



# Community Empowerment As a Process: A Case Study On Beef Cattle Breeder Empowerment Trough Corporate Social Responsibility (CSR) IN PT. Perkebunan Nusantara XII

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## ABSTRACT

The process of community empowerment can not be seen only as a means to achieve the goal, but becomes an important goal. Community empowerment is a process in itself. The empowerment process should involve the community. Stages of empowering are training, visits and assistance are quite participative, not accompanied by enabling stages (identification of potential and problems and socialization) are participatory. Full participation at the enabling stage is constrained by cost efficiency and predetermined time limits. The scope of empowerment is still based on the strengthening of economic capital by granting loans for the purchase of livestock germs and human capital with counseling and training. While the strengthening of physical capital, nature and social has not received serious attention. Institutions that are formed have not been able to unite the breeders in order to improve the livestock business more productive and efficient together. Internal CSR with facilitators from the internal company is more efficient and the company's interests can be accommodated, but lack of technical mastering of farms.

## INTRODUCTION

The word *empowerment* is defined as giving power or strength to those less powerful. Empowerment contains two definitions: power and weak group. Empowerment aims to help client acquire power, strength and ability of making decision and taking action needed. The less powerful group can be poor community or vulnerable group that should be more powerful economically and escape from poverty. In Indonesia, largely farmers and cattle breeders in rural area belong to this group.

Beef cattle breeding in Indonesia are dominated by small-scale cattle breeding with about 4,204,213 cattle breeder households mastering more than 98% of cattle in Indonesia (Ditjennak, 2015). This people cattle breeding still becomes the important backbone of

national economy as it is the livelihood of majority rural people. People cattle breeding generally is relatively small-scale business, limited capital, and traditional raising system in the form of fledgling and fattening (Ashari, et al, 2012; Talib, et al, 2007). Limitations found widely in developing the cattle raisers' traditional business into the larger-scale one include: access to production infrastructure and limited human resource the family has (Saragih, 2009).

Government, community and corporate can take empowerment attempt for traditional through CSR program. One form of corporate contribution to animal husbandry development through empowering the cattle breeders around the company is the one conducted by PTPN XII. PTPN XII is a company operating in agribusiness and agroindustry sectors. The composition of employees in PTPN XII consists of largely low-class employees (1<sup>st</sup> class) with low education (Elementary School and Junior High School) (Annual Report, 2010). About 37.599 (2012) laborers relying for their life on the plantation business with cattle breeding as side livelihood. The company's laborers or employees come from the people living around the company. The current Data shows that there are 125 big plantations in East Java with total area of 142,213 hectares (Plantation Service of East Java, 2011). Out of total plantation areas in East Java, 80,927 Ha (more than 50%) belong to HGU PTPN XII (Business Utilization Right of PTPN XII). The total area width belonging to HGU PTPN XII represents the company's strategic role in improving the social-economic condition of people in plantation area of East Java. However, the beef cattle productivity in plantation area is still low with Calving Interval (CI) above 18 and daily gain of 0.35 Kg/day.

CSR program in PTPN XII was conducted through Partnership and Environment Building Program (PKBL) corresponding to BUMN Ministry's Regulation. Partnership program is manifested in the form of empowerment and partnership with beef cattle raisers in the corporate area. The objective of empowerment is to improve welfare, reduce vulnerability and poverty. It also aims to improve skill, to change attitude and mindset, all of which should pass through the correct empowerment process. Therefore, it is important to study how the empowerment process is conducted. Parsons et al (1994) stated that empowerment is a process to make everyone sufficiently strong to participate in controlling and influencing the events and the institutions his/her life. Community development process cannot be viewed as a means of achieving objective but it is an important objective. Community development is the process itself. Process and product, means and objective is inseparable or called process integrity (Ife and Tesoriero, 2008). From elaboration above, a study should be conducted on how the implementation of empowerment or empowerment process is to the beef cattle raisers through CSR program and the constraints encountered in the empowerment process conducted by the company, the result of which was used to improve the implementation of empowerment by the company.

## METHOD

This research was taken place in Kotta Blatter plantation unit as this unit becomes a CSR program pioneering center of PTPN XII, by establishing animal husbandry cluster (PTPN XII, 2011).

This study was a qualitative research with a case study research strategy. The data collected consisted of primary and secondary ones. Data was collected through interviewing key informants consisting of 4 PKBL officers, deputy manager and 3 chairpersons of cattle raiser groups. Secondary data was obtained from the data documented by company, either central or unit garden. The subject of research consisted of 40 beef cattle raising households. Sampling is done by selecting informants who know and deal with problems such as PKBL officers and group leaders, then based on information from informants selected informants in accordance

with the problems to be sought answers. From 40 families, there were 15 families as sample. Sampling techniques used were purposive and snowball sampling ones.

Data analysis was carried out interactively and continuously until it has been completed and the data saturated. Data analysis encompassed data reduction, data display, and conclusion/verification stages (Miles and Huberman, 1984). Data validation was carried out using source and method triangulations.

## LITERATURE REVIEW

### CSR Concept

CSR is an ever developing concept. The history of CSR was begun with Adam Smith's thought in *The Wealth of Nations* as the initiator of modern capitalism stating that the end goal of business is to cater to community interest. Then, neo-classicism was suggested by Milton Friedman trying to retrieve Smith's argument explaining that the end of profitability is business' social responsibility. Then, social responsibility got serious attention from many classes with the publication of Howard Bowen's work entitled "*Social Responsibilities of Businessman*". Carroll (1991) defined CSR as a pyramid consisting of four layers (economy, legal responsibility, ethics, and philanthropy), and stating that philanthropy is very beneficial but it is actually less important than the other three categories of social responsibility. Then, in 1997, John Elkington introduced "*Triple Bottom Line*" packaging CSR in *profit, planet* and *people*. Then, Porter and Kramer (2002) initiated CSR as a social investment, in which as philanthropist investment, CSR will create long-term profit (benefit) not only to individual company but also to all clusters in which the company operates.

In the development after 2000, exactly in 2005 Kotler and Lee suggested that there are three requirements needed to make CSR a part of Corporate Sustainability: 1) making CSR an integral part of Corporate Business Strategy; 2) CSR program is closely related to Core Business of company unit; and 3) CSR becomes corporate responsibility either internally or externally. Husted and Salazar (2006) analyzed CSR strategy of several companies in yielding maximal social profit and performance. Young and Straub (2006) stated that CSR serves to develop competency and ability of connecting business approach to social context, and as the part of social innovation process. Until 2007, the enactment of ISO 26000 is a standard operation and a norm of social responsibility implementation of organization and company collected in *Guidance on Social Responsibility*. ISO 26000 stated that CSR in the attempt of improving company performance in addition to quality (ISO 9000) and environment (ISO 14000) issue. ISO 26000 presupposes Social Responsibility practice integrated into organization/corporate governance structure, system and procedure (Jalal, 2013; Rachman, et al, 2010). There are 7 (seven) main issues in ISO 26000 that should be implemented in integrated manner into company business strategy, including: 1) organization governance; 2) human right; 3) worker activity; 4) environment; 5) fair operation activity; 6) consumer issue; 7) contribution to community and society.

Considering the development of CSR concept, it can be seen that CSR as a social responsibility that is philanthropy, charity and community empowerment or community development (CD) in nature, as if inseparable from the corporate business objective and oriented to external stakeholders of company develops into a concept integrated into corporate business objective, organization and corporate governance to improve the company performance. Therefore, a concept of CSR then appears, integrated into and paying attention to the balance of external and internal stakeholders, or CSR approach integrated through employees as internal stakeholder (Vogel, 2005; Kuhn and Deetz, 2008). Aagard and Lemmegard (2012) explored

internal and external orientation integration level of company. Internal integration is defined as employees' involvement in CSR (employee engagement), CSR context that is employee-oriented and communication with employees, and CSR in employee segment in internal marketing term (Bhattacharya, et al, 2007; Korschun, et al, 2009; Iqbal, et al, 2012; Opreana, 2013; Shabnam and Sarker, 2012). Thus, the manifestation of CSR in the form of community empowerment can be done in internal stakeholders or employees.

### **Community Empowerment**

Theoretical foundation of research is particularly based on Ife and Tesoriero's (2008) statement suggesting that community empowerment is basically a process itself. Process can be viewed not only as the means of achieving objective, but also as the important objective. This argument is confirmed by Parsons et al (1994) stating that empowerment is a process of making everyone so strong that participating in controlling and influencing events and institutions affecting their life. Robinson (1994) explained that empowerment is a personal and social process; a liberation of personal ability, competency, creativity and freedom of action. Meanwhile, Ife and Tesoriero (2008) suggested that empowerment is defined as giving effort, power, and strength to those less powerful. Empowerment contains two definitions: power and weak group. Empowerment is a mechanism or process in which individual, organization and group can work on something and has more control over what they face (Rifkin, 2003). Payne (1997) explained that empowerment essentially aims to help client get power, strength and ability of making decision and taking action to be done and relevant to the client, including reducing personal and social constraints in taking action. World Bank (2001) defined empowerment as an attempt of giving the (poor) community group the opportunity and ability of voicing their arguments, ideas, and thoughts bravely and of choosing the best thing (concept, method, product and action) for themselves, their family and community.

Mardikanto (2013) stated that community empowerment process encompasses three stages: firstly, creating a climate or circumstance enabling the community to develop (enabling). The starting point here is an identification of the potency of every community that can be developed. It means that there is no helpless one at all, because if there is, he/she must have been extinct. Empowerment is the attempt of building the power, by means of encouraging, motivating, and generating the awareness of potency he/she has and attempting to develop it. Secondly, it is to strengthen potency or power the society has (empowering). This empowering attempt includes concrete measures and pertains to providing input and giving access to many opportunities that will make the society powerful. Thirdly, it is to protect and to defend the weak community (protecting). Empowerment includes empowering not only individual members of community but also its institutions or regulations. Inculcating modern cultural values such as hard work, parsimony, openness, and responsibility is also a main part of attempt of empowering and reforming social institutions and their integration.

The activity of enabling and making the community independent is done through changing behavior. Behavioral change can be done through education process for farmer community with system and specific characteristics corresponding to the targeted characteristic (nature). Lippit (1961) detailed the planned change into 7 (seven) main activities: 1) growing consciousness, 2) showing the problem, 3) helping solve problem, 4) showing the importance of change, 5) testing and demonstrating, 6) producing and publishing information, 7) implementing capacity empowerment/reinforcement. Sumadyo (2001) in Mardikanto (2013) formulated three main attempts in every community empowerment called *Tri Bina: Bina manusia* (human building), *Bina Usaha* (Business Building) and *Bina Lingkungan* (Environment Building). To this formulation, Mardikanto (2003) added the importance of *Bina Kelembagaan* (Institutional Building).

## RESULT AND DISCUSSION

### History of Program

*Corporate Social Responsibility* (CSR) Program of PTPN XII Persero has actually been done since a long time ago. The history of CSR implementation in PTPN XII was in line with the history of State-Owned Enterprise (BUMN) CSR, despite different name. In 1989, there was a cooperative building called “pegelkop” program governed through Financial Ministry’s Decree (Kepmenkeu) about the guidelines of poor economic employer and cooperative building through BUMN. Article 2 of the Law No.19 of 2003 about BUMN stating that State-Owned Enterprise (BUMN) is intended to seek for profit and to contribute to small- and medium-scale enterprise building. Furthermore, Government Regulation No.3 of 1983 stated that the small-scale enterprise building cost is imposed to company. It was then confirmed through Kepmen BUMN (State-Owned Enterprise Minister’s Decree) No. 236/MBU/2003 on June 17, 2003, about partnership program with small-scale enterprises and environment building (PKBL), amended with Kepmen BUMN No.5/MBU/2007 and recently Kepmen BUMN No.08/MBU/2013 about PKBL. The rationale of PKBL implementation in PTPN XII is Law No.40 of 2007 about Limited Incorporation, governed later in Government Regulation Number 47 of 2012 about Social and Environment Responsibility of Limited Incorporation.

CSR program in PTPN XII is implemented through PKBL. Environment Building (BL) is led to public facility grant and improvement. Partnership program (PK) focuses on beef cattle breeding business for the community around plantation, constituting the executive employees (laborers), either permanent or contract ones. Corporate Social Responsibility (CSR) program in PTPN XII shows that the company attempts to keep the *balance between internal and external stakeholders* (Bhattacharya, Sen and Corschun (2007). Meanwhile in PK with employees and people around plantation being the targeted beneficiaries, the company integrates business objective into CSR program. It follows SR concept, the CSR approach integrated into employees as the internal stakeholders (Vogel, 2005; Kuhn and Deetz, 2008). The context of CSR is oriented to employees and communication with employees. CSR in employee segment is called internal marketing (Bhattacharya, et al, 2007; Korschun, et al, 2009; Iqbal, et al, 2012; Opreana, 2013; Shabnam and Sarker, 2012).

The company’s choice of distributing fund to animal husbandry is based on consideration that the culture and potency of community around the company includes cattle raisers. From the result of field observation and calculation, it can be found that about 70-80% of community members are cattle raisers. The condition of community consisting of largely cattle raisers also becomes a consideration in the term of capital circulation effectiveness, so that partnership sustainability and benefit can be maintained. Partnership conducted by lending capital loan to cattle raisers in the company’s work area has been established since 2009. In 2010, animal husbandry cluster was established as the pioneer of CSR by introducing cow breeding with *kereman* (dry lot fattening) system considered as efficient. In addition to facilitating building and coordination and expectedly improving community income and welfare, it is also an attempt of safeguarding plantation plant productivity from damage due to people-owned cattle.

### Empowerment Implementation

Implementation is the empowerment process; it can be said as “software”, how the program is implemented related to any rules and individuals affecting the program implementation (Prasedtijo and Amini, 2010). Empowerment process includes activity stages and scopes. The process of beef cattle raiser empowerment can be summarized as follows:

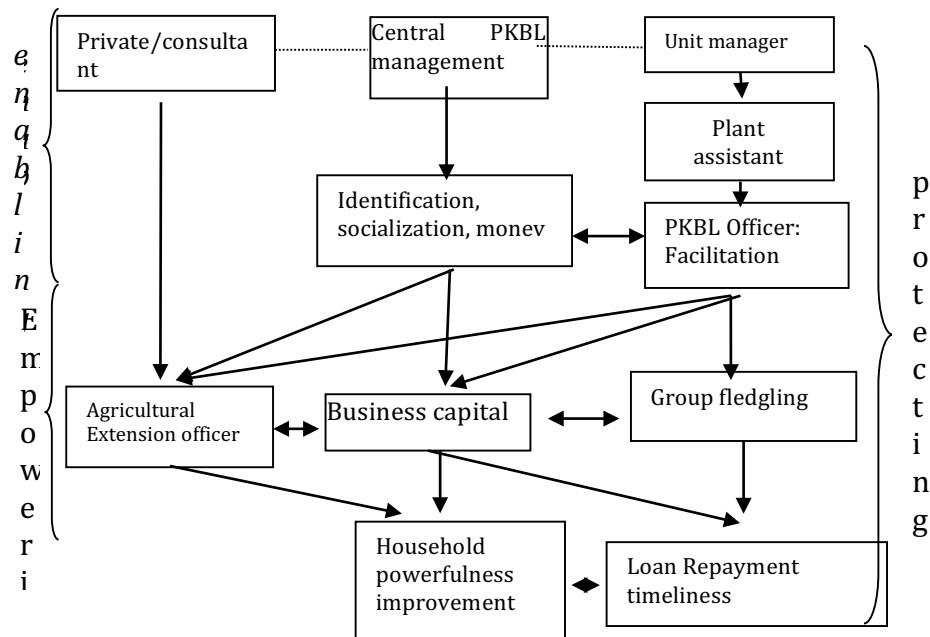
**Empowerment stage**

- a. Identifying potency and problem. This stage is conducted by Central PKBL officer who screened input from community through the officers existing in unit garden, individual group chairpersons, and plant assistant. This input is then organized by priority of PKBL program in the proposal coordinated by unit garden manager. It is in line with Drs. Yulistyo Wientarto, MM, the Executive Director, stating as follows (interview on April 23, 2015):

*"...it started with the proposal filed by garden unit level, with the excuse that it is garden unit that actually know the condition of community as stakeholders, from the surrounding community's proposal, then the central office will give early confirmation on what proposal should be prioritized recalling so many proposals and limited fund budgeted..."*

The combined bottom up – top down approach is a good attempt taken by Central PKBL management. This combined approach has been appropriate but there should be synergy, communication and good coordination between central office, garden unit and partnership participants.

- b. Socialization of program to the prospect beneficiaries. Socialization is done through holding meeting with all chairpersons of cattle raiser groups from all plantation units. Then, they along with plant assistant will convey the result of meeting to their members.
- c. Establishment of cattle raiser groups. The mechanism of establishing cattle raiser group is conducted when there is a confirmation about fund allocation for unit garden, and the selection is conducted on the people around the garden or the non-permanent workers, particularly those having experience with cow breeding.
- d. The attempt of improving technical skill is conducted by holding training for cattle breeding with *kereman* (dry lot fattening) method (fledgling selection, cattle feeding and feed preservation, stalling, disease prevention) with lecturing method and practical work in and visiting the developed cattle raisers. High participation level is characterized with 100 percent of presence level. Stall facility grant is consistent with technical requirement for *kereman* cow.
- e. Low-interest loan (6% per year) given is consistent with Permen BUMN 07/MBU/2007. The loan is given to each group with *tanggung renteng* (jointly responsible) system, in which one group consists of 10 cattle raisers, each of which gets IDR 6 millions in 2011, and IDR 7.5 millions in 2013 assumed to buy 2 fledglings.
- f. Monitoring and Evaluation. Monitoring was conducted by Central PKBL officers once in 3 months by monitoring the program implementation in the field and discussion and reporting are conducted once in a year, represented by the chairperson of group. Drs. Yulistyo W, MM, as the executive director, in interview on April 23, 2015, said that intensive monitoring should be conducted because of the non-performing loan risk in the partnership with non-bankable target.



**Figure 1. Community empowerment process in beef cattle raisers through CSR**

### **Empowerment Scope**

Mardikanto (2013) said that the attempt of empowering community includes reinforcing human capacity, business capacity, environment capacity, and institutional capacity. Considering the empowerment scope referring to the attempt of reinforcing household capital (Rakodi and Llyoid, 2002); interaction between human capital, resource and social capital (Chaskin et al., 2001); reinforcing individual capacity, community and organization (Kenny, 2006), so that the scope of empowerment conducted is as follows:

- a. The reinforcement of business capacity (economic capital). Economic capital or business capital reinforcement is conducted by reinforcing capital distribution for buying fledgling. The capital is given with low interest rate (6% per year) with 2-year repayment period.
- b. The reinforcement of human capacity. The company considers human resource or human capacity reinforcement as important, because human resource will be the basis of other capital development. The building of partnership participants is conducted in the form of training and visiting the developed cattle raisers with participative and facilitation methods.
- c. The reinforcement of environment capacity. The reinforcement of environment capacity for plantation company is very important because the productivity of plantation resource is highly dependent on environment and natural resource conservation. The main reason of why this partnership is given to beef cattle raisers is because there is synergy between animal husbandry and plantation. Animal husbandry can produce manure and biourine (liquid fertilizer) beneficial to the growth of plantation plant. Environment conservation will also maintain the sustainability of natural grass needed for cow growth. Drs. M. Rokib as the chief of PKBL Division at that time (interview on September 24, 2013), Drs. Yulistyo Wientarto, MM as the Executive Director of PKBL (interview on January 30, 2013) and Plant Assistant of Terate Afdeling (December 27, 2014) revealed such the synergy. Stall grant in the attempt of empowering cattle raisers in PTPN XII becomes constraints in its implementation because there has been no compatibility of cattle raising method to stall shape.
- d. Institutional capacity reinforcement. Animal husbandry is the lifestyle of plantation community existing since a long time ago so that local values and institutions related to

animal husbandry grow well, such as "*gaduhan sapi*" (cow entrusting). Rule and value in the culture of entrusting (*menggaduhkan*) cow grow and develop until today, such as profit sharing, prior cattle value determination called "*kertoaji*" and mutual trust during raising period. Modern institution has come in after the presence of CSR fund grant; to facilitate coordination and building, cattle raiser groups are established. In implementing partnership, cattle raiser groups are lead by the chairperson (chief), constituting those with high education, good experience with animal husbandry and ability of communicating with employees, community and company. The group leader is usually a foreman or security officer meeting such the criteria. Organizational and institutional structure of cattle raiser groups in unit garden remains to be under plant assistant (*sinder*) and the one responsible for the activity is garden manager. Therefore, the cattle raising activity should be synergized with the company's objective.

Community empowerment process, according to Kenny (2003) and Ife and Tesoriero (2008), is basically the process itself. This process can be viewed not only as the means of achieving objective, but also as an important objective. Prasetijo and Amini (2010) suggested that the process relates to rules and individual influencing. Empowerment process is highly affected by the local community culture (Rudito et al, 2004). The process belongs to the community itself, so that it needs community participation in all of its stages. Society worker or facilitator serves only to direct the process in facilitation activity. It can be said that the community stage conducted above includes enabling (identifying potency and problem, socializing and establishing group), empowering (training, fund loan, stall grant), and protecting (rules and agreement document, monitoring and evaluation) stages (Figure 1). The incompatibility of stall shape to cattle raising culture and method is due unsustainable information from the bottom. Identification and social mapping processes are less participative as these are inhibited by time and cost efficiency. Thus, dry lot fattening (*kereman*) method has not been able to conduct in group. It is perhaps due to community's less participation in enabling stage, despite participative method with high community participation in empowering stage. However, dry lot fattening method of cow breeding is adopted by some cattle raisers, by giving supplemental feed and using superior fledgling.

From the elaboration above, the scopes of empowerment conducted still build on economic and human capital reinforcement, while the other three capitals have not gotten serious attention and are still in beginning stage. Meanwhile, the reinforcement of institutional, social, and environment capitals has not been managed well to support the beef cattle raiser empowerment. Institutional capital that should be able to develop social capital and other capitals has not run well because it has been newly established around this program implementation. Adjustment is still needed between members and company and local culture and institution preexisting in the community. Ibrahim in his study (2017) found that motivation coming from self interest to participate in program is a determinant of program successfulness. Community empowerment should be done in integrated manner within all resource aspects owned. Many arguments suggest the importance of the integration of all capitals into empowerment attempt. Kenny (2006) said that capacity reinforcement includes individual, community and organization capacities. Capacity improvement is expected to result in changing structure, resource, behavior and skill. Empowerment is an interaction between human, resource, and social capitals that can be utilized to deal with collective problem and to improve community welfare (Chaskin et al., 2001).

## CONCLUSION

- a. The three stages of empowerment have not involved community completely, particularly in enabling stage, so that the community's wishes have not been



accommodated entirely; therefore dry lot fattening method has not been applicable in group.

- b. The institution established has not been embodied into community's life, either cattle raiser group or partnership between company and community. The institution should be close to the culture entrenched into community, in this case "gaduhan (entrusting)" local culture and institution. Beef cattle breeding with dry lot fattening method is a high-technology and high-cost breeding system, still far away from their cattle raising method. It needs adequate facility, high feed cost and better fledgling, thereby requiring larger capital.
- c. The facilitation in animal husbandry empowerment conducted by internal company's PKBL officer master animal husbandry technique poorly. PKBL officers conducting facilitation find difficulty in combining company's and community's interests.

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