operate illegally. In the absence of technical policies, this becomes an ATM for parties with power, and it is carried out at will and based on each party's interpretation or understanding.

When people with power have good intentions, power can work properly and correctly. Good intentions are when people have a vital principle of spiritual intelligence. A person with power tends to use his or her power arbitrarily, leading to interpersonal conflict. This "abuse" of power will result in a power loss/gain. An assertive person is likely to have above-average intellectual abilities. However, this power must be used with caution, which necessitates emotional and spiritual intelligence. God willing, the existence of three bits of intelligence that accompany a leader/person with power will ensure that this power is well preserved.

According to the findings above, Charles O Jones's theory of policy implementation, which consists of organizational dimensions, interpretations, and relevant applications, can support the success of policy implementation even though there are still flaws. The empirical data obtained from field research suggests that the aspect of power is another dimension that influences the success of policy implementation because it is seen that the seriousness of the owners of power to have good intentions to enforce policies without any political element of their power is seen from this aspect (Jones, 1984).

The three aspects of the implementation stages used as analysis tools are verified in the above description, and one other aspect submitted is also verified. Thus, novelty (new findings) in this study that have not previously been discovered, namely power, is a new finding to contribute to the theory of policy implementation and as an alternative solution that has excellent potential to improve the problems of implementing CSR policies in general, particularly in regencies. Karawang is still having difficulties.

Based on these findings, a management model for the CSR activity facilitation team can be developed to be more professional and committed to supporting one another so that the government and various stakeholders in the organization can be involved.

We must fundamentally alter how we organize and deploy human resources. Organizational change entails identifying the significant issues that the organization, in this case, the CSR Facilitation Team, is facing. There are or appear five general themes that characterize the process and the form of change itself in the process of organizational change, namely:

1. Value sharing and leadership.
2. Redefining the functions, duties, and roles that local governments should play as community service providers.
3. Set the goal of service to benefit the community.
4. Work as a cohesive team to support the non-hierarchical structure.
5. Language modification.

The Triple Helix III model can be used with a Hybrid Organizational Model

to create a synergy model in organizational culture development. In Triple Helix III, university, industry, and government institutions use the roles of other parties in addition to performing their traditional functions, such as using university services to grow industry or seeing government as a quasi-manager of local or regional innovation. The following are some of the most notable features of the Triple Helix III model:

Transformation of the university-industry-government knowledge-production relationship. Through intermediaries, the roles of the parties involved in this relationship are integrated into the "knowledge flow."

Interactions that are recursive. The parties' relationship is more of a process that is constantly evolving. The roles and "fuzzy" borders (fuzzy borders) between various actors. For example, universities play a role in entrepreneurial development, while the private sector also plays a role in the academic dimension.

Micro-level examination in institutional (institutional) competitions. Institutional in this context refers not only to "organization" but also to relationships, interactions, regulations/policies, and other factors that influence it.

Because there are opportunities and challenges in adapting to changes outside of the organization, Bappeda, as the leading sector for the CSR Facilitation Team, must take a better innovation step and pay attention to its performance. The main idea of the triple helix as a concept is a powerful synergy between academia, business, and government. Based on Etzkowitz and Leydesdorff's (2000) triple

helix concept, another model can be developed in the organization of the CSR facilitator team in Karawang Regency by involving other elements of the community as the embodiment of the concept of good governance, which, in addition to ensuring synergy, can also form a balance so that dominance does not occur. Authority or power the development of an organizational model for CSR facilitators in the Karawang Regency can be carried out using a model that includes government, business (companies / BUMN), academia, and the community (professionals / NGOs / community leaders).

CONCLUSION

How are CSR policies in companies and BUMN in Karawang Regency? It can be concluded that the activities of forming or rearranging resources from 2010 to the time of 2 (two) times the formation of the facilitator team, but the facilitation forum that was formed from 2010 to 2016 did not work effectively. The company and the local government collaborate in the form of a CSR Facilitator Team for the Karawang Regency. However, the organizational structure, which includes OPD leaders and tenants, does not correspond to their duties and functions because the workload on tasks should have been heavier and should have included elements of academics and experts.

Furthermore, there are still differing perspectives on interpreting the policy's contents. This occurs because the principle of shifting mindset has not been fully realized, namely how the collaboration's members develop the same

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frame of mind, perception, and way of working. Furthermore, due to the lack of a derivative policy from the Law that is technically operational to be implemented by the Karawang Regency, there is still low commitment between the local government and companies to realizing the goal of collaboration.

Furthermore, services and payments (providing CSR facilities to the community) are still charity and voluntary, or in the form of donations or promotions, because there is still a lack of commitment to policy enforcement because the

company is still working based on its value of view and the government is not taking pro-active actions towards the company, implying that the parties are symbiotic.

Finally, policy enforcement remains weak because companies and BUMNs continue to provide CSR funding facilities to the people of Karawang Regency that are still following the company's / BUMN's preferences. Thus, the distribution of CSR funds based on the policies of each company has not been in synergy with the development programs owned by local governments.

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