

Community Development in CSR Programs Development of Laguna Fishing Pond Tourism

Rachmad Ilham¹ and Budi Setiawan²

¹*Master Program Study of Human Resource Development, Postgraduate School of Universitas Airlangga, Campus B. Jl. Airlangga No. 4-6 Surabaya, Indonesia*

²*Lecturer of Anthropology Science, Faculty of Social Science and Political Science Universitas Airlangga, Campus B. Jl. Dharmawangsa Dalam, Surabaya, Indonesia*

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Abstract: This study aims to analyze the effectiveness of the implementation, stages, and constraints of CSR activity programs in Laguna Fishing Fishing Pond. This study uses descriptive field research method with a qualitative approach. This research was carried out in Laguna Fishing Village Kalanganyar tourism, Sedati District, Sidoarjo Regency. Data collection methods used interviews, observation, and documentation. Intensive depth interviews involving six informants. The analysis technique used is descriptive analysis. The results showed that the implementation of CSR programs that had been carried out by the company had not been effective. The implementation stage has not shown conformity with the existing concepts and theories, from the planning stage to the evaluation stage. The constraints in implementing CSR implementation programs include limited human resources and the lack of skills or expertise possessed, thus causing some errors that make CSR programs run by companies in Kalanganyar village, not on target.

1 INTRODUCTION

Corporate Social Responsibility is an agreement of the World Summit on Sustainable Development (WSSD) in Johannesburg South Africa 2002 aimed at encouraging all companies in the world in the context of creating a sustainable development. One factor that must be faced in order to achieve sustainable development is to improve environmental destruction without sacrificing the need for economic development and social justice.

CSR is a choice based on the awareness of the company (Beal, 2014: xi). In business, companies not only have obligations to shareholders but also must meet the expectations of stakeholders, namely employees, business partners, the government and the surrounding community. A company is a business entity that is considered to carry out its social responsibility to the community (Moon, 2014: 4). It shows that the company can appear and be operated because of the environment that supports it.

CSR has been regulated by the government in Law No. 40 of 2007 concerning Limited Liability Company Article 74 Paragraphs on Corporate Social Responsibility (CSR), namely the company that runs

its business activities in the field concerned with Natural Resources must carry out social and environmental responsibilities. CSR is not only carried out by large companies but also by micro, small and medium enterprises. While the CSR budget as seen in the Regulation of the Minister of State Enterprises No. 4 of 2007 which is 2% of the company's profit.

The form of CSR implementation for each company varies depending on the management and systems of each company. There are seven areas that must be fulfilled in the formation, management, and implementation of CSR programs that include agro-business, education, health, utilization of small and medium micro enterprises, infrastructure, nature and culture preservation, and community capacity building and governance. Apart from various types of CSR, it is devoted to community empowerment which of course can provide direct benefits and various impacts that are gradually able to develop community independence to become free from dependence on the government.

Green and Haines (2007: vii) define that community development is as a planned effort to produce assets that increase the capacity of the

population to improve quality of life. Community development is a multidimensional concept in which social action can contribute to or weaken the creation and maintenance of economic, social, ecological, human, political, and cultural capital of society. Community development can also be described as community involvement in the process of achieving improvements in several aspects of community life where these actions lead to strengthening patterns of human relations and community institutions. One of the many community development programs carried out by companies as part of CSR is the development of the tourism sector.

At present, the tourism sector in Indonesia is slowly gaining attention and becoming the dominant socio-economic activity in people's lives. The tourism sector continues to be developed by the government and society because this sector contributes significantly to the country's economic growth. In his book entitled the sociology of tourism, (Pitana & Gayatri, 2005: 41) reveals how vital the role of tourism is for the development of this republic, the role of the tourism sector is highly expected by the state so that it can replace the role of the oil and gas sector which has dominated the Indonesian economy. The Indonesian state is very dependent and hopes for its tourism potential.

According to statistical data, it is noted that the tourism sector contributed significantly to the national economy. In 2014 the foreign exchange target was the US \$ 5.8 M for 5.8 million foreign tourists, and in 2015 US \$ 6.3 M 6.9 million foreign tourists, while the 2014 target was the US \$ 7.5 M (Widiby, 2015). With the tourism potential that is owned, it still allows opportunities to increase state revenues from the tourism sector (Dirjen Pariwisata, 2015). Based on the description above, development and tourism development programs play a very important role in economic development strategies in a country or region.

Every region in Indonesia has a great potential for natural and cultural wealth to be used as a land for the growth of the tourism sector. One tourism sector that utilizes the natural environment is Pancing Laguna pool tourism. It is an obligation for every company including Laguna fishing pond to implement CSR as an environmental responsibility. In this case, tourism is a sector that involves the community at large. So that forms of CSR that can be done one of them is related to community development. This study describes the effectiveness of the implementation, stages, and constraints of the

Company Social Responsibility activities in the Laguna fishing pond.

2 METHODOLOGY

This study uses a descriptive field research method with a qualitative approach. This research was carried out in Laguna Fishing Village Kalanganyar tourism, Sedati District, Sidoarjo Regency. Selection of Laguna fishing pond tourism in Kalanganyar Village was made as a research location. In order to ensure the accuracy of data and information obtained from field research, it is necessary to have an appropriate data collection technique. The research method using intensive depth interviews is data collection techniques or information by face to face with the informant to get complete and in-depth data. The informants in the study consisted of seven informants which included the manager of the Pancing Laguna pool, visitors to the Laguna fishing pond, and the Head of the Public Service Division of the Sedati District Office. Informants are determined using purposeful sampling techniques. A purposeful sampling technique is used to get specific data from selected individuals (Cresswell, 2015: 217).

Informants were chosen based on an understanding of research problems and phenomena in research. The results of the interview were in the form of scripts which were then analysed by descriptive analysis techniques. As for testing the validity of qualitative data, it is done by triangulation. Triangulation is the technique of checking the validity of data that view something outside the data obtained by utilizing the use of data sources, methods, investigators, and theories.

3 RESULT AND DISCUSSION

Sidoarjo Regency has great potential in the field of fisheries, the ponds area in Sidoarjo Regency stretches from north to south along the east coast. Sidoarjo Regency relies on the fisheries sector, especially the results of milkfish and shrimp aquaculture as the regional superior commodities. Developments in the fisheries sector in Sidoarjo Regency cause the government to appoint Sidoarjo area as a *Minapolitan* Area in Indonesia. The *Minapolitan* area was developed jointly between the government, the private sector and non-governmental organizations to achieve better

economic conditions. *Mina* means fish while *politan* /polis means city.

Laguna fishing pond is on Tambak Cemandi Street, Kalanganyar Village, Sedati District, Sidoarjo Regency, located in the easternmost region of Kalanganyar Village. Laguna fishing pond has an area of ± 3 hectares which is divided into four plots of fishing ponds. The type of fish used in the Laguna fishing pond specializes in milkfish, this is because before it becomes a fishing pond tourist attraction fishing rod tourism business owners cultivate milkfish which are then sent to other regions. In addition, the existing water conditions in Kalanganyar Village are salt water because it is located adjacent to the Madura Strait so that the saltwater environment affects the types of fish that can survive in it (milkfish) and become a commodity of local aquaculture.

In general, the stages of implementing a CSR program include: establishing a vision and mission, setting goals, setting targets, considering policies, setting strategies, designing organizational structures, designing programs, providing human resources, mapping regions, and determining funding sources (Wibisono, 2007) Laguna fishing pond tourism in its CSR activities does not begin with the determination of vision and mission. This is because almost every social activity carried out by the company is more short-term and small-scale so that it does not require special thought regarding the vision and mission of the activity and is sufficiently based on the company's main vision and mission.

Setting goals for each social activity carried out by Laguna are process-oriented and not results. Whatever the outcome, as long as the process runs well, it will also have a good influence on the company. This is not in accordance with Katamba et al (2012) that the goal is an important orientation in the success of CSR. The policy setting in Laguna is carried out by the head of the social activities implementing team who is also a marketing manager so that the policies applied are always related to sales. In relation to the organizational structure in Laguna, there is no special division responsible for handling and managing all needs related to the CSR program starting from the planning to evaluation stages, which are located directly under top management.

The provision of human resources in Laguna has not been maximized because based on the results of the interviews it was found that the majority of existing human resources do not have competence and qualified. This can be an obstacle to the implementation of CSR programs because HR is an

important component in every operation carried out by the company, especially in tourism management (Zontek, 2016: 58). The planning stages carried out by the company are about operational programs that start with a survey of locations, forms of activities, and socialization. For operational CSR activities carried out by companies mostly always involve the active participation of local people who are in the location of CSR activities, both to be involved as committee and participants. The basis for involving the active role of citizens around the location of CSR activities is in accordance with the theory explained by Wibisono (2007), that CSR operational programs are as much as possible attempted to be based on local resources.

The regional division is one of the considerations including priorities by the company in implementing each CSR program. The rationale for selecting the chosen location is the locations that have potential, and the Laguna Fishing Pool in Karanganyar village is considered potential so that it can involve local communities. The funds used so far by companies in carrying out CSR programs are funds taken from the marketing budget for promotional posts. As a result, all this time in the implementation of CSR activities carried out by the company, elements often aimed at marketing and increasing the company's turnover.

CSR programs for Laguna fishing ponds are carried out by the company, including the implementation of CSR programs with program patterns. This centralization is due to the company as the executor or the main organizer of the activity, as well as the area where the activity takes place in the area around the company. In practice, the implementation of this activity collaborates with other parties, namely the village apparatus and local villagers. The mechanism for implementing the program is carried out in a top-down process because the program is based on a careful survey or examination by the implementing team of social activities, agreed upon by the company.

Referring to the description shows that the stages of CSR implementation carried out by Laguna fishing ponds do not meet the stages proposed by Wibisono (2007). This has an impact on the value of the effectiveness of the implementation of the program. The effectiveness of CSR programs is context, input, process, and product aspects. (Yulianti, 2013). The value of effectiveness can be seen in the results of achieving goals. The closer the goal is, the higher the effectiveness level is stated. Referring to the explanation of the implementation, the implementation of the Company's Corporate Social Responsibility activities in Laguna fishing

rod tourism is not yet effective. This is because the CSR activity program which run in the village is not well targeted, in the sense that the results achieved by Laguna do not approach the expected objectives of the implementation of the program.

4 CONCLUSIONS

Laguna Fishing Pond tourism as a business that utilizes natural or environmental potential so that it has a responsibility in the form of community development. Katamba et al (2012) explained that effective CSR can be seen in the achievement of goals. Based on this, the implementation of CSR programs is considered to be ineffective because it is not able to achieve the company's goals and is not on target. This can be caused by several stages of CSR implementation are not carried out, such as the determination of the vision, mission, goals, and organizational structure. In addition, there are obstacles to the implementation of CSR which include internal constraints and limited human resources. The internal constraints in question are about the issue of funds (budget) because so far the company has never provided and budgeted special funds for the implementation of CSR activities. The CSR program that has been running so far, uses funds from promotional posts of the company's marketing division and if the funds are insufficient, the team will work on it by owing first to the company's cooperatives. The human resources involved so far are not competent human resources and experts in CSR matters. This is indicated by the majority of team members who do not know the theory and concept of CSR as a whole, including the flow or stages of implementation that should be carried out.

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