

Model Corporate Social Responsibility (CSR) Rehabilitation House not Worth Habitation (Rtlh) Perspective in Governance (Case Study CSR Sinarmas in the Regional Military Command VII / WRB Makassar)

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Model Corporate Social Responsibility (CSR) Rehabilitation House not Worth Habitation (Rtlh) Perspective in Governance (Case Study CSR Sinarmas in the Regional Military Command VII / WRB Makassar)

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Abstract- The purpose of this study was to describe the application of the principle of economic responsibility, legal, ethical and philanthropic responsibility in execution Corporate Social Responsibility (CSR) in regional military command VII /WRB, analyze the role of government (public sector), the private sector and the public (civil society) in the implementation of Corporate Social Responsibility (CSR) Sinarmas in the regional military command VII /WRB viewed from the perspective of Governance. Find alternative model of Corporate Social Responsibility (CSR) Sinarmas RTLH rehabilitation program at the regional military command VII/WRB Makassar in terms of Governance Perspective. Sinarmas research was conducted in Jakarta and the regional military command VII /Wirabuana as the party that receives the program as corporate social responsibility (CSR) Rehabilitation RTLH Sinarmas. The study was conducted using a qualitative approach that emphasizes the natural background characteristics which researchers act as instruments of research. The focus of research is directed towards obtaining descriptive data in the form of the written word and analyzed inductively. Overall, the study is conducted in several stages with the data collection, data reduction, data presentation, conclusion and verification. The results showed that : Model Implementation of Corporate Social Responsibility (CSR) Sinarmas in the regional military command VII/Wirabuana yet been implemented according to the principles governance, it can be seen from the lack of involvement of other actors, supervision sert a involve answer a defense mechanism accountability, transfarency, Responsibility and fairnes still found irregularities in executing. Role of Government (Public Sector) in promoting Corporate Social Responsibility (CSR) is not yet fully able to carry out its role, the role Mandating can be performed with the Law while the role Fasilitating, Partnering, endorsing not yet done, it can be seen from the lack of government capture the opportunities that exist to cooperate in the utilization of funds Corporate Social Responsibility (CSR) by involving other actors such as the private sector and Civil Society Governance according outlook.

Index Terms- CSR, Roles of the public sector, Governance.

I. INTRODUCTION

Corporate Social Responsibility (CSR) constitute a commitments must carried by private sector (private /companies) to guard existence and as feedback between the private sector environment and public (stakeholders) who are region company mentioned standing in side of the wheel using a tyrelever.

On the other hand the government too in firm already oblige every corporation for implement responsible social and regulate activity Corporate Social Responsibility (CSR) into Constitution and regulation government Other. By because It has been become obligation private sector for implement.

Implementation of Corporate Social Responsibility (CSR) is currently developing rapidly, as the response of business (private sector) who see environmental and social aspects as an opportunity to improve competitiveness (competitiveness) as well as part of the management of risks to the sustainability of its business activities. Substance Corporate Social Responsibility (CSR) is in the framework of the corporation's ability to adapt to its environment, the community and stakeholders associated with it, national and global. In short, CSR implies that the company has a moral duty to be honest, obey the law, upholds integrity (Ardianto, 2011: 35)[1] and Mc Williams and Siegel (2001)[2].

In addition the company has economic and legal obligations to shareholders, the company is also expected to have attention to its stakeholders. This is done Sinarmas. As one of the national companies Sinarmas has been quite a long time to implement various Corporate Social Responsibility (CSR), such as education, health, economic, social, religious, social order and environment. Sinarmas running programs of corporate social responsibility on an ongoing basis with the approach that the company's relationship with the community is an equal relationship where both parties need each other. One program Corporate Social Responsibility (CSR) provided by Sinarmas namely Home Rehabilitation Program Unlivable (RTLH) for members of the military, civil servants and their families throughout Indonesia. The program is contained in a

memorandum of understanding (MoU) between the Army and PT Sinarmas No. 01 / SMART-Army / II / 2013 and No. Memorandum /5/III/2013 which was signed by Assistant Planning Army on name Force Chief of Staff Army (Army Chief of Staff) and managing director Sinarmas. After the program start until the second phase of activities at the end of December 2014, the problems now emerging that the program no longer exists. In fact, should have *Corporate Social Responsibility* (CSR) runs continuously and sustainably (*sustainable*) as claimed by Kington (1994) that corporate sustainability is the keyword *The Triple Bottom Line*.

Sustainability *Corporate Social Responsibility* (CSR) can be achieved by involving the *stakeholders*, not just once completed its *Corporate Social Responsibility* (CSR) has been finished responsibility, so there is a *gap* between what is supposed to implementation. *Stakeholder* involvement in the implementation of CSR is indispensable where *stakeholder* approach to *Corporate Social Responsibility* (CSR) refers, Freeman (1984)[3] defines *stakeholders* as a group or individual who can affect or be affected by the achievement of organizational goals. Based on the back above, the researchers interested in studying with emphasis role the Government, *private sector* and the public (*civil society*) in the implementation of *Corporate Social Responsibility* (CSR) Sinarmas in regional military command VII / WRB viewed from the perspective Governance and models of implementation of *Corporate Social Responsibility* (CSR) Sinarmas in regional military command VII / WRB Makassar through program Rehabilitation Home Unlivable (RTLH) in the perspective of *Governance*.

II. LITERATURE REVIEW

Theory Of Governance

In essence the concept of *Governance* describes the meaning of rule changes that refer to: 1) a new process of governing (*a new process of governing*); 2) changing conditions in the governing (*a changed condition of ordered rule*); and 3) The new method of public participation in government (*the new method by the which society is governed*) (Rhodes, 1996)[4]. The use of rule (*governance*), in accordance with the standard meaning, has been widely defined and formulated. Although there are many formulations, one of the most widely cited formulation is the opinion of Rhodes (1996)[4] who found the so-called "six separate use of government" (*Six separate uses of Governance*), namely:

a) *Governance as the minimal state*. As a minimal state, in this case the size of the structure and role of government bureaucracy streamlined so that the process of organization of government more effective and efficient.

b) *As governance Corporate Governance*. As corporate governance, the organization of government with manually-over or mimic or imitate princif-prinsif that exist in the *private sector* into the *public sector* such as information disclosure, the integrity of the individual, the role clearer, transparency, accountability, and justice possibility (*Fairness*).

c) *Governance As the New Public Management*. As the new public management, the organization of government that emphasizes the role of government as the likely role of manager in business companies, with management processes stylish

private sector is thick and kept up-to guard against competition, market mechanisms, efforts to customer-focused, service options and impact business value. *Governance As Good Governance*. As a "good governance", the organization of better governance, namely in the sense of trying to achieve the government's performance more effective, efficient and economical and also once more responsive, representatif, responsible, accountable to the public interest which is very diverse.

e) *Governance As a socio-cybernetic system*. As socio-cybernetic system, government organization of the process involves the interaction and interrelation many actors/perpetrator of bureaucratic government and non-government (legislative, private sector, NGOs, academics, Press /Media) and responsible simultaneously. The results of public policy is not a product of what is produced by the Government alone but is a product of intervention efforts, interdependence, and interaction and interrelation of many actors.

f) *As self governance-organizing networks*. As a self-organizing network, the organization of the Government which is based on the formation of networks between organizations and between actors in a strong where all parties sharing mutual exchange *resources* either in the form of funds, information, expertise, and access to his net asset governance mechanisms.

Corporate Social Theory Responsibility (CSR)

According to Wood (1991), *Corporate Social Responsibility* (CSR), which is also known by various terms such as *corporate responsibility*, *corporate citizenship*, *responsible business*, *sustainable responsible business* (SRB) and *corporate social performance* is basically a form of regulation of companies (*corporate self-regulation*) are integrated into business model. Magnan & Farrell (2000)[5] which defines *Corporate Social Responsibility* (CSR) as a "business acts in a socially responsible manner when its decisions and actions account for and balance diverse stakeholder interest". This definition emphasizes the need to give equal attention to the interests of various *stakeholders* are diverse in every decision and action taken by businesses that socially responsible behavior.

According Carroll (1979)[6] there are four part model of *Corporate Social Responsibility*. Carroll considers *Corporate Social Responsibility* (CSR) as a concept of *multi-layered*, which can be divided into four interrelated aspects include : economic responsibility, legal, ethical and philanthropic. These four aspects of *Corporate Social Responsibility* (CSR) The Carroll described as follows: **First : Economic responsibilities**. The main corporate social responsibility is the responsibility of the economy, because business organization comprised of economic activities that produce goods and services for society as profitable. **Second : Legal responsibilities**. People expect the business is run in compliance with applicable laws and regulations, which is essentially made by the public through the legislature. Legal liability companies demanding that businesses comply with the law and "playing by the rules". **Third : Ethical responsibilities**. People expect companies conduct business ethically. Business ethics indicates that moral reflection is done by business people individually and institutionally to assess an issue where the assessment is an assessment of the growing value in society.

Fourth: Philanthropic responsibilities. Aspects *Corporate Social Responsibility* (CSR) to discuss various issues, including

such things as charitable donations, construction of recreation facilities for employees and their families, support for local schools, or sponsoring the arts and sports events. According to Carroll (1991)[6], the *philanthropic* responsibility unwanted or expected by the corporation, "is less important than other third-responsibility".

Corporate Social Responsibility (CSR) in the Perspective of Good Governance and Corporate Governance.

In line with the era of globalization and competition so *governance* is widely applied in the context of the company with the aim to ensure effective achievement of targets dit etapkan by a company known as *corporate governance* (Enrique et al, 2006)[7]. *Corporate* ¹⁴ *governance* is more focused on corporate governance related to internal systems and processes that provide direction and accountability for each organization. In the case of public service ¹⁴ is a concern among policy makers or representatives of public organizations and senior managers were given t duties as ²⁸ te a policy (Cornporth, 2003)[8].

In an effort to improve the quality of corporate governance board and improve corporate accountability to shareholders and improve the effectiveness of the system of *corporate governance*, ¹ established the concept of *good corporate governance*. ADB (*Asian Development Bank*) explained that *Good Corporate Governance (GCG)*, containing four (4) main value : *Accountability, transparency, predictability and participation*. Another notion comes from the *Finance Committee on Corporate Governance of Malaysia*, where the *Good Corporate Governance (GCG)*, is a p¹less and structure used to direct at the same time managing the business and affairs of the company toward increased growth in the business and corporate accountab³⁷.

The ¹ bjective of the end of *Good Corporate Governance (GCG)*, is to raise the value of the stock in the long term but taking into account the interests of other *stakeholders*. Then, "*Good Corporate Governance (GCG)*," is defined as a pattern of relationships, systems and processes used by the organs of the company orders to provide added value to shareholders on an ongoing basis in the long term, by taking into account the interests of other *stakeholders*, based on rules laws and norms. The principles contained in the *Good Corporate Governance (GCG)*, in general there are four (4) main principles (Asian Development Bank, 2000)[9], namely: 1) ²³ *Transparency* (information disclosure), that transparency in the decision making process and openness ¹⁶ xpressing information material and rele van of the company. 2) *Accountability* (accountability), namely clarity of function, structure, systems and accountability of the company so that the management company are effective. 3) *Responsibility* (accountability), nam²² compliance (compliance) in the management of the company to the principles of healthy corporate and applicabl¹⁵ gislation. 4) *Fairness* (equality and fairness), which is fair and equal treatment in fulfilling *stakeholder* rights arising under the agreement and applicable laws and regulations.

III. RESEARCH METHODS

For could understand how a *model of Corporate Social Responsibility (CSR)* Rehabilitation Home No Worthy Huni from presspektif *governance* between the regional military command VII / Wirabuanan Army and Sinarmas then approaches used is qualitative the level of exploratory analysis. Data required in this study were obtained through interview techniques to the informant who was selected to obtain information on how the implementation of *Corporate Social Responsibility (CSR)* Rehabi litasi Home Unlivable (RTLH) between Sinarmas with the regional military command VII / Wirabuana in Makassar and Jakarta.

The next technique is the technique of field visits in order to see first hand how the results and outcomes of *its Corporate Social Responsibility (CSR)* which is already taking place, that the last observation techniques ³² collecting secondary data from documents in each unit of implementation of *Corporate Social Responsibility (CSR)*. The data were obtained later by referring to the interactive model of data collection or data collection to data analysis according to Huberman and Miles in Bungin (2003)[10].

IV. RESULTS AND DISCUSSION

To see the implementation of *Corporate Social Responsibility Model (CSR)* SINARMAS in regional military command VII/WRB Makassar through rehabilitation programs RTLH in the perspective of Governance, this can be done through the disclosure of various facts on the ground relating to dig up information on: How the decision-making mechanism that RTLH program is realized, how the functions of each party (Sinarmas and the regional military command VII/WRB) regarding the structure, systems and mechanisms, whether in the implementation of the existing redress mechanisms RTLH program accountability. How the company's efforts and the Government in fulfilling the rights of beneficiaries of the program. All this will be discussed as follows :

1. CSR Program Decision-Making Mechanism RTLH

RTLH program decision-making mechanism is realized starting with the leadership of the Army's request would be the role of the private sector to help address the problem of lack of adequate housing for soldiers due to lack of support from the state budget to repair a state-owned social infrastructure facilities. Then held a meeting initiated by Sinarmas and 14 other private companies from eight major groups such as: 1) PT. Djarum, 2) PT. Adaro, 3) Sinarmas, 4) PT. Wings, 5) PT. Indofood. 6) The Supreme Sedayau Group 7) PT. MSJ 8) Rajawali Corps. Eighth large group t ersebut subsequently conducted Mo U with Assistant Planning Army on Behalf KASAD with Mo U No. 01 / B US-Army / II / 2013, No. Nota / 6 / III / 2013. Subsequently followed up with M o U between the Pangkotama (military commander) with the company that will provide grants of *Corporate Social Responsibility (CSR)* RTLH programs existing for each territory and the eventual realization of this mechanism RTLH program.

If we look from the perspective of the theory of *governance*, decision-making mechanism to perform *its Corporate Social*

Responsibility (CSR) RTLH rehabilitation at the regional military command VII / WRB not involve many *actors* in the implementation. According to the theory of *governance* should *governance* refers to a process of policy-making and the process by which the policy is implemented involving both the state (government), private sector (private sector), and civil society (civil society) in the process of making implementing *ijakan* steel material. As (Rhodes 1996)[11] *Governance As a socio-cybernetic system*. As socio-cybernetic system, government organization of the process involves the interaction and interrelation many actors /perpetrator of bureaucratic government and non-government (legislative, private sector, NGOs, academics, Press / Media) and responsible simultaneously. The results of public policy is not a product of what is produced by the Government alone but is a product of intervention efforts, interdependence, and interaction and interrelation of many actors.

From the perspective of this theory should the implementation of *Corporate Social Responsibility* (CSR) RTLH rehabilitation program conducted with the involvement of the three actors, not only the government, and the private Sinarmas the process of making the mechanism of the program but beneficiaries of *Corporate Social Responsibility* (CSR) namely the Community in this regard (soldiers, civil servants and their families) must be involved. So it can be concluded from the perspective of governance theory the implementation of *Corporate Social Responsibility* (CSR) Rehabilitation RTLH yet fully involves actors as described in the concept of governance.

2. The Function Of Each Party Regarding The Structure, Systems And Accountability Mechanisms.

The function of each party regarding the structures, systems and mechanisms everything is done on the basis of the MOU. Each party functions in the program RTLH Sinarmas given to military command acts as the contracting authority of *Corporate Social Responsibility* (CSR) namely that gives funds to the Army through the financial directorate of the army which is distributed to the respective military command throughout Indonesia. While regional military command VII / WRB in this case Regional Military Commander VII / WRB as Head of Activities (Kagiat), Zidam VII / WRB as (Head implementation activities) Kalaksgiat, representatives of the unit as (Implementation Project Organization) POP as well as members of soldiers and civil servants of the army of beneficiaries of funds *Corporate Social Responsibility* (CSR).

But complement system and mechanism for the planning, implementation, reporting, evaluation and a defense response, is still done unilaterally by Z are craving to military command. Regional military command then report to me Sinarmas and Mabesad. This reporting process without meli k bat's society as a recipient of funds benefit *Corporate Social Responsibility* (CSR) and Sinarmas involvement in supervision. POP and community pene not accept the benefits given RTLH implementation plan document in which there is no explanation budget plan (RAB), Material Requirements, Needs work equipment, technical specifications and requirements of building materials, as well as images bestek (detail). So that when viewed from the implementation of the concept good *governance* has not been

implemented regarding the function of each party (Sinarmas and the regional military command VII / WRB).

3. Redress Mechanisms RTLH CSR Program Accountability.

Accountability mechanism takes the form of physical filing reports (Lapjusik) development. Each week reported to Zidam POP in stages. Zidam to the Regional Commander VII / WRB UP then as long Chief of Staff of Military Region VII /WRB. As long Chief of Staff of Military Region provide reports to funders CSR companies (Sinarmas) as well as to the Army Headquarters (Mabesad) in Jakarta, and the last in the form of comprehensive reports and news handover between the two parties, namely companies funders *Corporate Social Responsibility* (CSR) the Military Command.

For reporting findings gradually implemented properly and according to the rules benefits a defense response (Wabku) so there is no budget deviations. But indications discrepancy report between a written report with the results of field observations and studies on the implementation document regarding technical specification and interviews with implementation as well as beneficiaries of the field discovered anomaly or deviation. The deviation is the budget that is not based on the program, the material is not suitable bestek, The transfer the budget, as well as utilizing mode of beneficiaries of *Corporate Social Responsibility* (CSR) to increase the completeness of his own house in accordance with the guidelines. It can be concluded for the first phase of the CSR program RTLH deviations occur budget while in Phase II *Corporate Social Responsibility* (CSR) RTLH program can be carried out according to plan and budget and appropriate reporting.

4. Corporate And Government Efforts To Fulfill The Rights Of Beneficiaries Of The Program.

The efforts of government and private /corporate (*private sector*) to fulfill the rights of beneficiaries of the program is still not maximized in terms of both regulation and involvement as well as in terms of supervision. This means that in the implementation of CSR program RTLH there must be a guarantee for the achievement of the objectives of *Corporate Social Responsibility* (CSR) without prejudice to the rights of beneficiaries of the program since its implementation is not *governance*.

Based on the research results, we conclude the empirical model of the implementation of *Corporate Social Responsibility* (CSR) Rehabilitation Program RTLH Sinarmas regional military command VII/Wbt in Makassar that no community involvement as beneficiaries of *Corporate Social Responsibility* (CSR) RTLH rehabilitation. Program implemented through MOU Groups Company and Mabesad the which dealt up by MOU between regional military command VII/WRB dan Sinarmas while community (prajuri, civil servants and their families) as beneficiaries excluded from the dam implementation, but received the results of CSR that is so in the form of rehabilitation RTLH results development by Zidam as executor and POP formed by regional military command VII/WRB.

When viewed from the perspective of *governance*, implementation RTLH not in accordance with the paradigm of *governance* theory and the concept of thought. Due to the

implementation of *Corporate Social Responsibility* (CSR) required the involvement of the three pillars (8) governance: government (*public sector*), Private / corporate (*private sector*) and society (*Civil Society*). From the perspective theory of *governance*, decision-making mechanism to perform its *Corporate Social Responsibility* (CSR) RTLH rehabilitation at the regional military command VII / WRB up to term intention not involve many actor in practice. The function of each party (Sinarmas and regional military command VII / WRB) regarding the structure, system and answers a defense mechanism is not optimal and governance within their theory because it does not involve actors other. System and mechanisms of planning, implementation, reporting, evaluation and accountability, still carried the one hand namely by Zidam. Zidam make a report to the military command, from kodam reported to Sinarmas and Mab Esad without the involvement of the community as beneficiaries of funds *Corporate Social Responsibility* (CSR) as well as involvement in supervision Sinarmas. Everything is reported in administration but for the field pengecekanya not involved. There POP units and beneficiaries are not given how document execution plan RTLH by the method of self-managed run in which no explanation budget plan (RAB), Material Requirements, Needs equipment work, technical specifications and material requirements for building materials, as well as images bestek (detail), So that when viewed from the implementation of which should not be implemented with good *governance* for the function of each party (Sinarmas and the regional military command VII/WRB) regarding the structure, system and answers a defense mechanism is not optimal and sesuai Governance theory because it does not involve other actors.

A defense mechanism answers the implementation of *Corporate Social Responsibility* program (CSR) RTLH should be done in an accountable, transparent, responsibility and fairness. In the model empiri now very difficult to do that as a defense response report the results of its *Corporate Social Responsibility* (CSR) Rehabilitation RTLH Sinarmas in the regional military command VII/ WRB has not put forward the principle of transparent and accountable governance especially Tarutama at the level of implementation and reporting of a defense response still found differences in the budget which is not in accordance with the plan to the implementation of the Rehabilitation RTLH is the standard conduct of its *Corporate Social Responsibility* (CSR) Rehabilitation RTLH caused by only one party, namely the Implementation of *Corporate Social Responsibility* (CSR) RTLH implemented by Zidam from planning, implementation, reporting and evaluation is what violates the concept of governance. Recipient community *Corporate Social Responsibility* (CSR) can not supervise all reporting policies are made Zidam. Private sector only receive less supervision reports *lapjuk* per week adminis²⁵ion form and acceptance of the system after completion so that the implementation of *Corporate Social Responsibility* (CSR) can not be optimal in this model.

In this model the government is only acting as Mandataing, fasilitang course no role as partnering ar²⁰ndorsing as expressed by (Fox, Ward, and Howar, 2002)[12] in the role of the public sector to strengthening *Corporate Social Responsibility* (CSR) that the government should have a role Mandating, Fasilitang, Partnering and endorsing. Mandating the role of the government

only implement it by law, especially Law No. 47 on PT. *Corporate Social Responsibility* obligations (CSR) and facilitated by Regulation Other like the Ministry of Finance Regulation on ⁶ provision of tax incentives for companies that implement *Corporate Social Responsibility* (CSR) well, and the role of the private sector has run a government regulation alone which serves as the government partnering to run a program mandated by the Act, while the public only as beneficiaries without involved in its implementation.

V. CONCLUSION

From the description of the explanation model of implementation of *Corporate Social Responsibility* (CSR) in regional military command VII / WRB can be concluded that:

1. RTLH program decision-making mechanism through the MOU between the Army with partner companies. Especially for regional military command VII/ Wirabuana done with Sinarmas followed up with the creation of organizations implementing development RTLH rehabilitation program.

2. The function of each party regarding the structures, systems and mechanisms everything is done on the basis of the MOU. Organization formed for the implementation and supervision. Answers a defense report of activities carried out in a hierarchical manner to both the funders *Corporate Social Responsibility* (CSR) namely Sinarmas or on units on which Mabasad. Reporting gradually implemented properly and according to the rules a defense response finances (Wabku) no budget deviations, so that those who received the report believe that the funds have been used According designation and appropriate mechanisms and systems a defense the answer. But research findings, there is no compliance to an tar reports a plan to conduct and POP with the beneficiaries of the program. Incompatibility concerns differences in budgets, the difference in technical specification incompatible with the ¹¹image bestek, material and facilities made by the recipient of the funds the benefits of *Corporate Social Responsibility* (CSR). Government efforts and private sector to fulfill the rights of beneficiaries of the program is still not maximized in terms of both regulation and involvement as well as in terms of monitoring its implementation thus allowing the program can be distorted or manipulation adverse occur beneficiaries *governance* programs.

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