



VILLAGE GOVERNMENT AND COMPANY SYNERGRITY IN THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) PT. INDUSTRIAL FOREST PLANTATION IN HUMBANG RAYA VILLAGE

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Abstract

Synergy is the combination of those who are able to work together and benefit from two-or more two-way communication and coordination with achieving the same point of view in achieving a common goal. The study aims to know the synergy of village and corporate governments in application corporate Social Responsibility (CSR) of country Humbang Raya Kec. Mantangai Kab. Kapuas. Corporate Social Responsibility (CSR) are program they generate it is a from social responsibility to the community, but it should be that social responsibility can contribute to the well-being of the people and make public support more towards the company and establish good communication and coordination the country of Humbang Raya kec. Mantangai, Kab. Kapuas to PT. IFP, people are actually disappointed and complained about the CSR by PT. IFP. In search of cause and effect, researchers are using data collection techniques through observation, interview and documentary. The data obtained from research is processed using a descriptive qualitative analysis to identify the synerfy that already exists between the country's government abd its CSR. Research shows that factors that can prevent synergy of communication and coordination with country and community authorities are: 1.) The country government has never invited PT. IFP and the activities of the follow-up village. 2.) There has been a strong response of implementation of the CSR. 3.) The CSR is Philanthropic.

Keywords: Synergy, Social Responsibility, Receipts.

INTRODUCTION

Indonesia is a developing country that has abundant natural resources (Rusliana, 2014; Yuni et al., 2020). In addition to abundant natural resources, Indonesia has adequate human resources (Jessica et al., 2017; Al Gofar et al., 2022). These two resources are the main capital in Indonesia's development (Atmadja, 2000; Mahadiansar et al., 2020). One of the development activities in Indonesia is development in the industrial sector (Manan, 2014). Until 2013, the number of large industries in Indonesia reached 23,941 companies (Faiqoh & Mauludy, 2019). This figure consists of various classifications of companies, including the food industry, clothing, textiles, tobacco management and others (Sofiana, 2018).

The existence of industrialization in Indonesia is of course not only carried out by indigenous people, but this attracts foreign investors to invest their capital and the management of companies in Indonesia. Industrial development by foreign investors in Indonesia certainly does not only utilize available land, but also utilizes available land in Indonesia (Fauzan, 2021; Tamiang, 2023). In this case, the natural resources that are managed more by foreign investors include natural resources such as Mining, Palm Oil Plants, Crude Oil, Gas and others. But without realizing it, the utilization of these natural resources then turned into exploitation of the available natural resources (Wulandary, 2021). The government does not prohibit this, but this is the impact of giving permits to foreign investors to open industries in Indonesia (Hamidi & Christian, 2021).

In addition to the exploitation of natural resources, the negative impacts that arise from the company's operations are pollution or environmental damage originating from the company's former operational waste (Dewi, 2014). This causes a decrease in the quality of the environment or the forestry area around it and will disrupt public health, this is included in the social impact (Social Impact Assessment) caused by the company (Suryani, 2012; Eristiawan & Suharini, 2021). If the community assumes that there are company activities that cause continuous negative impacts, the company needs to develop a social responsibility program called a CSR (Corporate Social Responsibility) program to improve environmental conditions and situations in society (Santoso & Raharjo, 2014).

In line with the ongoing discourse that leads to increased attention to improving the environment, voluntary activities from companies continue to develop in the form of mercy (Sirait, 2018; Razak, 2022). Initially, social responsibility was carried out voluntarily to build a positive image in the eyes of society. However, since 2007, laws and regulations have been enacted which contain the principles of implementing social responsibility contained in Law Number 40 of 2007, Indonesia requires companies to own businesses related to natural resources to carry out social responsibility. Social responsibility is the company's obligations and responsibilities towards social, economic,

In carrying out the CSR (Corporate Social Responsibility) program there are no certain standards or practices that are considered good. Every company has unique characteristics and situations that influence how they perceive social responsibility. Each company has various conditions in terms of awareness of various issues related to CSR and how much has been done in implementing the CSR approach.

For companies, CSR is a program that must and must be carried out not only for a moment (short term), but must be sustainable (long term). Hildawati & Afrizal, 2007; Amaliyana, 2011). Not only sharing it because of the basis of generosity or considering the program as a medium for charity, but the company is trying to keep it going in a sustainable manner and contribute to sustainable economic development, by working with employees and the local (local) community in order to improve the quality of life (Huda, 2011). As well as the

role of the Central and Regional governments in carrying out monitoring with Environmental and Social Impact Analysis and assessing the extent to which companies are able to provide benefits to the development of surrounding villages and local governments do not have the authority to influence Corporate Social Responsibility (CSR) because the rights are fully exercised by companies regarding the management of their funds .

And as an example of a company that participates in developing natural resources in Indonesia and holds legal permits from the government to manage forest natural resources, namely PT. Industrial Forest Plantation or (PT. IFP) for short, which is one of the Industrial Forest Plantation (HTI) companies located in Lahei Mangkutup Village, Kapuas Regency (Central Kalimantan). Company PT. IFP has been actively operating from 2016 until now and has an area of approximately 101,840 hectares (Ha) and focuses on planting Acasia and Lecalyptus plants where Acasia plants are one of the main raw materials for paper making while lecalyptus is a raw material for wind oil.

In carrying out its work activities PT. IFP is expected to have a positive impact on the condition of the surrounding area both economically, socially and culturally. Therefore also, the company PT. IFP also conducts a social mapping study (Social Mapping) to find out how the situation and condition of the environment and the people who are near the company's area are developing. As for the villages that are being assisted by the company PT. IFP consists of 5 villages namely; 1) Humbang Raya Village, 2) Lahei Mangkutup Village, 3) Manyuluh Village,

Humbang Raya Village itself is located in the sub-district of Kapangai, Kapuas Regency. Humbang Raya Village has an area of 2,166 km² and is very close to the area of the PT company. IFP. The company PT IFP is a company whose presence was rejected by the people of Humbang Raya because they were afraid of the changes that would occur in the village environment when the company entered and shifted people's living habits, to become modernized. As a result, they feel marginalized because they are unable to compete with immigrant communities for jobs. Their lives have become increasingly difficult where most of the land on which they depend for their lives has been converted into areas for planting Acasia and Lecalyptus plants by the company. Social inequality starts to emerge from here, this is what makes people work and have an instant mindset to fulfill all their life needs. One of the most frequently done is working as illegal loggers (Perpetrators of Illegal Logging and Illegal Mining).

In order to prevent conflicts that will be carried out by villagers against the company. Then the Company PT. IFP is making approaches and mediation efforts and creating programs that can later bridge various interests in natural resource management through the CSR (Corporate Social Responsibility) program which aims to empower the people of Humbang Raya Village in the form of infrastructure development assistance, procuring social assistance, and conducting recruitment for people who have the ability and expertise that can be employed at PT. IFP.

Realization of PT. CSR program fund budget. IFP from 2018, 2019 and 2020 in Humbang Raya Village has experienced an increase in the budget for 3 consecutive years and usually the decrease or increase that occurs is due to the company's net profit value fluctuating and the target number of the company's achievements which can change every year so that making budgets or budget funds also not fixed, as well as an evaluation after the implementation of CSR such as increasing or decreasing CSR object targets by management.

All forms of assistance are always more in the form of funds and it is related to money, which is a lot of this which triggers the possibility of forms of irregularities that will occur both in the administrative process within the company which is carried out by the person in charge

earlier or irregularities that occur when handover to village apparatus where the village party again carries out the realization to the community

Most assistance is in the form of material or services that are really visible and delivered. And until now there have been many reports of objections from the public regarding the realization of CSR that have been given to PT. IFP so far, through the apparatus of the Humbang Raya Village government, PT. IFP feels that through the Village Government the realization of CSR can be conveyed by the Village Government but because there are still complaints from the community which are indications of a lack of transparency from the Village Government and PT. IFP in implementing Corporate Social Responsibility (CSR) in Humbang Raya Village.

So, as a researcher, I am interested in researching how the synergy that occurs in the field between PT. IFP with the Village Government in the realization of Corporate Social Responsibility (CSR) funds and what are the supporting and inhibiting factors for PT. IFP in implementing Corporate Social Responsibility (CSR) in Humbang Raya Village. then the title of this research is "Village Government and Company Synergrity in the Implementation of Corporate Social Responsibility (CSR) of PT. Industrial Forest Plantation in Humbang Raya Village, Kec. Manggarai Kab. Kapuas".

RESEARCH METHODS

Researchers use several methods as a support in conducting research. Researchers use the descriptive qualitative method, the descriptive qualitative method is a research method that seeks to reveal symptoms as a whole and in accordance with the context through data collection using observation, interviews, and documentation techniques so that the research results are free from things that are not wanted. Kirk and Miller in Meleong (2000: 3) define qualitative research as a certain tradition in social science that fundamentally depends on observing humans in their own area and relating to that person in their language and terminology. In this qualitative approach, researchers will go directly to the field to research objects. study and hold direct interaction with the village community, Village apparatus and company employees who handle CSR with the aim of obtaining in-depth information about how the synergy of village apparatus and companies is in implementing CSR as a program that can help improve community welfare. And research uses a qualitative approach to produce descriptive data in the form of written or spoken sentences from people and observable behavior (Bogdan and Taylor in Meleong, 2000:3).

This research was conducted at PT. Industrial Forest Plantation (IFP) located in Lahei Mangkutup Kab. Kapuas and his research case study in Humbang Raya Village, Kec. Manggarai Kab. Kapuas. The reason the researcher chose this location is because I am very interested in the development and level of welfare in villages that are close to companies such as Humbang Raya, which so far has received a lot of CSR programs from the company PT. IFP thus the results of the research are able to explain how the Synergy Between Village Administration and companies in the implementation of CSR programs.

The data source is the place from where we are obtained, retrieved and collected. As for the sources of this research data are:

- a) Primary data is data obtained directly from the source through interviews (respondents, informants and observations).
- b) Secondary data, namely data taken from documents and reports directly related to research.

Researchers use the following techniques:

- a) Interview: The researcher conducted in-depth interviews with key informants based on the interview guidelines that had been prepared previously. Asking questions to research subjects, namely village heads, heads of committees or those who take care of government affairs, community leaders, affected communities and providers of sources of assistance such as supervisors or employees in charge of empowerment are carried out openly and flexibly in accordance with developments that occur during the interview process, the researchers tried to explore as much as possible about the role of the village head in encouraging community participation in paying land and building taxes, and the supporting and inhibiting factors.
- b) Documentation: Researchers collect the data needed in this research by collecting the data needed in this research by collecting and studying documents related to this research, such as books, journals, newspapers and others so on to get data on community empowerment activities, village officials and photos of activities.
- c) Observation: Direct observation by researchers at research locations to see social facts and facts so that they can match the results of interviews or information and direct research subjects that are used to obtain data about the role of the village government in the successful realization of empowerment in its community with companies that provide assistance the award.

RESULTS AND DISCUSSION

Synergicity of Humbang Raya Village Government, Humbang Raya Community and PT. IFP

In 2007 the government issued law No. 40 of 2007 concerning Limited Liability Companies which are required to carry out Corporate Social Responsibility activities. The government's decision has drawn protests. This protest argued because initially CSR was an activity or activities based on volunteerism, but with the existence of the law CSR seemed forced. The forerunner to the emergence of CSR begins with a sense of philanthropy, meaning that it is a social activity that is charity in nature or giving gifts at certain times. This activity is the same as Santa Claus giving gifts to children before Christmas.

According to Untung (2014: 117-118), there is nothing wrong with choosing the type of CSR if CSR is used for philanthropic activities, but if CSR is used for community empowerment, it will provide direct benefits and have a greater multiplier impact and be able to gradually develop community independence.

However, the critical level of the community is due to the large flow of information obtained through the rapid development of technology so that CSR activities continue to grow until it becomes a condition for obtaining a good assessment from the relevant Government Service Agencies in granting permits to carry out operations (PHPL Assessment) matters this also makes the company PT. IFP inevitably has to formulate and implement CSR community development programs on a regular basis every year in its target villages, including in Humbang Raya village

To realize the CSR program, PT. IFP must communicate and coordinate with the community and village officials so that there is harmony in the programs owned by PT. IFP with existing development programs in the village, for example through meetings on development in the village (Musrebang Desa).

Based on the above, Mr. Ramadi as Assistant CD and PHBM (Social, Security, License) Public Relations of IFP said that:

"At the end of every year, we always make plans for an empowerment program and close together how many budgets there are for the next year's CSR program. Meanwhile, we from the company offer themselves and hope that the Pemdes can invite us if there is a Musrembang meeting or other development meeting so that our program can also be in line with development programs in the village but we only actively participated in the last village musrembang in 2017 and then in 2018, 2019, 2020 to 2021 we from the company never received an invitation to the village musrembang again, now to address this we will go straight to the village government office to request the results of the meeting to be matched with our program" (SSL Office PT.IFP, 20/11/2021)

In this case the researcher takes the Synergy quote according to Covery which is quoted in (Wati: 2013) defines Synergrity as: "A combination and blend of elements or parts that can produce better and greater output than being done individually" means that a synergrity occurs because integration of various elements of village government programs and PT. Industrial Forest Plantation (IFP) can complement each other.

This was directly confirmed by Mr. Agau as the Secretary of Humbang Raya Village who said that:

"So far, every year from 2017 - 2021 we receive CSR assistance from the company PT. IFP, the CSR programs that are provided also vary from material to cash and we receive them from various fields such as Education, Development to celebrations of holidays, at the end of every year when we want to hold a village Musrembang meeting with the district we have also made an invitation letter for the village community and PT. IFP and determine the date but officials from the district agency who go down to the village to lead the village murembang always come at a time outside of schedule suddenly with the excuse that they go straight to the village because they are on duty near the city so we hold a deliberation meeting suddenly and are attended by officials village at that time without the presence of the community and the company from PT. IFP so that in recent years PT. IFP was never present at the village musrembang meetings that we held because from us the village always did not have time to deliver letters or changes to the schedule that occurred, but I admit that for communication and coordination between PT. IFP and Humbang Raya Village are still good especially with community leaders in Humbang Raya Village." (interview, 15 November 2021)

Information about CSR programs can not only be socialized at Village Meetings such as musrembang, but can also be conveyed at integrated socialization of the RKT (Annual Work Plan) held by PT. IFP. This integrated socialization is usually carried out routinely by the company at the beginning of each year with the aim of providing information where the company will clear land so that the public knows the work area of PT. IFP and can collaborate with PHBM if the community owns the land and wants to cooperate.

In the integrated socialization of PT. IFP will provide open opportunities for village officials, village UKM institutions, farmer group operations to submit proposals for assistance. In a series of integrated outreach activities, PT. IFP will only provide information, it is different from the village Musrembang where the company, together with village officials and the community, can discuss and both know about the program from which village? what is the community's desire for empowering to increase the economy? for example the village program in 2021 will build a kindergarten school now here the company will assist in the field of equipment for facilities for tables, chairs and textbooks, this is a complementary blend. According to Prastowo (2014) this communication activity needs to be done to prevent misunderstandings or double activity.

Based on Kanarisna (2013), companies need to always collaborate with the surrounding community to do what is best related to CSR programs. With good communication, the community can find out what should be done regarding CSR, and companies can also understand the problems faced by the community and how to overcome them.

Even though at the beginning of 2017 there were many rejections from the Humbang Raya community, over the years the rejection turmoil has gradually subsided and the community has begun to accept the existence of PT. IFP is due to IFP's consistency in taking a persuasive approach and providing empowerment in Humbang Raya Village. The presence of the company is also a new hope for the Humbang Raya community in improving the economy and competitiveness where many Humbang Raya people also become laborers and contractors at PT. IFP This was also expressed by Mr. Herminto as a community member of Humbang Raya Village who had received CSR assistance from PT. IFP:

"As long as PT. IFP was present in Humbang Raya Village. I, as the community, felt positive changes. Many of us, Humbang Raya residents, worked as laborers in the nursery and in communication and coordination with PT. IFP and the village of Humbang Raya can be said to be good, although not all people who feel the impact are equally affected by the CSR program that has been provided by PT. IFP". (interview, 11 November 2021)

As stated by Saleh (2013: 236): "The development process should ideally lead to the empowerment and improvement of the welfare of all the people". This will be reflected in reducing the poverty rate, improving income inequality, and creating jobs with incomes that are certain to increase living standards. The impact of the CSR program of PT. IFP by the people of Humbang Raya is no exception to the Farmer Group based on an interview with Mr. Qomaruddin, the Secretary of the Mulia Asih Farmers Group, said that:

"Since Kompok Tani Mulia Asih was founded and operated in 2017 - now we have benefited a lot from the CSR provided by PT. IFP has provided assistance in all fields. Therefore, we are increasingly consistent in improving the quality of our group. The assistance that has been given so far has involved repairing roads from Humbang Raya Village to farmer groups, providing fertilizer assistance, providing cooking utensils for making banana and cassava chips to us. seconded for cooperation in the procurement of seeds with PT. IFP so that it can improve the welfare of members of farmer groups in particular and the people of Humbang Raya". (interview, 29 July 2021)

Realizing synergy is a joint success between the Humbang Raya Village government and PT. IFP that is developed by habit. In realizing this synergy does not mean compromising in the middle but looking for alternatives or solutions in common goals.

Management of CSR Program Funds

CSR empowerment program PT. IFP so far has been in various forms covering several fields such as; 1. Empowerment, 2. Socio-Cultural, 3. Religion, 4. Infrastructure, 5. Education, and 6. Health from these fields the handover can be in the form of cash, materials to heavy equipment rental.

Based on Kanarisma (2013), companies need to always collaborate with the surrounding community to do what is best related to CSR programs. With good communication, the community can find out what should be done regarding CSR, and companies can also understand the problems faced by the community.

So far, CSR handovers have been carried out with various groups and institutions from the Village Government such as the Village Head, Farmers' Groups, schools in the village,

religious committees to the community who form coordinators in an event asking for help. In the researcher's interview with Mr. Agau as the Village Secretary of Humbang Raya said:

"The CSR provided by PT. I know IFP in the village of Humbang Raya, but so far I, as the head of the village of Humbang Raya, have not known how far and how many Handovers the company PT. IFP and the people of Humbang Raya Village have done no reports about this because the handover of CSR does not always go through village officials and can be handed over directly to the community who submitted it from the start, but it is very unfortunate for me the community when making requests or submitting proposals report and ask for signatures from village officials as those who know plus PT. IFP is also less assertive about the completeness of the proposal documents to the applicants". (interview, 15 November 2021)

The proposals that came were all received by PT. IFP for further verification whether the request can be assisted or not. PT. IFP itself does not have specific criteria for format and what form the proposal must take, the important thing is that the community or community group that provides it clearly explains the application in what terms, signed by the submitter and known by the Village Head.

So far, CSR funds that have been disbursed from accounting are directly handed over by PT. IFP to the applicant with witnesses signing the receipt and handover documentation for further PT. IFP gives full authority to the applicant to use the funds as needed.

After the Handover of PT. IFP almost never cross-checks the funds that have been provided, even the CSR handover in material form is almost the same. Mr. Berto Nanyan Askep SSL (Assistant Chair) of the Public Relations Section explained this matter:

"After carrying out the handover which was given in the form of funds, we at the company did not cross-check whether the funds were really for the purpose of the application proposal because related to the issue of money it is very sensitive. We only know what the funds are for and we already know the circumstances, especially when the funds are disbursed we must quickly close the advance to the Head Office because the deadline for closing the advance of funds is only 1 month from the transfer date of the risk of late closing, the applicant's advance will be deducted from his salary and we cannot submit the next advance because there is still outstanding, so we no longer think about field inspections after the handover, the important thing is that we have actually handed over the funds and have proof". (interview, 20 November 2021)

Most of the time the realization of CSR funds has focused more on certain big holiday events such as 1.) Eid al-Fitr celebrations, August 17, and Christmas and some things that are really urgent and need immediate assistance. Because of that the CSR program in PT. IFP is still Charity in nature "Giving assistance at certain times". There are various types of CSR program activities that companies can choose from, and one of them is community empowerment.

According to Untung (2014: 117-118) reveals: If a company can empower the community through its CSR program, then that is the best choice for the sustainability of the community around the company. This is of course different if the philanthropic method is chosen, where assistance will stop at a certain point without regard to the further survival of the community.

"As stated by Mr. Herminto, the people of Humbang Raya Village who have received CSR assistance from PT. IFP: "PT. IFP gave a lot of CSR to Humbang Raya Village and it is true that after the handover PT. IFP did not carry out a cross-check, there was only some assistance, not all assistance after that was cross-checked in the field and on several occasions I felt that the CSR that was given by PT. IFP is not every month or quarterly and there are several moments and occasions at certain times, there are also many proposals or letters requesting assistance from the community, not all of which are approved and realized." (interview, 11 November 2021)

Based on the data above PT. It cannot be said that IFP is focused on turning CSR assistance into community empowerment because most of the assistance provided is according to requests coming from the community, indeed the company PT. IFP has only been running and operating for about 6 years in the field of industrial plants, the focus of the industrial plants that are empowered is Acasia and Lecalyptus plants which until now have not been harvested where these plants have been planted for 7-8 years until the harvest deadline later so during operation PT. IFP spends more capital on operations and has not been able to enjoy the results of what it has been trying to do while planting and caring for PT. IFP earns income through Industrial Sales activities (Logs) from Land Clearing activities.

Assistant Head of Public Relations Mr. Berto Nanyan: "As an SSL Assistant (Public Relations) I feel that the CSR we provide is not maximized because the IFP company is still developing where we also have to minimize the costs incurred for CSR. While waiting for the harvest it is difficult for companies to really focus on empowering especially PT. The IFP area is still prone to conflict so that Buge'd's focus is divided on resolving various conflict resolutions at PT. IFP". (interview, 20 November 2021)

Because the company is still in the developing stage and has not yet produced through harvest, PT. IFP is obtained through the results of the Hauling Industry (Log Sales) logs which are obtained from land clearing activities (Land Clearing) because the company cleared land that occurred from the Humbang Raya Village area, therefore the company still feels responsible for village because of the cleared forest environment, therefore the company made an agreement with Humbang Raya Village in order to receive the results from the Hauling Industry through a Natural Wood Fee agreement.

CSR program through Humbang Raya Village Timber Fee

PT. IFP is engaged in Industrial Plantation Forest (HTI) by obtaining business permits for the utilization of timber forest products in industrial plantation forests (IUPHHK-HTI) based on the Decree of the Minister of Forestry Number: SK. 664/MENHUT-II/2009 dated 15 October 2009 PT. IFP can carry out forestry activities as required in the license granted, in which these activities include surveying, land clearing, planting, maintenance, harvesting and transport of industrial plant products, and in land clearing activities the company uses logs from land clearing to be marketed, the wood that is sold is in the Meranti, Rimba Campur and Indah Wood groups.

Due to the existence of area utilization and timber utilization activities by PT. IFP in the legal area of the assisted villages whose village boundaries have been overlaid with PT. IFP's concession area, the company must also make a contribution to the village areas which become work areas. And one of the areas being worked on by the PT. IFP area also includes the Humbang Raya Village area, so the company PT. IFP must also make a contribution to the Humbang Raya Community as the company's responsibility in the utilization of timber forest products by making a Natural Timber Fee Agreement from this Timber Fee agreement Humbang Raya Village will get a Fee (cash) every 4 month period 3 times payment in 1 year.

This Natural Wood Fee Agreement has been through meetings and agreements with the Government and the Humbang Raya Village Community on August 21 2018 and the agreement was made and ratified on January 17 2019 Number: 09/IFP-Leg-SSL.FK/I/2019 The Timber Fee Agreement is only valid for 5 years since it was signed and will be extended based on the agreement of both parties and of course with the Timber Fee Agreement as a form of social responsibility for the CSR (Corporate Social Responsibility) program of PT. IFP and Humbang

Raya Village have further established communication, and created mutual interests between the company and Humbang Raya Village.

On this occasion the handover of CSR from the results of the Timber Fee was very beneficial for improving Village Facilities and Welfare for the Humbang Raya village community, but in reality the field was not as expected as expressed by Community Leader Pak Udie Bondo (Community Representative receiving Timber Fee handover for the period 2021):

"Of all the CSRs received by the village of Humbang Raya so far, in terms of communication and coordination, there have been no problems, but regarding the Timber Fee Fund, there have been a lot of problems that have occurred because there has been no transparency from the company and village officials, especially the Head of Humbang Raya Village, every handover of the year In 2018, he never gave any directions on where to go for the wood fee for village development and how much nominal fee Humbang Raya Village received from 2018 – 2020, we, the community, don't know at all". (interview, 12 November 2021)

In the Humbang Raya Village Natural Wood Fee agreement, there is a payment procedure, namely Humbang Raya Village is entitled to a Natural Wood Fee of Rp. 5,000.-/m³ (Five Thousand Rupiah Per Cubic Meter) for natural wood production originating from the jurisdiction of Humbang Raya Village and if the origin of natural wood production is not in the jurisdiction of Humbang Raya Village, PT. IFP will hand over the Natural Timber Fee not to the jurisdiction of Humbang Raya Village and the company PT. IFP will hand over Natural wood Fees to villages that are entitled according to the administrative boundaries of the village.

Humbang Raya Village also received a Natural Wood Fee of Rp. 1,000.-/m³ (One Thousand Rupiah Per Cubic Meter) from hauling activities and natural wood production from Km > 26 to Km 69 carried out by PT. The IFP calculation above is used as the basis for payment to Humbang Raya Village according to the volume of timber transported to the Logpond (Port) according to the recap of legal timber that has issued SKSHHK so the total received by Humbang Raya Village is Rp. 6,000.-/m³ (Six Thousand Rupiah Per Cubic Meter) and in the agreement PT. IFP and Humbang Raya Village who served as the representative for the handover was the Village Head.

CSR and PHBM Assistant Mr. Ramadi revealed: *"The existence of the Natural Wood Fee Agreement to Humbang Raya Village is a form of our social responsibility towards the village forest area which we turned into acacia plantation land. We hope that the natural wood fee funds can be utilized by the village to improve community development and welfare. So because this Fee is in the form of cash funds that will be given to the village and the community has objections to the management where it will not be clear where to go, then in 2019 the village community agreed to make the Wood Fee funds used to purchase an ambulance but there is still around Rp. 1000/m³ for car maintenance and development funds in the village. At the time of handover, the village head always represents handover with several witnesses. We hope that the village head can convey to the community about the handover of the timber fee that we have given. some time during the handover of the Timber Fee in 2021 there was a problem between the community and the Village Head, the community did not want the Village Head to become the representative for the village of Humbang Raya in receiving the remaining Fee (Rp. 1000/m³) in the handover. In this case, several community leaders came to the company to change the representative from the village head to a Community Leader because I felt that the Handover of Timber Fees was not open in the management of the Village Framework, I as the company representative still accepted their proposal on the condition that they must have a power of attorney from the village head to change the representative who received it, We as a company remain open to data and evidence issues if they ask because we are still committed to our responsibilities."* (interview, 16 November 2021).

The realization of the CSR Timber Fee received by Humbang Raya Village was realized from the end of 2018 starting from October-November 2018 but at the beginning of 2019 because the Natural Wood Fee was received in the form of funds, the Humbang Raya Village community agreed to hold a meeting and propose the Timber Fee to be Procurement of Ambulance cars to PT IFP using the method The company buys cash Ambulance cars through a dialer and Humbang Raya Village pays installments from PT.IFP by agreeing that the wood fee they receive is calculated every month by deducting Rp. 5000,-/m³ to pay off the ambulance.

So an agreement was made to amend the Natural Wood Fee for the Ambulance car which was made on May 24 2019 Number: 80/AI/IFP-Leg/V/2019 with payment deducted from the results of the wood fee which will be given to Humang Raya. Humbang Raya has only received one wood fee from October - November 2018 followed by the period December - March 2019 PT.IFP's wood fee payments began to be deducted in the amount of 5000,-/m³ and the remainder of Rp. 1,000,-/m³ is given by PT.IFP in cash for the physical development, prosperity and progress of the village.

In the researcher's interview with the village stamp, Mr. Agau, as the secretary of Humbang Raya Village, said: *"As the village secretary, I know PT. IFP also provided CSR in the form of cash funds from the results of the Humbang Raya Village Natural Wood Fee and there was an agreement but in terms of the handover I was never involved as a witness, I also did not have the handover documents that had been given because so far only the company had carried out the handover with the village head as the village representative, and the village head has never once informed either in a meeting forum with the community about natural wood fee funds so far"*. (interview, 15 November 2021)

In this case study, researchers saw a lack of one-way communication and coordination that existed between the company, the community and village officials so that the synergy in managing CSR funds was also not good in Humbang Raya because village officials did not disclose the problem of managing CSR funds to the community, so that the community Humbng Raya has a crisis of trust in village officials, one of which is the Head of Humbang Raya Village.

In the context of the current development, companies are no longer faced with responsibilities that are based solely on the aspect of economic profit alone, namely the value of the company which is reflected in financial conditions, but must also reflect social and environmental conditions (Hadinata, 2019). The company is no longer just an economic activity to create profit for the continuity of its business, but is also responsible for its social and environmental aspects (Oktafiani, 2020; Suhargon, 2022).

Obstacle Factor

In the previous discussion, it was known that PT. IFP has a long process in submitting proposals from villages that are included. This is done because PT. IFP tries to minimize buged expenses so that from the beginning of the year – the end of the year all programs are fulfilled.

Askep SSL (Humas) PT.IFP Mr. Berto Nanyan explained: *"Every year the management of PT. IFP gives Buge according to the target, for example in 2021 the land clearing is only 2,000 Ha, then the buged in 1 year for 4 assisted villages is only up to 200 million, so for 1 year the buged for CSR is only 200 million for 4 villages, the more the target is added, the bigger it is too buged that was given to PT. IFP, this has become an obstacle for us in public relations to provide CSR programs and assistance to the assisted villages. We, from the field of CSR management, are overwhelmed to facilitate requests that come*

in because the bugs that are given are few. If the social responsibility that we provide is not optimal, this will make the community disappointed and problems may arise". (interview, 20 November 2021)

To minimize bugs, PT. IFP must carry out a selection process for submissions for assistance and community empowerment before the handover of CSR (Corporate Social Responsibility) is carried out, the process of providing assistance is illustrated in the following scheme:

In the scheme above, the Village Government, the community, cooperative institutions to farmer groups make requests for assistance by submitting letters or proposals after being received at the SSL Public Relations (Social, Security, License) section, the proposal will be verified first by Askep SSL (Head Assistant) and The Estate Manager, before being sent via email to the Head Office, usually the proposal received will be forwarded with an Advance submission according to the agreed nominal.

Another obstacle is the selection process carried out by the company is very long. If the CSR assistance is urgent, the full approval process takes a minimum of 2 weeks, but if CSR assistance requires proof and consideration, full approval can take up to 3-6 months. this must also be followed up continuously, this is what makes many people who have hoped to become disappointed in the company PT. IFP as expressed by Mr. Qomaruddin as Secretary of the Mulia Asih Farmer Group:

"We once proposed to procure goods in the form of cooking utensils for the manufacture of Cassava Chips and Banana Chips to PT. IFP around the middle of March 2021, our submission was welcomed by SSL (Humas) PT. IFP and the submission process was immediately carried out to the Head Office in Balikpapan but until the beginning of May there was no further information on our submission so I regularly follow up with the company regarding the submissions that we submit to the company if a PR department visits our Farmer Group or when we currently going to the company PT. IFP until finally, after our long wait in August, PT. IFP just handed over cassava and banana chip cooking utensils to us, we admit PT. IFP has really helped us so far, but the drawback is that the applications we submit have had to go through a long follow-up." (interview, 29 July 2021).

The thing that makes CSR not evenly felt by the community because the company PT. IFP's CSR bug budget is very minimal and goes through a long process.

Supporting factors

In the implementation of CSR, the driving factor is very important in the effective functioning of CSR so that the application of CSR can run well. The recruitment of workers carried out by the company is a breath of fresh air for the people of Humbang Raya because there is a separate quota by the company which is intended for village people. as said by Mr. Ramadi (Assistant CD & PHBM):

"On average, we take people to work in this area, and even if there are local contractors who want to register and work together, we are very enthusiastic about accepting them. What is certain is that we will prioritize areas for workers, including the village of Humbang Raya, for the highest number of municipalities". (interview, 16 November 2021)

It can be seen that the company's statement is a breath of fresh air for the unemployed in the Wanuwawaru village. Every mid-year the company will be evaluated by government agencies such as the forestry service either from the province or from the direct ministry. This assessment aims to evaluate the company's performance for 1 year and CSR empowerment

program activities are an important point in the assessment, therefore companies no longer have to carry out programs CSR in the target village environment but is obliged to carry out and make programs. As stated by Mr. Berto (Askep SSL) PT. IFP: "The PHPL assessment is an important point for us to carry out the CSR program and this is their evaluation of us to be able to continue to maintain licensing status."

CONCLUSION

The influence of the implementation of CSR in these companies is the emergence of factors including inhibiting and encouraging factors. In this case, the inhibiting factor that arises is the Bugeed CSR PT. IFP is more focused on resolving social conflicts while the harvesting period is not yet, the company must make extra savings for empowerment and make the CSR program a supporter to increase public sympathy for the company and administrative processes which are convoluted and take a very long time and make people disappointed. Supporting factors in implementing CSR arise from various parties such as support from the village government in implementing CSR to the community itself.

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