

## DEVELOPING COMMUNITY EMPOWERMENT THROUGH CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM IN INDONESIA

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### ABSTRACT

*Community development is the responsibility of all parties including government, business and public sector. Therefore, the concept of empowerment has becoming the development paradigm. The central and local government are expected to coordinate and be responsible for a wide range of community development activities that allow the entire community to participate actively, while the organization contribute to the community development process as the implementation of social responsibility undertaken through its Corporate Social Responsibility (CSR). The problem of garbage in Cilacap district is still a serious problem. This is because the ratio of tonnage of waste produced per day, with the number of garbage trucks that is not balanced. The CSR program Bank Sampah Mandiri is one solution that is initiated by PT Holcim Indonesia Tbk Cilacap Plant to play an active role in the handling of waste matter in Cilacap regency to enable community participation to reduce waste and make the waste useful aspects of environmental, social, economic and build awareness in the community about the importance of sorting, managing waste and making it an economically valuable goods to provide additional income. Metode this study using the case study method and included into qualitative descriptive research. Research was conducted on CSR program Bank Sampah Mandiri PT Holcim Indonesia Tbk. Cilacap Plant is located in the Family Empowerment Post (Posdaya) Ketapang Peace RW X, village Kebonmanis, Northern District of Cilacap Cilacap, Central Java. The CSR program Bank Sampah Mandiri PT Holcim Indonesia Tbk. Cilacap Plant has managed to empower local communities by promoting self-reliance and creativity of local communities and improve the welfare of the household economy of the local community, using the process of empowerment through Human Development, Business Development, Institutional Development and Community Development.*

**Keywords:** *Community Development, Corporate Social Responsibility (CSR), Waste*

## 1. INTRODUCTION

Community development is the responsibility of all parties including government, corporate (private) and the community. Nowadays the concept of empowerment has colored the paradigm of development. At the level of the state of life, empowerment is defined as equal participation between the government, private and public. In the implementation of community development, inter-governmental, corporate (private) and the community must work together in planning, implementation and assessment (evaluation) of the results of the construction carried out. Thus, the government, private sector and communities have the same responsibility in achieving development goals.

Government becomes a formal institutional role in the planning and implementation of the various sectors. Private parties can act as a government partner in the implementation of one or more of the construction sector. Society must act as subject and object of development with the understanding that the community should be involved in the planning, implementation, evaluation and utilization of development results.

The central government and local government are expected to coordinate and be responsible for a wide range of community development activities that allow the entire community to participate actively, while the (private) company contributes to the community development process as the implementation of social responsibility is carried out through community empowerment programs by the companies namely *Corporate Social Responsibility (CSR)*.

According to Trinidad and Tobacco Bureau of Standards (TTBS) that the corporate social responsibility or *Corporate Social Responsibility (CSR)* related to the values and standards are made with regard to the operation of a company, the *Corporate Social Responsibility (CSR)* is defined as the commitment of business to act ethically, operating legally and contribute to economic improvement, along with improved quality of life of employees and their families, local communities and society more broadly.

In the company's community empowerment program (*Corporate Social Responsibility / CSR*) in Indonesia, the government asserted that any company that manages natural resources have an obligation to be responsible for the welfare and improvement of living standards for people in the vicinity. This was stated in the Decree of the Minister of SOE Nomor.KEP-236 / MBU / 2003 dated June 17, 2003 and Law Number 40 Year 2007 on Limited Liability set in July 2007. In Article 74 it is stated:

1. The Company is conducting its business activities in the field and / or related to the natural resources required to carry out social and environmental responsibility;
2. Social and environmental responsibility as referred to in paragraph (1) an obligation of the Company's budgeted and accounted for as an expense of the Company which are carried out with due regard to decency and fairness. "

In the implementation of *Corporate Social Responsibility (CSR)* can not be separated with the principle of Triple bottom line as outlined by John Elkington, which states that if a company wants to survive then it must pay attention to "3 P" (Profit, People and Planet). Companies in the pursuit of profit (*Profit*) be concerned and involved in the fulfillment of public welfare (*People*) and contribute actively to protecting the environment (*Planet*). Thus the company's presence in an area can help achieve sustainable community development.

The company's presence in the region should be able to provide benefits to the community, especially people residing around the company. In the perspective of *social justice* communities around the company should also be empowered (*empowerment*) through a community empowerment program. This can be done through community development activities such as *capacity building* in accordance with the needs of society. In addition, people are also facilitated (funding, infrastructure) so that they can create business opportunities (*creating opportunities*) to improve their welfare. While from an *ecological* perspective, people are expected to participate actively participate in maintaining the sustainability (*sustainability*) of the company.

According to Ife (2002), stated that Corporate Social Responsibility (CSR) is a concept that is characterized by moral and ethical public so that on a practical level it must be channeled into concrete programs. One form of actualization of Corporate Social Responsibility (CSR) is named Community Development or Community Development (CD). Program *Community Development* (CD) can be carried out by the company on the basis of attitudes and opinions that generally has in him the attitude and outlook of generosity. Furthermore, Ife (2002) states that *Community Development* (CD) for industrial environments can basically be used as a medium to increase community commitment can coexist symbiotically with business entities (companies) and their operations. Thus, the program is expected to *Community Development* (CD) to provide benefits to the company's existence and can be used to develop a harmonious relationship between the company and the community around the company.

Ideally Corporate Social Responsibility (CSR) program is a Community Development (CD) program capable of empowering marginalized groups in society as a socio-economically. But in reality the roles of companies in Corporate Social Responsibility (CSR) in Indonesia today are mostly just provide financial support voluntary (voluntary), and will be philanthropy (philanthropic), not play a role in community development activities or Community Development (CD), so less real benefits for the beneficiary communities (beneficiaries).

As stated by Suparlan (2005) that in practice, CSR program generally caricature (*charity*) and are not educational goals. This resulted in the goal of becoming dependent or dependent to the other party (the company). Implementation of CSR program objectives have not thought to be willing to change their behavior (knowledge, skills and attitudes) so that they can help themselves. In general, the companies currently only provide material aid or cash transfers to the target without the support with the process of counseling, guidance or training to change the behavior of the target so that later they can be independent and not dependent on other parties.

Until now, the problem of garbage in Cilacap district is still a serious problem. This is because the ratio of tonnage of waste produced per day, with the number of garbage trucks that is not balanced. In aday, the volume of waste in the city of Cilacap shortly reach 646.5 cubic meters of waste is equivalent to approximately 92 truckloads of garbage. Trash problems can not only be dealt with by local authorities, but need the participation of all elements of society, including the private sector (company) and the entire people of the city of Cilacap so effective waste handling l ore.

Bank Sampah Mandiri Program is a program of CSR PT Holcim Indonesia Tbk Cilacap Plant aiming to solve the garbage problem in Cilacap district with the support of community participation. Based on the above, researchers are interested to know how the community empowerment by PT Holcim Indonesia Tbk Cilacap Plant through the CSR program Bank Sampah Mandiri. The object of this study is

Bank Sampah Mandiri program located in the Family Empowerment Post (Posdaya) Ketapang Peace RW X, village Kebonmanis, Northern District of Cilacap Cilacap, Central Java.

## 2. LITERATURE REVIEW

### *Community Empowerment (Community Development)*

Phillips. and Pittman. (2009) asserts community development is intended to build capacity." In another part submitted that "community development build the capacity of a people when they encourage or teach others to create Reviews their own dreams, to learn new skills and knowledge. That community empowerment is intended to build the capacity of communities, and encourage or teach others to make their own dreams, to learn new skills and knowledge. "Conceptually, community empowerment is an attempt to increase the dignity of society is in a state now can not afford to escape the trap of poverty and underdevelopment, thus empowering means enabling them and make them independent(Mardikanto. 2010 ). Community empowerment delivery as a process that is the starting point for the community's independence in order to improve his own life by using and accessing local resources as possible. In other words, empowerment is the process of improving the ability and attitude of self-reliance(Mardikato. 2014). The process of this community empowerment puts community as the main party or the development center (people or community centered development).

The general objective of community empowerment in development is to empower specific groups in society as a socio-economically. Thus, they can be more independent, able to meet the basic needs of their lives, and are able to participate in community development.Community empowerment as a process of community development has a sphere of community empowerment; according to (Mardikanto. 2013)consisted of the following:

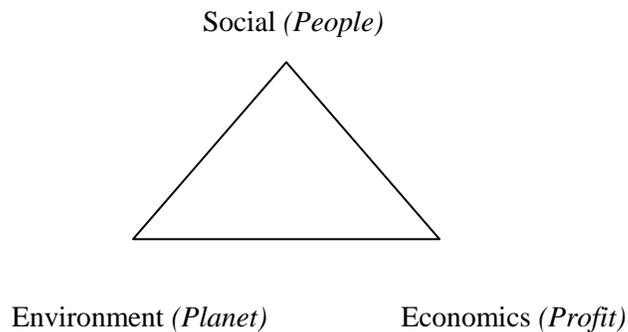
1. Human Development as the first and foremost effort in community empowerment based on the understanding that the purpose of development is to improve quality of life or well-being. In this case the Human Development includes strengthening or development of human capacity.
2. Business Development is an important effort in each empowerment and as a result of human development that can provide benefits for welfare improvement so as to obtain support in the form of community participation.
3. Community Development which consists of the physical environment and the social environment. In this case the social environment also plays an important role in determining the sustainability of business and life.
4. Institutional Development is a form of social relations institutional healthy their very instrumental in the success of the process of community empowerment.

Thus, through community empowerment program, the community that once was not economically, socially and ecologically empowered people become even more empowered, strength and ability so that they can become agents of change in development.

### *2.1. Corporate Social Responsibility (CSR)*

The concept of CSR by CSR Asia consists of "Triple bottom line" as outlined by Elkington. (1997), which states that if a company wants to survive then it must pay attention to "3 P" (Profit, People and Planet). Companies in the pursuit of profit (Profit) be concerned and involved in the fulfillment of public welfare (People) and contribute actively to protecting the environment (Planet).

**Figure .1.**  
**The relationship between *Profit, People and Planet (3P)***



In this case, the company is not just for profit, but more than that they also have an obligation to the welfare of the person (*people*) and ensure the sustainability of the planet (*planet*). "Profit" is defined as a form of economic aspects, "planet" as form environmental aspects and the "people" as a social or community aspect. The opinion by John Elkington concerning the concept of CSR provides more visibility for the company in its business practices. Companies are required to understand the needs of the environment as a resource that must be preserved conservation and sustainability so that it can continue to be enjoyed by present generations and still be enjoyed by the next generation. Or in other words as a form of reciprocity between the company and the community that has got the benefits of natural resources.

While Kotler and Lee (2005) stated that CSR is a commitment to improve the welfare of society as a consideration of business practices and contributions of the company's resources. The core of this definition does not refer to a business activity that is governed by the legislation in force, but rather on the voluntary commitment of companies that have been selected and implemented in its business practices.

In Indonesia, CSR is aggressively campaigned by Indonesia Business Links (IBL). In the implementation, Benny Setia Nugraha et al. (2005) states that CSR has five (5) pillars of activity are as follows:

1. *Building human capital*: That internally the company is required to create and increase the capacity of human resources (HR) is reliable which is usually implemented through *community development*.
2. *Strengthening economies*: the company is required not to be wealthy on their own, while there are poor communities in their environment. They should empower the economy of communities around the company.
3. *Assessing social cohesion*: the company is required to maintain harmony with the surrounding communities in order to avoid conflict.
4. *Encouraging good governance*: that in running its business the enterprise should execute business management properly which in this case refers to the *Good Corporate Governance (GCG)*
5. *Protecting the environment*: the company should strive to preserve the environment.

In other words, CSR today has become a mirror of social development in a democratic society, so that CSR is often used by companies as a form of private participation in development with community empowerment approach so that it can be a tool for achieving prosperity for all people.

### 3. METHODOLOGY

This research method uses the case study method and included into the type of qualitative descriptive research. Case study research is research used to investigate phenomenon in the context of real life, when the boundaries between the phenomenon and the context are not firmly seen and are using evidences from various source. In this study, using a single case study for this research focused on the goal by one characteristic that is in one location (RK. Yin 1987). In this study, using embedded case study research namely a case study in which the issues and focus of research has been determined from the outset (Sugiyono 2005).

The data collection techniques in the research is using case study using data collection techniques such as in-depth interviews (indepth interviewing), Document Observation and Assessment (content analysis). Informants in this study are Ibu Susi Sumanti (Program Officer PT Holcim Indonesia Tbk Cilacap Plant), Mr Moh Nurhidayat (Bank Sampah Mandiri Director), Mrs. Rustono (Customer Bank Sampah Mandiri), Mrs. Lasmini (Management of Bank Sampah Mandiri). While the observations are conducted by the researcher that is directly seeing the activities of Independent Waste Bank and documents assessment were obtained through annual reports document on the progress of Bank Sampah Mandiri Documents etc.

In this research the sampling technique used are purposive sampling and snowball sampling. According to (Sugiyono 2005), the technique of sampling is a sampling technique that will be used in research. The sampling technique used in this research is *purposive sampling*. The purposive sampling technique that is by taking a sample based on the specific reasons related to the knowledge acquisition of informants concerning the problems being examined, particularly concerning issues of community development in the CSR program Bank Sampah Mandiri PT Holcim Indonesia Tbk Cilacap Plant. While the validity technique of the data that will be used, namely (a). Sources triangulation that collects similar data from several different data sources; and (b). Method triangulation which collects similar data but using different techniques or methods.

The data in this study will be analyzed qualitatively. Qualitative research is a procedure that produces descriptive data in the form of words; written or spoken, people or behaviors observed (Lexy J. Moleong. 1989). Data Analysis that is in qualitative nature requires the researcher to undertake activities simultaneously with data collection, data interpretation and research reports writing (Cresswell. 2009). Thus the data analysis is not done in isolation with data collection, but it is an activity performed jointly. During data collection, the researcher made interactive moves in the 3 analysis components namely data reduction, data presentation and final conclusions / verification.

### 4. RESULT AND DISCUSSION

Garbage is unwanted residual material after the end of a process. Today people still think that the rest of the waste as useless, so much to dispose of waste without a proper management and has resulted in the pollution of the environment. The increasing population of Indonesia, followed by consumption patterns will increase the volume of waste by the day and more diverse types of waste such as packaging waste that is hazardous and / or are not easily decomposed by natural processes. As a result, the accumulation of garbage that cause odor, can reduce the level of soil fertility and inhibit circulation of soil, waterways and ultimately the environment to be damaged and unhealthy. Thus the problem of garbage not only needs to be dealt with by local authorities, but need the participation of all elements of

society, including the private sector (companies) and the entire people of the city of Cilacap so that the waste handling becomes more effective .

Not only the Cilacap government who had to intervene to solve these environmental problems, but all elements of society, both public and private parties (companies) should also participate to help providing solutions to the garbage problem. Waste problems require solutions specifically how to educate people to adopt healthy behaviors to cultivate a clean and healthy living behavior by reducing the negative impacts of littering. One way of doing this is to make a good waste management system through Independent Waste Bank.

Bank Sampah Mandiri Program is an initiation of residents in RW X Ketapang Damai Kelurahan Kebon Manis Cilacap Utara. The pioneer of Garbage Bank is Mr. Hidayat Muh Nor who becomes the major thinker on the need for a good waste management system in order to reduce the negative impact of garbage. The Independent Waste Bank is a form of community participation to provide active solutions for the waste problem in Cilacap, it is related to the increasing volume of waste and landfill capacity was already unable to accommodate garbage in Cilacap. In addition, the existence of Independent Waste Bank is a form of public participation in the contribution related to the obligations contained in the Act No. 18 of 2008 concerning waste management in which the public are obliged to reduce the volume of waste generated by way of organic and inorganic waste separation at the level of households. In this case, Independent Waste Bank itself exists to collect inorganic waste; while for organic waste management will be carried out by the Environment Agency (BLH) Cilacap using existing facilities at the Integrated Waste Management (TPST).

Since December 2012 PT Holcim Indonesia Tbk Cilacap Plant participate actively to provide solutions to the waste problem in Cilacap through CSR Bank Sampah Mandiri Program where the program is community empowerment synergy between PT Holcim Indonesia Tbk Cilacap plant, the Cilacap government and PNPM Mandiri , As for the location of empowerment to do in Family Empowerment Post (Posdaya) Ketapang Damai RW X, Kelurahan Kebonmanis, Northern District of Cilacap Cilacap, Central Java. The purposes of the *Bank Sampah Mandiri* program are:

1. Helping Cilacap Government of in overcoming and reducing waste in Cilacap
2. Enabling community participation ranging from the lower level of RT / RW, the institutions that exist in Cilacap particularly schools, markets / trade, offices and other - to reduce waste and make the trash beneficial from environmental, social and economic aspect.
3. Helping to address environmental health problems caused by littering by involving the public directly
4. Create new jobs for the community / household
5. Build awareness in the community about the importance of sorting, managing waste and making them economically valuable goods to provide additional income
6. Giving out loans or purchasing groceries to the people in need with the return and payment in the form of waste that is worth selling to joint Bank Sampah Mandiri. (Bank Sampah Mandiri Documents, 2014).

The principal activities of Bank Mandiri Garbage is garbage savings activities, where people sort their household garbage each according to its kind then collected and sent to the bank to be weighed and the results incorporated into the passbook. For the customers of Bank Sampah Mandiri savings can also use the card as a means of payment for buying groceries, paying electricity and telephone bills, as well as paying laundry by using trash as a means of payment in garbage shops. Based on the interview with the

Director of Bank Sampah Mandiri Mr. Moh Nurhidayat, until now the total customers numbers of Bank Sampah Mandiri reached 282 people consisting of 153 people on behalf of women and 129 men from the surrounding community and from schools including SMA 3 Cilacap, SDN 5 Gumilir, TK Al-Azhar, and I SDN Kebon Manis.

Based on disaggregated data, the male customers of Bank Sampah Mandiri are fewer than the female ones. According to the results of the interviews with Ms. Susi Sumanti as the program staff of *Community Development* PT. Holcim Indonesia Tbk Cilacap Plant, the beneficiaries of Independent Waste Bank is a mostly older women, especially housewives who tend to be more thorough and meticulous in sorting waste and afterwards depositing the waste in Bank Sampah Mandiri. It is strongly associated with the characteristics of the communities where Bank Sampah Mandiri operates, which in both socially and economically are most included in middle income and many of old women in RW X who work as housewives.

The CSR program Bank Sampah Mandiri of PT Holcim Indonesia Tbk. Cilacap Plant, has been able to empower them with the process of development activities that are:

1. Human Development: PT Holcim Indonesia Tbk Cilacap Plant gives right guidance to the community, especially for the management of Bank Sampah Mandiri as the training of waste processing, training of inorganic-trash based handcrafts, training of motivation and leadership, training of sewing, comparative study management Waste Bank in Yogya, etc. so as to increase the capacity, the knowledge, insight and experience to the community programs, especially for housewives.
2. Business development: Results of human development that is given to the public, generating a positive development for Bank Sampah Mandiri for now it is not only unit savings which manages garbage but other micro business units such as junk shop, laundry, home craft business even *Innel Recycling Creative Handicraft* which is a trash craft center unit very helpful towards the income of the household economy. As presented by Mrs. Rustono which is the manager and active customers of Bank Sampah Mandiri, *"Thanks to Bank Sampah Mandiri, we are now more observant with garbage because inorganic garbage can be processed and used, for example, plastic grocery bags can be made into flowers and can add my income as housewife before there was Bank Sampah Mandiri, after finished cooking, we pick up children from school and watching tv at spare time now it can be used for making crafts garbage, not bad, Maam, now if you want to buy the beauty powder you could use your own money to buy it, no need to ask his father"*. (Interview of Mrs. Rustono, February 19, 2016). PT Holcim Indonesia Tbk Cilacap Plant also undertakes other empowerment processes such as.
3. Institutional Development by providing facilities, support and institutional strengthening through training, mentoring so that in 2013 it got nominated for the best Development Posts in Indonesia (Damandiri Award) and in 2015 received an award as a community development program with the best SME product of UNSSurakarta. As for (4), Community Development, with the Bank Sampah Mandiri CSR programs gives out positive impact for clean environment with the Bank Sampah Mandiri, the public is increasingly aware of the importance to behave clean and healthy life (PHBs) can be created from family. As stated by Mr Moh Nurhidayat as Director of Bank Sampah Mandiri *"In the family now there seems to be "titen" culture observing trash carefully, sort them especially for inorganic garbage (plastic, cans, bottle caps, newsprint,*

*etc.) then collect the waste to be deposited in the Bank, so that the volume of waste is reduced. "(Interview with Mr. Moh Nurhidayat, February 18, 2016).*

The existence of Bank Sampah Mandiri gives positive impact on society in RW X Kebon Manis Kecamatan Cilacap Utara. Bank Sampah Mandiri is able to help increasing family income; the garbage that had no economic value and was usually only thrown away now saved and cherished its every kilogram that has economic value. Besides that Bank Sampah Mandiri is able to create entrepreneur life, organize and create new jobs for people, especially for mothers who do not work, by joining in craft group *Innel Creative Handicraft Recycling* which is one of the activities in Bank Sampah Mandiri. Here mothers can learn to organize and learn creative and innovative recycling waste into valuable craft costs such as handbags, purses, brooches, and flower made from plastic wastes, bottle caps, beverage cans, newspapers etc. Thus the housewives become productive and have their own income so as to assist the household economy. Moreover, with Bank Sampah Mandiri, housewives that were once only spending their spare time watching television after doing domestic chores such as washing, cooking, ironing and picking up children from school now have more free time to productively gather with the other mothers in the Bank Sampah Mandiri, they could learn to sew, create patterns bags, flowers etc., discussion and public speaking practice can be done here so the mothers also have additional insight, knowledge, and organizational experience. In fact there are some women who used to feel embarrassed to speak in public, with the Bank Sampah Mandiri Program, which is the CSR program PT Holcim Indonesia Tbk Plant Cilacap able to make some housewives become an informant who provided trash craft training in various places in the district of Cilacap. As mentioned in the following interview excerpts, *I am now no longer embarrassed anymore, Ma'am, to speak in public, now I often train myself to make crafts from the offices and schools trashes and the income is not bad, Ma'am, it is also an honor to be able to create additional revenue to the family". (Interview of Mrs. Lasmini, February 19, 2016).*

Bank Sampah Mandiri Program is a CSR program that can help Cilacap district government programs, especially in garbage handling. In addition Bank Sampah Mandiri program has been able to empower local communities by promoting self-reliance and creativity of local communities and improve the welfare of the family economy of local communities and also a solution to the problem of garbage going on in the local area, so that people participate actively in the implementation of CSR programs Bank Sampah Mandiri, although it is still also necessary to conduct socialization related to Act 18 of 2008 on waste management in which the public are obliged to reduce the volume of waste generated by way of sorting organic and inorganic waste at the level of households. Thus, the entire community, especially the household level can support and participate actively in Bank Sampah Mandiri CSR program.

## 5. CONCLUSION AND SUGGESTIONS

### *Conclusion*

Based on the explanation above, it can be concluded that the CSR program Bank Sampah Mandiri PT Holcim Indonesia Tbk. Cilacap Plant has managed to empower local communities by promoting self-reliance and creativity of local communities and improve the welfare of the household economy of the local community, using the process of empowerment through Human Development, Business Development, Institutional Development and Community Development.

It is also still needed socialization related to Act 18 of 2008 on waste management in which the public are obliged to reduce the volume of waste generated by way of sorting organic and inorganic waste at the level of households. Thus, the entire community, especially at the household level can support and participate actively in the program CSR Bank Sampah Mandiri .

#### Suggestion

1. The need for socialization of Law 18 of 2008 on waste management in which the public are obliged to reduce the volume of waste generated by way of sorting organic and inorganic waste at the level of households in the various forums of community so that the whole community, especially at the household level can support and participate actively in the CSR program Bank Sampah Mandiri.
2. Given that the Bank Sampah Mandiri is growing, not only manage the savings of garbage therefore institutionally the establishment of co-operatives as a legal entity is necessary.

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