

THE ROLE OF *CSR* AND *SCM* PATTERNED PARTNERSHIP IN
PROMOTING THE ROLE OF *SMEs*
AS BENEFICIARIES OF *CSR* TO LOCAL ECONOMY

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Abstract

Integrated CSR impact on the performance of SMEs indicate that CSR programs, especially in the form of training has affected the performance of marketing, production and HR performance that ultimately affect the financial performance of SMEs. CSR programs that have business ties have a better impact gterhaadp performance of SMEs, which means that the CSR program will be effective if channeled to SMEs that have business ties with the company pemberia CSR, because adaanya certainty of market or supply chain partner companies. Integrated CSR program has been proven to affect the performance of SMEs, however the extent to which SMEs can provide economic prosperity for workers and the environment, so that the integrated CSR program has a multiplier effect on the economy of the environment where SMEs operate.

The data collected in this study as many as 157 small and medium scale enterprises (SMEs). SMEs are netted in this sample engaged in the business of food and beverage, fashion, handicrafts (handycraft), footwear, knitwear (Borderan), woven fabrics, furniture and woodworking tools, and machinery parts. The study results showed that the CSR program in the form of a partnership, SCM also form partnerships, as well as the

interaction (moderation) are both positive and significant effect on the financial performance of SMEs, CSR assisted partner companies large and medium. Likewise, CSR partnerships shaped and shaped SCM partnership, as well as the interaction (moderation) of both positive and significant effect on the level of employee welfare, reducing poverty around the location of the business community,

Keywords: Financial performance, CSR, Supply chain, Employee welfare, Poverty reduction, Local resource absorption

Background

Based on the results of the Economic Research Center LIPI research showed in 2008 the number of poor people in Indonesia amounted to 41.1 million and the data of 2008 the number of Micro Small Medium Enterprises (SMEs) 22.73 million units, or 99.8% of total national effort and absorb employment for 37.96 million or 46.91%. This means that poverty is synonymous with empowerment of SMEs. But until now, the development of SMEs have some constraints: the low quality of human resources, limited access to funding, as well as access to markets that are still narrow.

Poverty alleviation efforts have also been made through the program of corporate social responsibility (CSR). CSR as a social responsibility and a firm commitment morally, economically, and ethically to the entire stakeholders, especially communities around the company. This concept is in accordance with the "maximization of stakeholders". However, implementasi CSR during this time also still has weaknesses, among others: a). Its application is spatial, b). Not to standardized, c). Most are short term and

consumptive, d). Yet measured the extent to which is able to reduce poverty, e). Most have not been integrated with the company's strategy.

Empowerment of SMEs through its CSR program has been running for a long time, especially those committed by government-owned enterprises (SOEs) and recently also by the private sector as an obligation that must be implemented by the company. Efforts are made in the form of social awareness to the community environment, such as the improvement of public facilities, or in the form of empowerment of SMEs, such as capital assistance and training mainly in financial administration and bookkeeping.

During this time the size of the successful implementation of CSR, especially capital seen from the refund rate of the soft loan by SMEs. For SMEs that smoothly in the capital return will receive funding in the next period and SMEs who do not make a return or noncurrent no longer get funding again in the next period. The problem is not on the back or whether such capital support, but on the right whether or not the program with problems that exist in SMEs.

Sri Hartono research results (2010) show that CSR impact on the performance of SMEs through effective empowerment program. SME empowerment programs should be appropriate to the needs of SMEs, where SME development programs related to capital, marketing, operational and improving the quality of human resources. While in Ghoniyah study (2010) showed that the financial performance and employee well-being can be improved by using Islamic corporate governance. Ghoniyah and Hartono (2013), shows that to improve the performance of SMEs required to support Islamic Corporate Governance entrepreneurship. Social concern in the form of social entrepreneurship also have an impact on the performance of SMEs (Hartono, 2012).

Empowerment of SMEs as some still-oriented poverty alleviation short term, some still consumptive, is spatial, yet measurable, and most have not been integrated as part of corporate strategy, so that has not been able to reduce poverty significantly.

Therefore, this study tries to propose model CSR implementation through support for micro enterprises and small integrated in central Java. The result is expected to improve the performance of micro-enterprises and that are expected to grow and can absorb a lot of labor (poverty alleviation), can also provide benefits to various parties, including companies that implement CSR programs, by integrating the program, in an effort to solve the problems of the company itself.

Literature Review

Swasono (2011) states that the poor would remain poor despite being given new clothes, rice for the poor, free medicine and free education up to 9 years. The poor become poorer when powered up its own power (empowerment to be self empowerment). Based on theoretical references and the results of previous empirical research reveals that this form of empowerment of the poor that can power itself and Entas of poverty are (1) employed, (2) given the venture capital and business training, (3) by assisting businesses with parent bigger. Hartono study (2010) showed that the empowerment of SMEs will be effectively done through mentoring programs, marketing, technology, quality, human resources and capital. CSR programs are only effective pilantropi not boost the performance of SMEs.

Employing the poor can be done by creating jobs and create new jobs with the development of micro-enterprises and small community. Micro and small businesses many of which became extinct in the first two years of age (Trenggono, 2011).

Recommendations research to maintain micro and small businesses in order to survive is the protection and assistance of their efforts by holding the medium and large scale. This is in line with a growing phenomenon in the business world that a greater effort is required to conduct Corporate Social Responsibility (CSR) (Act No. 40 of 2007), but it is by reference to empirical,

CSR can improve the image of the company while also being able to have a partner supplying the needs of business greater than. With an image built a larger effort of stakeholders including customer then becomes a pro against the perpetrators of CSR. In connection with these research topics, CSR is only positioned as a relevant and positive activity when associated with the empowerment of micro and small enterprises by larger businesses. As for micro and small enterprises, the CSR in the form of business assistance is a necessity of life micro and small businesses and even a reference in order to grow.

The theory of empowerment of the poor can be done by cutting the cycle of poverty through training and empowerment. For the poor will remain poor despite being given new clothes, but the poor will become poorer if empowered or worked to become empowered themselves (empowerment to be self empowerment).

Poverty and Empowerment of SMEs

Poverty in Indonesia is a very crucial issue unresolved until today. Based on the study LIPI Center for Economic Research showed that in December 2018, the number of poor people in Indonesia amounted to 41.1 million, an increase of 4.7 million compared to 2017, of which only 37.2 million inhabitants. Various efforts have been made by the government to alleviate poverty, either through subsidized programs, BLT, and other programs. The program is only short

term and have not touched the substance of the root causes of poverty.

Speaking of economic problems of the people in order to alleviate poverty, is unlikely to be in spite of the talk about SMEs, because until the end of 2008, the Central Statistics Agency data shows that 48.528 million (99.99%) business unit in Indonesia are those belonging to the business micro, small and medium enterprises (SMEs). From these data it can be said that the people and efforts *menggerakkan ekonomi* reducing poverty in Indonesia is identical to empower SMEs.

Research on the perception of poverty in Kodia manager Semarang on productive based management by Adiwijaya et al (2008) concluded that the social fund managers strongly agree when Kodia Semarang more productive management, programmed and coordinated massively. In the study recommended that the necessary governance reliable so that funds can be tapped from the public and the government as well as beneficial to poverty alleviation.

Subsequent research conducted Adiwijaya (2010) regarding governance effective poverty reduction and targeted at the Social Service of Semarang, a conclusion and new findings to be investigated further as follows: Management of a transparent and accountable is expected by stakeholders, in particular funders because it involves accountability fund. Another very interesting findings is needed more efficacy. Ghoniyah (2010) showed that

the financial performance and employee well-being can be improved by using Islamic corporate governance. Ghoniyah and Hartono (2013) shows that to improve the performance of SMEs need adoption of Islamic corporate governance with the support socialintrepreneurship.

Poverty and Corporate Social Responsibility

CSR programs promoted in order to reduce poverty. CSR term first appeared in the writings of Social Responsibility of the Businessman in 1953. The concept was proposed by Howard Rothmann Brown who answered concerns the business world. Later CSR immediately adopted, because it could be a bad impression bidder company is already in the public mind and more of the employers in the stamp as a hunter of money that does not care about the impact of poverty and environmental degradation, also called the maximization of shareholder (Chairil N. Siregar, 2007).

In the process, the government seeks to reduce poverty by promoting Corporate Social Responsibility (CSR). It is being marked with the Law On Limited Perseroaan No. 40 of 2007 (Act PT), passed on 20 July 2007, which requires companies to implement social responsibility or CSR program. In article 74 of Law Perseroaan Limited (UU-PT) indicates that Perseroaan running their business in the field or related to the natural resources required to implement social and environmental responsibility society. Company yangtidak perform

that obligation will be sanctioned in accordance with the provisions of law peraturanperundang. And is expected by the end of 2008 will be launched ISO 26000 on Social Responsibility.

According Wibisono (2007) companies are implementing CSR gain some advantage, because among other things: maintain and boost the company's reputation and brand image; worth getting a license to operate (social license to operate), reducing the risk of the company's business; widen access to resources; unfurled access to the market; reduce costs; improve relations with stakeholders, to improve relations with regulators; and improve employee morale and productivity. Doing a sustainable CSR program will have a positive impact and greater benefits both the company itself and the stakeholders concerned.

The results of the Indonesia Business Links (2005) on CSR in Indonesia showed that the benefits of CSR among others: ensuring continuity of business, get a human and intellectual capital, increase shareholder value, people feel they have to be firm, lower social costs, and prevent social conflict. According to Jackie (2007) that CSR in Indonesia is based on the "ad hoc" and does not integrate with the business strategy. Yanti (2007) found that the implementation of CSR in Indonesia encountered some resistance, among others: keterbatasna HR experts in implementing CSR, corporate structures that do not accommodate the CSR function, the local management at odds

with CSR, as well as changing attitudes quickly when there are problems.

Saidi (2004) describes three stages of CSR, namely: 1) The first is the corporate Tahap charity, which charity is based motivational boost keagamaan.2) .Tahap second is corporate philanthropic, humanitarian impulse that is typically sourced from universal norms and ethics to help others and the fight for social equality. 3). The third stage is corporate citizenship, namely citizenship motivation to realize social justice based on the principle of social engagement.

There are four models or patterns of CSR are generally applied by the company in Indonesia, namely (Tunadjaya, 2006): 1) The direct involvement. Companies running a CSR program directly with their own organizing social events or submit their contributions to the public without intermediaries. 2) Through the company's foundation or charitable organization. Company set up his own foundation under the company or its group. This model is the adoption of a common model applied in companies in developed countries. 3) Partnering with other parties. The Company maintains its CSR through cooperation with social organizations / non-governmental organization (NGO / NGOs), government agencies, universities or the media, both in managing funds and in carrying out its social activities. 4) Support or join in a consortium.

Sri Hartono, 2012 revealed the results of research on the empowerment

of small and micro businesses. The study recommends that the empowerment of SMEs will be effectively done through training entrepreneurs and social entrepreneurship skills. In related research with CSR programs that concern large companies to SMEs will be effective with the involvement of SME related business companies are doing CSR (Hartono, 2010).

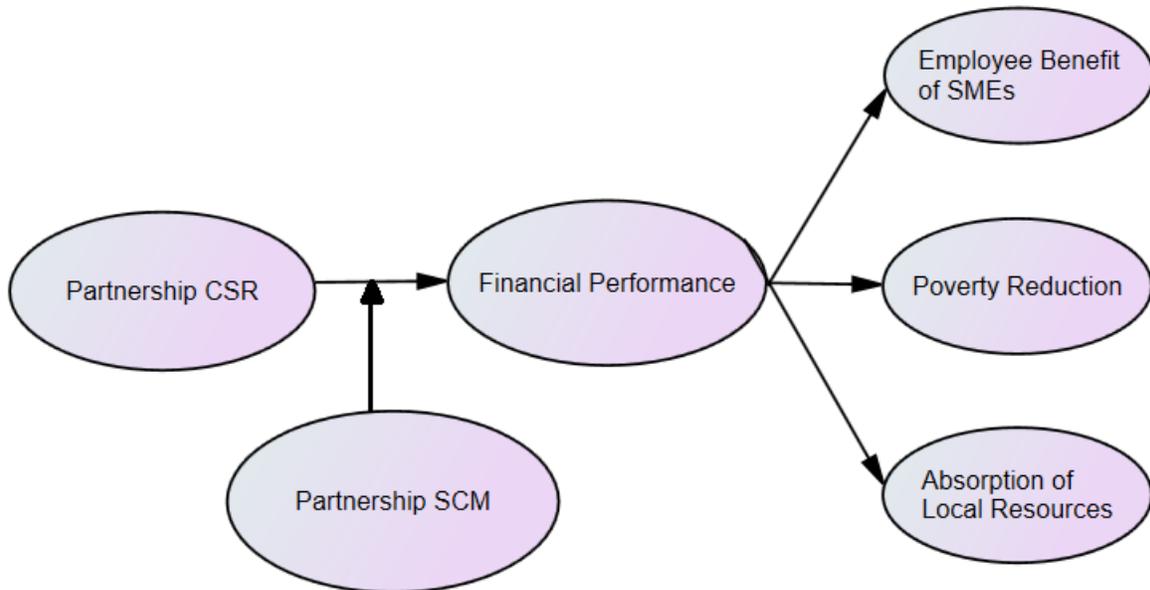
Methodology

Research Framework

This study uses qualitative and quantitative research with descriptive analytical approach. This study focuses on the identification of in-depth support for micro enterprises and small to medium and large businesses in central Java. The methods and techniques of research is a merger between the study of literature, previous empirical studies, observation respondents micro and small enterprises as well as medium and large business respondents with in-depth interview method with the respondents in the Province of Semarang.

In principle, the form of Corporate Social Responsibility (CSR) distributed in various forms, one of which is the capital aid. Shape expediency capital CSR program is measured using indicators of the administrative process and access to CSR would cost amount is sufficient, the requirements are not binding, and flexible repayment period. Meanwhile, the CSR program in aid of equipment, measured using indicators that include: equipment according to the needs of business, the quality of

Figure 1. Research framework



equipment, easily operated, cost-effective. CSR programs in aid of equipment is expected to increase the quantity and quality of SME products. CSR programs are often manifested in the form of assistance training program. Training can be done in the form of exercise entrepreneurship, production training, financial management training, and training in the field of marketing. The training program is expected to improve the ability of SMEs in business management. The effectiveness of the training program is measured using indicators that include: the suitability of the training materials, the ability of coaches in providing materials, training methods are attractive, and training materials can be applied.

The most important success of SMEs indicated by financial performance. The financial performance is measured using indicators that include: earnings, the return on investment (ROI) and profit margin. The continued impact of the financial performance of the recipient SME CSR is on the local economy, good for the welfare and benefits earned by employees in the SME company. Indicators to measure the construct consists of indicators: the public or employees who interact with the company has a good level of welfare, income is rising, and the level of public education about the company and all employees and their families has increased. While indicators of employee benefits SMEs construct consist of: employees have sufficient income to meet the needs of everyday life, business owners are very

attentive to the problems faced by the employees.

Each additional revenue generated from the company relative to extra cover basic needs, employees feel comfortable working in this company, the employees feel awake safety work in this company, and the last indicator is the bond of brotherhood in working in this company. Lastly, the construct of how much absorption of local resources by the company, made up of how much acceptance and utilization of manpower around the company, meet the needs of the business by utilizing the potential that exists in the environment, and the latter, an indicator of relations of cooperation in harnessing the potential of the community environment of business owners are very attentive to the problems faced by the employees.

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Based on the background and the theoretical basis of the previous chapter and based on the results of research in the first year in which the role of the partnership through CSR. CSR programs can effectively improve the performance of marketing, HR performance, production performance and financial performance through the CSR program in the form of training. Increasing the performance of SMEs will be optimized if CSR training program conducted at SMEs that have a business relationship of partnership supply chain (supply chain) with the company's CSR program providers. CSR programs represented an effective training in the form of training with appropriate materials, the ability of coaches in providing materials, training methods are attractive, and training materials are applied. In the second year of research focused on the impact of improved financial performance of SMEs in the welfare of employees,

Population and Sample

The population in this penelitian are micro and small entrepreneurs and entrepreneurs greater in central Java. The sampling technique is purposive sampling in which each micro and small entrepreneurs, small and medium enterprises will be selected respondents who meet specific criteria in accordance with the relevance of research. The data collected in this study as many as 157 small and medium scale enterprises (SMEs), which is spread over 3 districts and 1 city, namely; Batang, Pekalongan, Demak and Jepara regency. SMEs are netted in this sample engaged in the business of food and beverage, fashion, handicrafts (handycraft), footwear, knitwear (Borderan), woven fabrics, furniture and woodworking tools, and machinery parts. Each SME partnering with large and medium enterprises and employees have an average of between 5 to 60 people.

Statistical Analysis

The analysis used in this study is a qualitative and quantitative analysis. Qualitative analysis has the advantage to answer the question why poverty has not significantly, how the micro and small business assistance by a greater effort on the Department of Cooperatives and SMEs in Central Java. That answer can be obtained through in-depth interviews with respondents incorporating the relevant reference literature and the results of previous research.

To determine the effect of improving the performance of micro and small enterprises by larger businesses at the Department of Cooperatives and SMEs in Central Java is used Partial Least Square (PLS). This model is a set of statistical techniques that allow testing of a series of relationships between variables. (Solimun, 2008).

Results and Discussion

Judging from goodness of fit model for the this regression models can be viewed by using a test coefficient of determination (R^2), the coefficient of determination adjusted (adj R^2) and ANOVA test (F test). The test results showed that the above model is very good with a coefficient of determination R^2 and R^2 adj, respectively for 0927 and 0926. Thus, in the above model, the independent variables (financial performance) of small enterprises and medium enterprises (SMEs) could be explained by the explanatory variable (CSR partnership) amounted to 92.6 percent, the rest of the financial performance of small firms and medium enterprises (SMEs) explained by other variables outside the model. Meanwhile, uJi-worthy models' goodness (goodness of fit) of a regression model is to perform the ANOVA test (F-test). From the results of this test can be seen that H_0 is rejected, which means that there is at least one significant variable that affect the dependent variable.

Table 1. Regression Results Effect of CSR, SCM, as well as interaction and SCM CSR (CSR * SCM), of the Financial Performance (KKEU) SME beneficiaries CSR

Independent variables	Dependent variables (KKEU)
constants	-1132 ***
CSR-Partnership	0225 **
SCM-Partnership	0235 ***
CSR * SCM	0039 *
Goodness of Fit	
R2	0927
adj R2	0926
F	652 249 *

Description: Figures in brackets are the t-statistic values
 * Significant at alpha (p-value) of less than 1 percent
 ** Significant at the alpha (p-value) of less than 5 percent
 ***Not significant
 Source: Primary Data (processed)

The test results show that the significance of CSR Partnership has positive and significant influence, with a p-value of less than 5 per cent (0017). While the variable supply chain (SCM) has been shown as a moderating variable pure (full moderation). This is evidenced by the p-value of less than 1 per cent (0001). Thus, the research hypothesis that suspect that there is the influence of CSR partnership and there is the influence of CSR interacting with SCM (CSR * SCM) on financial performance (KKEU) of the perpetrators of SME partners, beneficiaries CSR from companies large and medium-giver CSR, as evidenced by the results of this empirical research studies.

To model the whole (full model) of the results of empirical studies have shown that whether or not the model (goodness of fit model), shows that the model is fairly good untuh with coefficient of determination R2 and R2 adj everything above 0:50. Thus, on the model intact, all independent variables (CSR, SCM, CSR * SCM, KKEU) as a whole is able to explain the dependent variable (KKR, MKN, and SDL) of small enterprises and medium enterprises (SMEs) by more than 50 percent , the rest is explained by other variables outside the model.

Test models worthy goodness (goodness of fit) of a regression model is to perform the ANOVA test (F-test). From the test results on the model is intact, it can be seen that Ho is rejected at signikansi less than 1 percent, which

means that there is at least one significant variables that affect the dependent variable. Meanwhile, the results of hypothesis testing of keseluruhan variables independently that all significant at alpha less than 5 percent. Thus, the influence of CSR, SCM, SCM CSR *, and KKEU) and a significant positive effect on the dependent variable, both to the TRC, MKN, SDL.

This study showed that the program CSR in the form of a partnership (CSR-Partner), SCM also form partnerships (SCM-Partner), as well as the interaction (moderation) both (CSR * SCM), can influence positive and significant impact on financial performance (KKEU) of SMEs assisted partner CSR companies large and medium. Likewise CSR in the form of a partnership (CSR-Partner), SCM also form partnerships (SCM-Partner), as well as the interaction (moderation) both (CSR * SCM) have a positive influence and significant on the level of welfare of employees (KKR), a decrease in the level of poverty around the location of the business (MKN), and the absorption and utilization of local resources (local content) that exist around the place of business (SDL).

The results of this study with the results of various research sajalan earlier, Maski, many more highlight previous research results on the impact of CSR programs for company's giver CSR. Very rarely research focuses on the impact of CSR programs to companies' beneficiaries of CSR in the form of patterns of CSR partnerships between large companies and SMEs.

The results of this study confirm the statement Wibisono (2007) mentions that the companies are implementing CSR gain some advantage, because among other things: maintain and boost the company's reputation and brand image; worth getting a license to operate (social license to operate), reducing the risk of the company's business; widen access to resources; unfurled access to the market; reduce costs; improve relations with stakeholders, to improve relations with regulators; and improve employee morale and productivity.

Doing a sustainable CSR program will have a positive impact and greater benefits both the company itself and the stakeholders concerned. The results of the Indonesia Business Links (2005) on CSR in Indonesia showed that the benefits of CSR among others: ensuring continuity of business, get a human and intellectual capital, increase shareholder value, people feel they have to be firm, lower social costs, and prevent social conflict.

According to Jackie (2007) that CSR in Indonesia is based on the "ad hoc" and does not integrate with the business strategy. Yanti (2007) found that the implementation of CSR in Indonesia encountered some resistance, among others: keterbatasan HR experts in implementing CSR, corporate structures that do not accommodate the CSR function, the local management at odds with CSR, as well as changing attitudes quickly when there are problems.

Table 2. Regression Results Effect of CSR, SCM, and SCM Interaction CSR (CSR * SCM), and Financial Performance (KKEU) to the Employee Benefit of SMEs (KKAR), Poverty Reduction (MKN), and to the absorption of local resources (SDL)

Independent variables	Dependent variables		
	KKAR	MKN	SDL
constants	-13 820 ** (-2529)	-4159 *** (-1219)	-3458 *** (-1.08)
CSR-Partnership	1,920 * (5002)	0762 * (3178)	0624 * (2775)
SCM-Partnership	2416 * (4577)	0983 * (2983)	0623 ** (2016)
CSR * SCM	0121 * (3222)	0131 * (5696)	0086 * (3909)
KKEU	0242 ** (2782)	0:36 ** (2011)	0413 ** (2458)
Goodness of Fit			
R2	0563	0652	0609
adj R2	0552	0643	0599
F	48 990 *	71 281 *	59 299 *

Description: Figures in brackets are the t-statistic values

* Significant at alpha (p-value) of less than 1 percent

** Significant at the alpha (p-value) of less than 5 percent

***Not significant

Source: Primary Data (processed)

The results of this study are also consistent with the expression Saidi (2004), which explains that the third phase of CSR, namely: the first stage is a corporate charity, the charitable impulse is based on religious motivation. The second stage is the corporate philanthropic, humanitarian impulse that is typically sourced from universal norms and ethics to help others and fight for social equality. Especially in the third phase, a corporate citizenship, will have an impact on increasing the motivation of citizenship in order to realize social justice based on the principle of social engagement.

This study also went on the findings of our previous research (Sri Hartono, 2012) which has been revealed that the empowerment of micro and small enterprises (SMEs) will be effectively carried out through partnerships in the form of training entrepreneurs and social entrepreneurship skills. In related research with CSR programs that concern large companies to SMEs will be effective with the involvement of SME related business companies are doing CSR (Hartono, 2010)

Conclusions and Recommendations

The study results showed that CSR Partnership has positive and significant influence. While the variable supply chain (SCM) has been shown as a moderating variable pure (full moderation). Thus, the research hypothesis which postulated that there is no influence of CSR partnership and CSR influences interacting with SCM on the financial performance of SMEs is evident from the results of this study. The businesses of SMEs here are partners, beneficiaries CSR, from companies large and medium-giver CSR.

Meanwhile, the CSR program in the form of a partnership, SCM also form partnerships, as well as the interaction (moderation) both, is also positive and significant effect on the financial performance of SMEs assisted partner CSR companies large and medium. Likewise, overall, CSR in the form of a partnership, and SCM also form partnerships, as well as the interaction (moderation) of both, positive influence and significant impact on the level of employee welfare, reduction of poverty around the location of the business, and the absorption and utilization of local resources that exist around the place of business.

The suggestions can be proposed from the results of this research, is; forms of CSR programs that have so far not synchronized and in line with the strengthening of SMEs, because of its ad hoc and are not integrated. Thus, the impact of CSR that have so far not yet felt the impact in real terms for the perpetrators of CSR receiving business partner-

ship if not integrated with the partnership in the form of supply chain research agreement (supply chain management / SCM). Business partnerships between large and small businesses in the form of CSR partnerships combined with the cooperation of the supply chain are integrated therein (SCM partnership) should be used as models in the CSR program as much impact on the business performance of SMEs, and also to its employees, as well as berdampak also against alleviation of poverty and the absorption of local resources in the community around the business of SMEs.

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