



## IMPLEMENTASI *CORPORATE SOCIAL RESPONSIBILITY* (KESESUAIAN PROGRAM DENGAN KEBUTUHAN UKM, KEMAMPUAN UKM, DAN KEMAMPUAN ORGANISASI)

Implementation of Corporate Social Responsibility (Compatibility of The Programme with  
Smes Needs, Smes Capabilities, and Organisations Capabilities)

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### ABSTRAK

*Corporate Social Responsibility (CSR) muncul sebagai sebuah konsep yang menuntut perusahaan tidak hanya fokus pada bisnis untuk mencari keuntungan, atau memenuhi tuntutan pemegang saham perusahaan, tetapi juga memenuhi kepentingan seluruh pemangku kepentingan. Di Indonesia, pelaksanaan CSR telah diatur dengan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas Pasal 74, bahkan untuk Badan Usaha Milik Negara (BUMN). PT. Telkom Jatim sebagai salah satu BUMN di Indonesia memberikan CSR kepada UKM di Tanggulangin, Sidoarjo. Penelitian ini bertujuan untuk mendeskripsikan kesesuaian program CSR dengan kebutuhan UKM, kemampuan UKM, dan kemampuan organisasi PT. Telkom Jatim pada UKM di Tanggulangin, Sidoarjo. Penelitian ini menggunakan metode penelitian kualitatif melalui wawancara mendalam, observasi, dan dokumentasi. Kesimpulan yang didapat dari penelitian ini adalah kesesuaian program dengan kebutuhan UKM, kemampuan UKM, dan kemampuan organisasi terhadap implementasi CSR PT. Telkom Jatim pada UKM di Tanggulangin, Sidoarjo sudah sesuai, walaupun masih ada hal-hal yang masih perlu ditingkatkan, sehingga implementasi program CSR PT. Telkom Jatim dapat memenuhi ekspektasi pelaku UKM dan memberikan umpan balik yang positif bagi perusahaan.*

**Kata kunci:** BUMN, CSR, Kebutuhan UKM, Kemampuan Organisasi, Kemampuan UKM

### ABSTRACT

*Corporate Social Responsibility (CSR) emerges as a concept that requires companies not only focus on business profit, or to meet the demands of company shareholders, but also to fulfill the interests of all stakeholders. In Indonesia, implementation of CSR has been regulated by Law Number 40 of 2007 concerning Limited Liability Companies, Article 74, even for State-Owned Enterprises (BUMN). PT. Telkom Jatim as one of BUMN in Indonesia provides CSR to SMEs in Tanggulangin, Sidoarjo. This study aims to describe the compatibility of the CSR programme with SMEs needs, SMEs capabilities, and organisations capabilities of PT. Telkom Jatim for SMEs Tanggulangin, Sidoarjo. This research uses qualitative research methods through in-depth interviews, observation, and documentation. The conclusions obtained from this study are the compatibility of the CSR programme with SME needs, SMEs capabilities, and organisations capabilities to implement CSR of PT. Telkom Jatim in SMEs Tanggulangin, Sidoarjo is appropriate, although there are still things that need to be improved, so that the implementation of the CSR programme PT. Telkom Jatim can meet the expectations of SMEs players and provide positive feedback for the company.*

**Keywords:** BUMN, CSR, Organisations Capabilities, SMEs Capabilities, SMEs Needs

### INTRODUCTION

The concept of Corporate Social Responsibility was first put forward by Howard R. Bowen in 1953 in his Social Responsibilities of the Businessman. At that time, the Bowen concept was considered by business people as a continuation of the implementation of charity activities which were mostly carried out by entrepreneurs in the early 19th century to the period of the 1930s (Kartini, 2009). As a concept that emerged in the 1950s, Corporate Social Responsibility is still an interesting study to discuss today. Corporate Social Responsibility is considered as a business ethic that is carried out by the company, in which the company is now not only holding on to seeking profit, but also trying to create a harmonious reciprocal

relationship for all shareholders and stakeholders involved in every activity carried out by the company.

In Indonesia, implementation of CSR has been regulated by Law Number 40 of 2007 concerning Limited Liability Companies, Article 74, even for State-Owned Enterprises (BUMN). For example of the implementation of BUMN Corporate Social Responsibility in Indonesia is Corporate Social Responsibility that is practiced by PT. Telekomunikasi Indonesia (Telkom). PT. Telkom distributes CSR funds in a large enough amount for the industrial, service, trade, livestock, fishery, agriculture, plantation and other service sectors. In addition to providing loan assistance, the fostered partners are also given guidance through training programmes, apprenticeship/mentoring, and promotions/exhibitions. PT. Telkom Jatim is an operational unit of PT. Telkom which is also one of the BUMN that distribute CSR funds in East Java. PT. Telkom Jatim has distributed partnership funds since 2001. Total partners who have received Telkom's funds since 2001 reached 3,528 entrepreneurs. Not all partners fostered by PT. Telkom Jatim has had a success story. One of it is several SMEs assisted by PT. Telkom Jatim which is located at the UKM Tanggulangin center. The problems that occur in these fostered partners are the number of bad loans for SMEs, which reached 5 percent in 2010. Of all the SMEs in Tanggulangin, 20 percent are partners fostered by PT. Telkom Jatim, but of the 20 percent, 60 percent are not in good condition. The number of partners fostered by PT. Telkom Jatim in Tanggulangin has also experienced a decline since 2007.

This research attempts to describe these conditions from the point of view of programme compatibility with the beneficiary (target group) needs, programme compatibility with organisation capabilities, and compatibility of the beneficiary (target group) capabilities with conditions decided by the organisation in the implementation of CSR PT. Telkom Jatim in SMEs Tanggulangin. Research on CSR has been done a lot, an example of research on CSR is the research that has been done by Charlie Fernando Panjaitan in his thesis entitled *The Role of CSR of PT. Toba Pulp Lestari on Community Welfare in Toba Samosir Regency (Case Study: Porsea District)*. From these research it is known that to support the success of community development in CSR PT. Toba Pulp Lestari needed a partnership solution between the government, PT. Toba Pulp Lestari, and the community (tripartite partnership) in the CSR programme by developing a productive economy of local communities. Another research on CSR is Septi Ariadi's research entitled *Formulation of BUMN CSR (Corporate Social Responsibility) Fund Management Models for Small and Medium Enterprises Development and Empowerment Efforts*. Septi Ariadi's research identified a number of problems experienced by SMEs in terms of marketing, capital, production processes, supporting technology, skills and managerial aspects, so that a BUMN CSR fund management model that is based on the needs of local communities is needed.

In contrast to the two studies, this study focuses more on programme implemented by PT. Telkom Jatim, where this research tries to describe whether the CSR programme is in accordance with the needs of the user (SMEs), whether the CSR programme is in accordance with the capabilities of the implementer, and whether there is a match between the ability of the user (SMEs) with the requirements provided by the implementing organization in the CSR programme so that the CSR programme of PT. Telkom Jatim can have a positive impact on SMEs in Tanggulangin, Sidoarjo. The importance of this research is given the role of CSR as one of the sustainable development efforts carried out by public companies which can support the improvement of the community's economy, especially SMEs, so that CSR can be a beneficial programme for both the community and the company.

## **METHOD**

### **Place and time of research**

This research was conducted in March-May 2017. It took the research location at SMEs Tanggulangin center, Sidoarjo Regency, East Java and The Community Development Center Unit PT. Telkom Jatim as the implementing organization of PT. Telkom Jatim. At the SMEs center, this research conducted on SMEs players in Tanggulangin who are foster partners of PT. Telkom Jatim.

### **Method**

Qualitative research methods are used in this study. Determination of informants was done by purposive sampling by following the snowball principle. The informants were from The Community Development Center Unit of PT. Telkom Jatim and SMEs partners fostered by PT. Telkom Jatim in SMEs Center Tanggulangin, Sidoarjo. Qualitative descriptive techniques are used in this research. Qualitative descriptive technique is by revealing problems, circumstances or events that exist in an effort to find solutions, as well as management of these problems so that they reveal facts and the picture of the problems becomes clearer and more complete. First of all, this research analyzed the outline of the PT. Telkom Jatim CSR with SMEs needs, SMEs capabilities, and the implementing organization namely The Community Development Center (CDC) Unit of PT. Telkom Jatim which found in the field. Then processing the recorded data into narratives in the form of interview transcripts, discussing data sequences, categorizing the data into several sub-topics then interpreting them.

## **RESULTS AND DISCUSSION**

### **Compatibility of PT. Telkom Jatim CSR with SMEs Needs in Tanggulangin, Sidoarjo**

CSR programme of PT. Telkom Jatim which is given to SMEs in Tanggulangin is in the form of partnership programme. Partnership programme of PT. Telkom Jatim is a programme implemented by providing soft loans to fostered partners. The loan is carried out every quarter, given to partners who submit proposals for capital requirements for business improvements. Telkom's partnership programme itself is not only a programme of providing loan assistance to fostered partners, but also a coaching effort so that the fostered partners can strengthen their businesses. If there are SMEs who want to become Telkom's fostered partners, they must submit a proposal to become a fostered partner to Telkom. Then Telkom, represented by the CD-Sub Area and CD-Area, will conduct a survey to ascertain the needs and capabilities of the potential fostered partners, before the prospective partners are determined to be one of Telkom's fostered partners.

In connection with the suitability of the programme with the needs of the target group, Telkom puts this into practice by holding dialogue with the programme target groups. This is also done in the implementation of the partnership programme, SMEs as potential fostered partners are involved in deciding how much loan size Telkom will provide to them which is adjusted to their needs in advance. SMEs is always involved in determining the amount of loan that can be given by PT. Telkom Jatim. This means that PT. Telkom Jatim does not only implement unilateral decisions in determining the amount of loans to be given to SMEs as

potential foster partners. It is adjusted to their needs and the budget owned by PT. Telkom Jatim.

Korten (1988) asserts that if there is no match between the programme output and the needs of the target group, the programme output cannot be utilized by the target group. Programmes should be structured based on what the target group wants/priorities for, which in turn can provide positive feedback, both for the community/target group and for the organization implementing the programme.

Fostered partners are also given the opportunity to be able to initiate activities that will be carried out by Telkom in relation to the implementation of the partnership programme. PT. Telkom Jatim also carries out the same "treatment" to all its fostered partners including SMEs at Tanggulangin, namely through submitting proposals by prospective fostered partners, conducting surveys of potential fostered partners, and conducting dialogue with potential fostered partners at Tanggulangin regarding their needs and capabilities before they become partners of PT. Telkom Jatim.

From the exposure of several interviewees it is known that the form of the CSR programme provided by PT. Telkom Jatim to SMEs in Tanggulangin is the provision of capital loans, in addition to that if the SMEs fostered partners of PT. Telkom Jatim in Tanggulangin is a craftsman who produces goods by himself, so they will be given training. The needs of SMEs, especially SMEs in Tanggulangin are not only in the form of capital needs, but also marketing needs. So far, SMEs in Tanggulangin has experienced difficulties in marketing their products, especially after the Lapindo mudflow in Porong Sidoarjo which significantly reduced the number of visitors at Tanggulangin. SMEs in Tanggulangin have no difficulty producing products with the latest models available, it's just that their marketing capabilities are not well structured, besides that, it is still hampered by the many SMEs in Tanggulangin who are technology blind, so their production speed is still inferior to production from abroad such as products from China, and in terms of marketing products, SMEs in Tanggulangin are also inferior to other competitors.

#### Compatibility of PT. Telkom Jatim CSR with SMEs Abilities in Tanggulangin, Sidoarjo

CSR implementation of PT. Telkom Jatim provides certain requirements related to the implementation of the partnership programme for SMEs at Tanggulangin, Sidoarjo. This requirement is a condition that also applies to all PT. Telkom fostered partners. In accordance with the BUMN Ministerial Regulation No: 05 / MBU / 2007, the conditions that must be met by SMEs in order to become BUMN partners are to have a net worth of at most Rp. 200,000,000.00 (excluding land and buildings for business premises); has annual sales proceeds of not more than Rp. 1,000,000,000.00; stand alone (not a subsidiary or branch of a company that is owned, controlled, or affiliated directly or indirectly with a medium or large business); in the form of individual business entities/business entities that are not legal entities /business entities with legal status, including cooperatives; and has been in business for at least one year and has business potential and prospects to be developed.

The requirements that must be met by the prospective partners of PT. Telkom Jatim apart from those mentioned above, the fostered partners must also include a Business and Trade Permit (SIUP), a clear identity card, then they also have to sign a letter of agreement stating that they are not being fostered partners of another BUMN. PT. Telkom Jatim added guarantees as a requirement for prospective partners who apply for loans from PT. Telkom Jatim. Initially, this requirement was only required by PT. Telkom Jatim on loans above Rp.

10,000,000.00, but since 2007 this has become a condition that applies to all fostered partners regardless of the amount of the loan given. PT. Telkom Jatim has also provided loan interest obligations to its fostered partners of 0.5 percent every month since 2007. This is regulated by the Decree of the Board of Directors No. 05 of 2007.

For SMEs in Tanggulangin, the terms, guarantees and interest required by PT. Telkom Jatim is not burdensome for them, but to find out information about the CSR programme of PT. Telkom Jatim, from this research we found that SMEs got it through third parties, namely fellow SMEs in Tanggulangin who become their intermediaries to get assistance from PT. Telkom Jatim. The data obtained in the field shows that of the seven sources they are aware of the CSR programme of PT. Telkom East Java, through mouth to mouth information, this is known from the results of their interviews which all said, "We know about this programme from our friends." The lack of information obtained by the two sources who obtained PT Telkom Jatim's CSR through third party intermediaries caused deviation in the implementation of PT. Telkom Jatim to them, where is the flow of communication if there is information from PT. Telkom Jatim to them is not effective because they only know from the intermediary, not from PT. Telkom East Java directly.

The method used by PT. Telkom Jatim to disseminate CSR activities to PT. Telkom Jatim's fostered partners in Tanggulangin by using fleximilies or via telephone. This method is considered more effective and efficient than how to tell directly through face to face. Meanwhile, for the initial submission of the PKBL PT. Telkom Jatim has never been conveyed through direct delivery to SMEs. PT. Telkom Jatim prefers to convey it through newspapers and websites owned by PT. Telkom Jatim. Even so, this also does not preclude the possibility of direct socialization by visiting the related Dinas (local government) if the programme to be implemented requires collaboration with Dinas (local government).

#### Compatibility of PT. Telkom Jatim CSR with Community Development Center (CDC) Unit as The Programme Implementer

CSR implementation of PT. Telkom, especially PKBL, has been implemented since 2001 even though at that time the implementation had not yet formed a special forum/unit which was responsible for implementing PKBL, but still through working groups whose terms had provided revolving loans to SMEs and community development activities, but not yet accommodated in a specific organization. Then in 2006 PKBL was implemented in a structured and organized manner into an organizational structure with the establishment of the Community Development Center (CDC) Unit as the unit responsible for implementing Telkom PKBL.

CDC Unit as PT. Telkom Jatim CSR implementer must mastered communication skills, because the partnership programme is directly related to business actors as programme recipients. Apart from that, the implementing apparatus must also master simple financial management to record loans for the fostered partners, and no less importantly, the implementing apparatus must also be able to assess whether the potential fostered partners are categorized as potential foster partners that can be developed by PT. Telkom Jatim. These competencies are especially adjusted to the aspects that must be mastered by the implementers of the CSR programme PT. Telkom Jatim before determining the fostered partners, the implementing apparatus must be able to analyze several aspects that must be assessed from the potential foster partners, including the character/personality of the foster partner candidate (character), the capacity of the prospective partners (capacity), capital,

collateral, and business conditions (condition) of the prospective foster partner. Partnership programme implementing officer must also be able to analyze the suitability of the proposed foster partner proposals with the results of field reviews. The purpose of character analysis of potential fostered partners is to see responsibility, honesty, seriousness in doing business, the desire to pay all obligations with all the assets owned, so that the executing apparatus of PT. Telkom Jatim must be able to examine information related to this matter, including history, relationship with bank, borrower history, business and financial reputation, management and business legality. A capacity analysis is carried out to determine the ability to pay potential foster partners. Capital analysis is carried out to measure the ability of potential fostered partners to bear costs, bear risks, and the ability to manage their business. The CSR implementing apparatus (partnership programme) of PT. Telkom Jatim must also be able to assess the collateral (collateral) and business conditions (condition) of the prospective partners so that the CSR programme (partnership programme) of PT. Telkom Jatim is not wrongly targeted and can optimize its benefits for both prospective fostered partners and PT. Telkom Jatim.

The capability of the implementing apparatus of PT. Telkom Jatim in CSR implementation in SMEs Tanggulangin is considered capable of implementing the programme, especially in implementing the 5 C assessment (character, capacity, capital, collateral, condition). The CSR implementing apparatus who is in the CDC unit is the apparatus who has been selected and is deemed to meet the competency requirements as the implementer of the PKBL PT. Telkom Jatim by the human resources department of PT. Telkom. Apart from the ability of the implementing apparatus, the cooperation and disposition of the implementing apparatus also determines the CSR implementation of PT. Telkom Jatim in SMEs Tanggulangin. Before the programme is implemented, there is always coordination carried out by PT. Telkom Jatim both with implementing employees and partners. PT. Telkom Jatim, in this case the disposition of the executor, is always steadfast in carrying out the company mandate and the law to implement CSR.

## CONCLUSION

Based on the research result, the main needs for SMEs in Tanggulangin is capital assistance, which PT. Telkom Jatim already provided capital loans through a partnership programme to SMEs in Tanggulangin. Providing business capital loans and coaching as a form of partnership programme provided by PT. Telkom Jatim to its fostered partners in Tanggulangin has been in accordance with the needs of SMEs in Tanggulangin. Besides capital, the needs by SMEs in Tanggulangin is marketing which is felt difficult by SMEs in Tanggulangin, especially after the occurrence of Lapindo mudflow since 2006 which caused a decrease in the number of visitors at Tanggulangin.

The findings of the data above are in accordance with those presented by the BPS Survey of SMEs which shows that the classic problems of SMEs such as SMEs in Tanggulangin are limited capital and marketing difficulties. The majority of them experience difficulties in terms of access to capital so that many of them depend entirely on their own savings, assistance from relatives/acquaintances to finance their production activities. There can be various reasons, some have never heard of or are aware of these special schemes, some have tried, but were rejected because their business was deemed unfit for funding or resigned due to complicated administrative procedures, or could not meet requirements, including provision, guarantees, or there are many SMEs who from the beginning did not wish to borrow from formal financial institutions.

In terms of marketing, SMEs generally do not have the resources to seek, develop, or expand their own markets. On the contrary, they are very dependent on their trading partners (for example mobile traders, collectors, or trading houses) to market their products, or are dependent on consumers who come directly to their production sites or, even though the percentage is very small, through production linkages with large companies through the subcontracting system. Marketing needs for SMEs in Tanggulangin which are fostered partners of PT. Telkom Jatim has been trying to fulfill all this time by PT. Telkom Jatim by including some of their fostered partners who have good performance, although it has not been implemented optimally due to the constraints of the number of SMEs fostered partners of PT. Telkom Jatim which is included in the category of NPL.

The terms given by PT. Telkom Jatim to SMEs Tanggulangin is not considered difficult by them, which means this is in accordance with their abilities. But there are several partners fostered by PT. Telkom Jatim at Tanggulangin who know and obtain CSR PT. Telkom Jatim through an intermediary party who is none other than fellow SMEs at Tanggulangin. This means the delivery of information on the CSR programme of PT. Telkom Jatim to SMEs in Tanggulangin through newspaper and internet media has not been effective because not all SMEs in Tanggulangin read newspapers and internet media.

The abilities of the Community Development Center (CDC) Unit as the implementing organization of PT. Telkom Jatim so far has not been an obstacle both in terms of apparatus resources and budget resources. Implementing apparatus resources are not an obstacle both in programme preparation, programme implementation, and programme evaluation. They have been equipped with skills in accordance with the demands of the programme so that the programme can be run properly. CSR programme implementing apparatus of PT. Telkom Jatim is also equipped with the competencies they have in implementing the CSR programme of PT. Telkom Jatim on UKM in Tanggulangin so that the implementation of the CSR programme of PT. Telkom Jatim can be implemented by the implementer, namely the unit of the East Surabaya CD-Sub Area, even though they experience difficulties related to the response of the fostered partners of PT. Telkom Jatim in Tanggulangin which tends to be repressive. In terms of budget resources, it has never been an obstacle in implementing the CSR programme of PT. Telkom Jatim at Tanggulangin. PT. Telkom Jatim is guided by the Regulation of the Minister of BUMN Number 05/MBU/2007 regarding funding for corporate social responsibility and decisions of the RUPS.

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