

Analysis Of Strengthening CSR Partnership Networks To Increase Income Generating PTN-BH

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ABSTRACT

Income Generating for Unimed is very important to develop because Unimed as a candidate for Legal Entity State Universities in the future is required to be able to increase PNBK from various sectors. However, this CSR potential cannot yet be optimally achieved to become a source of income for Medan State University. This research aims to analyze opportunities and strengthen CSR funding partnership networks that can be implemented by universities. This research uses quantitative techniques in data analysis, namely: testing is carried out on policy determining variables in strengthening CSR partner networks. while testing the relationship between variables is calculated with the help of SmartPLS software. The research results show that support from the industrial world, partnerships and government regulations have an influence on the potential for CSR funds as income generating for universities, while support from universities has no effect on the potential for CSR funds. The government's role in regulating the management of CSR funds provides benefits for universities, especially universities in the PTN BH category.

Keywords : *I CSR, Partnership, regulations, Income Generating, PTN-BH,*

INTRODUCTION

Universities as educational and human resource development institutions have a very important role in supporting the development of a country. Apart from providing quality education, universities also have the potential to contribute to economic improvement through various activities, including cooperation in the field of Corporate Social Responsibility (CSR). The CSR concept refers to a company's social responsibility in contributing to the welfare of society and the environment.

Universities as legal entities (PTN-BH) have an obligation to encourage the development of society and the surrounding environment. One way that can be done is by strengthening cooperation in the CSR partnership network. Through this collaboration, universities can collaborate with surrounding companies to implement programs that focus on increasing people's income or what is known as "Income Generating" (IG) activities. The existence of higher education is being highlighted by various parties, especially regarding rankings at the international level. As is known, currently there are three categories of PTN, namely PTN Satker, PTN Public Service Agency (BLU), and PTN BH (Legal Entity). Especially for PTN BH, it has more flexible regulations regarding academic and non-academic aspects, including aspects of financial management. Even so, financial management at PTN BH must still be accountable. Because, accountability for PTN BH's performance is a manifestation of the obligation to account for the success or failure of implementing PTN BH's plans in achieving the goals and targets that have been set.

Increasing people's income through Income Generating activities is very important to reduce poverty levels and improve living standards. However, the implementation of these

programs often faces challenges such as limited resources, lack of access to technology, and lack of community involvement in planning and implementation. Therefore, the role of universities in facilitating the strengthening of CSR partnership networks to increase community income through Income Generating activities is very relevant.

This research will conduct an in-depth analysis of strengthening CSR partnership networks between universities (PTN-BH) and surrounding companies in the context of increasing community income through Income Generating activities. This analysis will cover aspects such as collaboration strategies, development of GI programs, impact measurement, as well as supporting and inhibiting factors in strengthening CSR partnership networks. For this reason, it is very important to carry out research that can identify and realize a CSR partnership network model as income generating for universities which is integrated from various sources, namely PMA, PMDN, BUMN/D and private companies in a CSR forum which is regulated through CSR regulations in stages. become a strategic partner for state universities in North Sumatra Province and especially Medan State University as one of the state universities in moving towards PTN-BH. This is important because PTN-BLU and PTN-BH are required to explore various alternative sources of PNBP to help ease the operational burden of their respective universities.

It is hoped that the results of this research will provide better insight into how universities can be more effective in building collaborations with companies to increase community income through IG programs. Thus, this research will make a positive contribution in supporting the mission of universities as agents of sustainable social and economic change.

LITERATURE REVIEW

Stakeholder Theory

Stakeholder theory was introduced by Freeman in 1974 with the opinion that companies understand relationships with external groups such as suppliers, customers, employees, government, the environment and special interest groups to manage the company's organization to be more effective and sustainable (Freeman, 2010) . One of the basics of the stakeholder approach is that "the company is an actor in the social environment and as such must respond to pressures and demands from external parties, to achieve the organization's strategic goals. Miles, S. (2017) defines stakeholders as groups or coalitions, collectives, markets, environments, networks, public or society, individuals (or actors, agents, constituents, members, participants, partners, parties or vectors) or entities (institutions, company or organization) which can be human (people or citizens) or non-human (environment, natural entities) even anyone or anything. Stakeholders can be allies, beneficiaries, benefit providers, beneficiaries, value chain participants, claimants, risk bearers, or risk providers. Freeman (2018) stakeholder theory is an alternative way to understand how companies and people create value and do business with each other. Stakeholders can also influence (influence or impact) an organization (association, etc.) positively by investing resources to create value, benefits, wealth or to make a difference or by providing assistance (assistance, support or promotion) through their contributions (participation or cooperative operations) or negatively by threatening, opposing, damaging, harming, harming or

obstructing the organization (association, etc.) directly or by imposing critical views or mobilizing opinions. Based on the existing explanations and definitions, it can be understood that stakeholder theory is very closely related to parties outside the company organization.

Sustainability Theory

Sustainability theory seeks to prioritize and integrate social responses to environmental and cultural problems (Anderson, 2016). The economic model looks to preserve natural and financial capital; ecological models look at biodiversity and ecological integrity; The political model looks to social systems that embody human dignity. theories on sustainability and the enterprise are adopted to study renewable energy in various corporate contexts. This includes government policies that promote renewable energy in companies and the energy transition. However, a critical review of existing studies from an emerging theory perspective reveals that future research opportunities exist in this research area (Chang, 2017). In fact, it can be stated that business continuity theory is closely related to internal and external factors of the company.

CSR

CSR is the responsibility of companies in various sectors to return some of the profits they earn to improve the standard of living of the people in the countries where the company operates. The CSR concept basically encourages corporations to think about the interests of society by taking responsibility for the impact of the company's activities in all aspects of its operations which can be felt by customers, employees, shareholders, society and the environment. Companies are expected to voluntarily take further steps to improve the quality of life for employees and their families, as well as for the surrounding community and society as a whole (Gondomono 2007).

CSR is a collection of responsibilities that companies have towards society (Carroll, 1999). CSR can also be interpreted as an organization's efforts to improve the lives of various stakeholders or create positive changes externally (Dahlsrud, 2008). Corporate social responsibility is the company's overall relationship with all its stakeholders. This includes customers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investments in community outreach, employee relations, job creation and maintenance, environmental stewardship and financial performance (Khoury et al., 1999). CSR is an action that appears to advance some social good, beyond the corporate and social interests required by law (McWilliams and Siegel, 2001).

According to Jackson and Hawker (2001) Corporate Social Responsibility is how you treat your employees and all your stakeholders and the environment. Frederick et al., (1992) Corporate Social Responsibility can also be defined as a principle which states that companies must be responsible for the impact of their actions on their communities and the environment. Meanwhile, according to Woodward-Clyde. (1999) CSR has been defined as a contract between society and business in which society gives a company permission to operate and in return, it fulfills certain obligations and behaves in an acceptable manner.

METHODS

This research is field/empirical research with a quantitative approach based on primary

and secondary data. Then, based on the results of primary data processing and secondary data which were analyzed statistically, a Focus Group Discussion was carried out involving all stakeholders, namely elements of higher education and regional government, then the results of the FGD were used as a qualitative formulation and recommendations for a model for strengthening CSR partnership networks to increase Unimed's income generating as a PTN. - BH. This research was carried out in North Sumatra Province. The sample was 50 BUMN/D and private companies, namely PMA/PMDN operating in North Sumatra. The types of data used in this research are primary data and secondary data. Primary Data includes answers to questions asked using a questionnaire to business actors. Then Secondary Data includes financial aspect data and other quantitative data which are supporting data in this research.

This research uses quantitative techniques in data analysis, namely: testing is carried out on policy determining variables in strengthening CSR partner networks. Some of the variables tested were internal company policies, Unimed internal policies and stakeholder support to answer these policies, so testing between variables used structured analysis. while testing the relationship between variables is calculated with the help of SmartPLS software. The analyzed data is then discussed through an FGD forum so that it can provide a conclusion as a basis for formulating policies to strengthen CSR networks. This research also involves the community and the role of mass media in strengthening information and communication to the public on CSR programs.

RESULTS AND DISCUSSION

Results

Corporate Social Responsibility (CSR) activities according to Schermerhorn (in Suharto, 2009: 102 -103), namely corporate social responsibility (CSR) as a concern for companies to act in their own ways in serving the interests of the company and the interests of the external public. CSR activities themselves have the aim of developing society, besides that they can be used as a bridge in reducing poverty both at the global and national levels. The role of the private sector through Corporate Social Responsibility (CSR) can be a solution to education problems. Through educational programs or providing scholarships, it certainly really helps the community to create a better quality of education in Indonesia. There are many companies or organizations in Indonesia that focus CSR programs in the education sector.

Currently, corporate social responsibility (CSR) is increasingly understood by various stakeholders. Within the company's internal circles, CSR is gaining acceptance and being integrated into the company's business operations. On the other hand, the regulatory framework (Law on Limited Liability Companies, Law on Investment, Law on the Environment) has made CSR a company obligation. However, policy makers in Indonesia have also taken a step forward by determining CSR costs as a component of operating costs that reduce taxes (tax deductible policy). Whether this will have an impact on the company's sustainability and CSR effectiveness still needs to be studied.

Various implementations of CSR programs by companies through providing scholarships, building and improving facilities and infrastructure, assistance for honorary teachers, and other programs are solutions to problems in the world of education. So this will

certainly improve the quality of education in Indonesia. The company's development will slowly increase without support from the community. Because of this, establishing good relationships with the community, especially the community around the company area, is important. By carrying out a sustainable CSR program, it will have a positive impact on both the company and the local community, so that reciprocity will also be obtained from both parties.

Improving the quality of education in Indonesia is a big responsibility that cannot be done by one party alone. All components of society must work together, because every child, without exception, has the right to receive a decent education. Based on the data testing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics value and the P-value. The research hypothesis can be declared accepted if the P-Values < 0.05. The following are the results of the hypothesis test obtained in this research:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Company Support -> Potential CSR Funds	0,199	0,194	0,079	2,513	0,014
Higher Education Support -> Potential CSR Funds	-0,111	-0,100	0,100	1,111	0,269
Partnership -> Potential CSR Funds	0,913	0,911	0,088	10,365	0,000
Government Regulations -> Potential CSR Funds	0,868	0,765	0,091	9,612	0,000

Based on the results of the hypothesis testing above, it can be seen that of the four hypotheses carried out in this research, two were accepted because each effect showed a P-Value of <0.05, so it can be stated that the independent variable has a significant effect. Meanwhile, two more hypotheses were rejected because they had a P-Value value > 0.05, where the university support variable had a P-Value value of 0.269 and the government regulation variable on potential CSR funds had a P-Value value of 0.542, it can be stated that University support and government regulations on potential CSR funds have no effect.

Discussion

Corporate social responsibility is the company's moral responsibility towards society, both those who live around the company and society in general. As a form of social responsibility, the company carries out a number of activities. This activity has a social aim to help improve the standard of living of the community and a better environment. One of them is increasing public knowledge and understanding through education and training. A program that implements strategies by helping local communities in developing the potential of program recipients by providing educational training to the community. Through link and match, universities and the industrial world are instructed to collaborate with each other to improve human resources or improve performance.

The activities of the community development program (Community Development) as

one of the company's CSR programs can be realized in various forms by optimizing existing company resources and utilizing experts from the local community. One of the principles that makes people independent and able to determine their own desires. As activities that lead to social investment, activities with the contribution dimension shown for social investment require an evaluation that examines the achievement of the results. The strategies that can be carried out by companies in managing the company's Corporate Social Responsibility (CSR) are reactive, defensive, proactive and accommodative strategies. Community development programs that implement corporate social responsibility are not only determined by the company. Within the scope of the company itself, it consists of motivation in carrying out CSR programs, management aspects which will measure the extent to which the program is right on target and in accordance with the objectives involved in implementation. This is a series of company CSR implementations in community development that are based on the company's CSR objectives.

The role of implementing corporate social responsibility (CSR) in community development, especially partnerships with universities, can improve the quality of human resources (HR), institutions, savings, consumption and investment from community households. Lastly is improving people's standard of living and developing social capital. Of course, all this requires a strong commitment from companies and universities in implementing the company's CSR program. This is because the aim of developing the community in the area around the company can run smoothly and successfully.

The Influence of the Industrial World on the Potential of CSR Funds

The business world of industry (DUDI) influences the potential for CSR funds. This is in line with research by Rahman (2020) which states that the industrial world plays an important role in managing CSR funds. Strong support from the business and industrial world can improve PTN BH's reputation in the eyes of the company and the public. Companies tend to be more inclined to provide CSR funds to entities that are considered to have a positive impact on society and the environment. PTN BH's involvement in joint projects with companies can open up opportunities to obtain CSR funds. For example, joint research or development projects that support social or environmental goals may attract companies to provide funding.

Some companies have special policies regarding the allocation of their CSR funds. If PTN BH has initiatives or programs that are in line with the company's CSR focus, this can increase the chances of getting funding. PTN BH's ability to manage CSR funds effectively and provide transparent reports can also influence the company's decision to provide funds. Support from the business world can open up opportunities for collaboration between PTN BH and companies. This collaboration can involve joint projects, training programs, or research that supports the company's social or environmental goals, thereby increasing the chances of getting CSR funding. Support from the business and industrial world can increase public trust in PTN BH. This belief can motivate companies to provide CSR funds with the belief that their investment will have a significant positive impact.

Support from the business world can take the form of providing additional resources, whether in the form of funds, facilities or practical experience. This can increase PTN BH's

ability to implement programs that may be the focus of CSR funds. Industry support can encourage PTN BH to focus more on innovation and research that is relevant to industry needs. This can increase the attractiveness of PTN BH for companies and increase the chances of getting CSR funds for related projects. Support from the business world can create compatibility between PTN BH's goals and the company's CSR policy. If PTN BH has initiatives or programs that are in line with the company's CSR focus, this can increase the chances of getting funding.

The Influence of Higher Education Support on Potential CSR Funds

Universities can contribute to developing CSR programs that are relevant to social and environmental needs. This could increase the attractiveness of PTN BH as a potential partner for companies looking for educational entities involved in sustainable initiatives. Higher education involvement in research and development can be attractive to companies seeking innovation. Collaboration on joint research projects or technology development can be a basis for obtaining financial support through CSR funds. Companies often look to universities as a resource and network to support their CSR initiatives. Support in the form of facilities, experts and connections can increase the attractiveness of PTN BH as a recipient of CSR funds.

Colleges can offer educational and training opportunities to company employees or the general public. Initiatives like this can be a factor that increases the potential for obtaining CSR funds to support education and training programs. The support provided by universities can create a match between the company's values and mission and PTN BH's initiatives and programs. This can make PTN BH more attractive as a CSR partner for companies. Universities can contribute to the development of skills and human resources in line with industry needs. This can be an attraction for companies that want to invest in human resource development through CSR funds.

Two strategies that can be implemented by Unimed are first, asset optimization by managing existing assets or you can also add new assets to become more productive. Second, increase income generation from the CSR programs of Unimed partners such as BUMN, BUMD and other private companies. The CSR program itself has been successfully implemented by many universities in Indonesia, including: by collaborating between universities and local governments, as carried out by the provincial governments in East Java and West Java which have issued CSR Regional Regulations, but in North Sumatra Province itself the Regional Regulations has not yet been published and the Governor's regulations have never been issued. The potential for CSR funds in North Sumatra Province is very large. This is based on the results of research by Kholis (2014), the CSR of Foreign Investment Companies (PMA) reached Rp. 155 billion per year, Kholis (2017) CSR of Domestic Investment Companies (PMDN) Rp. 250 billion per year, and Kholis (2020) CSR of BUMN companies is IDR. 175 Billion per. year. Referring to the three research results, the potential for CSR funds in North Sumatra Province reaches an average of Rp. 575 billion per year, not including CSR from BUMD companies

The Effect of Partnerships on Potential CSR Funds

Partnerships influence the potential for CSR funds. A good strategic partnership has a significant impact on the potential for Corporate Social Responsibility (CSR) funds for an entity, be it a state university (PTN) or a company. Effective partnerships can involve collaboration on joint projects relevant to the CSR focus. Companies can provide funds to partners to support projects that have a positive impact on society or the environment. Companies often look to universities as a resource and network to support their CSR initiatives. Support in the form of facilities, experts and connections can increase the attractiveness of PTN BH as a recipient of CSR funds. Through partnerships, PTN BH can gain additional access to financial resources, facilities and infrastructure owned by external partners. This can increase PTN BH's ability to implement programs that require financial and physical support.

Colleges can offer educational and training opportunities to company employees or the general public. Initiatives like this can be a factor that increases the potential for obtaining CSR funds to support education and training programs. Universities can contribute to the development of skills and human resources in line with industry needs. This can be an attraction for companies that want to invest in human resource development through CSR funds. The support provided by universities can create a match between the company's values and mission and PTN BH's initiatives and programs. This can make PTN BH more attractive as a CSR partner for companies.

Partnerships with the business world can help PTN BH develop a curriculum that is relevant to industry needs. The emphasis on developing skills and expertise in line with job market demands can be an attraction for companies to support PTN BH through CSR funds. Partnerships based on shared values and aligned goals can increase compatibility between PTN BH and the company's CSR policies. Companies tend to prefer to provide CSR funds to institutions that support their vision and mission. Partnerships built on the principles of transparency and accountability can increase company trust in PTN BH. This trust can open the door to providing CSR funds as a form of support to institutions that are deemed to be able to manage funds well. The key to successful partnerships in obtaining CSR funds is building mutually beneficial relationships and providing added value for both parties. Open communication, good cooperation and focus on common goals can increase the potential for CSR funds for PTN BH through partnerships with the business and industrial world.

PTN-BH (Legal Entity State Universities) can take several strategic steps to strengthen their Corporate Social Responsibility (CSR) partnerships with the aim of increasing income and community development. PTN-BH should align their CSR initiatives with institutional goals and priorities. By focusing on areas that align with an institution's mission and expertise, partnerships can be more meaningful and effective. PTN-BH should look for companies and organizations that have similar values and goals. Strong alignment between institutional goals and partners' business strategies can form stronger and more sustainable partnerships. Collaboration should start with a comprehensive planning process involving partner institutions and companies. This process should identify shared goals, set clear expectations, allocate resources, and outline specific action plans for joint initiatives.

PTN-BH can offer their intellectual and academic resources to support partners' CSR

initiatives, while partner companies can provide financial support, industry expertise and networks. This resource sharing approach can create mutually beneficial outcomes. Collaborative projects and programs should be designed to address specific community needs and contribute to increased income. These initiatives may include skills development workshops, entrepreneurship training, job placement programs, and technology transfer projects. PTN-BH can contribute to capacity building efforts by providing training and education to local communities, empowering them with the knowledge and skills needed for income generation activities.

The influence of government regulations on potential CSR funds

Government regulations have no effect on potential CSR funds. This shows that there are no government regulations that specifically regulate CSR funds. However, Hakim's (2019) research suggests that the government's juridical policy in regulating corporate CSR creates order for companies in channeling their CSR funds so that they are right on target. The government can issue regulations that regulate companies' obligations to provide CSR funds. If this regulation contains certain criteria or provides incentives to companies that collaborate with universities, then this can increase the potential for CSR funds provided to universities. Sectoral regulations, especially those related to the education sector, can influence the potential for CSR funds for universities. This regulation may provide special incentives for companies in certain sectors to provide CSR funds to universities. If regulations encourage or require companies to be more actively involved in CSR programs involving universities, the potential for CSR funds can increase (Michiko, 2019). Universities may become strategic partners to fulfill corporate CSR goals in accordance with applicable regulations.

Regulations that support collaboration between the private sector and universities on research, development, or training projects can create opportunities to obtain CSR funds. If regulations encourage innovation and collaboration, companies may be more inclined to provide CSR funding to universities. Regulations that set transparency and accountability standards in the management of CSR funds can increase company trust in universities. This trust can be an important factor in a company's decision to provide funding. National education policy can play an important role in determining the extent to which universities are recognized and supported as recipients of CSR funds. If the government has policies that support improving the quality of education and research, universities can more easily get support from companies.

Government regulations can have various implications for the potential for Corporate Social Responsibility (CSR) funds for state universities with legal entities (PTN BH). If the government requires companies to set aside a portion of their profits for CSR programs, PTN BH could become a significant recipient of funds. This is especially true if regulations include the education sector as one of the priority uses of CSR funds. If government regulations provide special direction or provide incentives to focus on the education and research sectors in CSR programs, PTN BH can benefit. Companies may be more inclined to provide CSR funds to universities that support initiatives that align with the regulatory focus. Government regulations can set certain priorities and strategic issues that need to be addressed through CSR programs. If PTN BH is able to demonstrate their contribution to solving the problems

identified in the regulations, this can increase their chances of obtaining CSR funding.

CONCLUSION

The industrial world has an influence on the potential for CSR funds. DUDI plays an important role in managing CSR funds. DUDI tends to provide corporate CSR funds to entities that have a positive impact on society and the environment. University support has no effect on potential CSR funds. Partnerships influence the potential for CSR funds. Partnerships between universities and companies will facilitate the implementation of CSR programs carried out by companies both in the fields of education and training and capital for State Universities that are Legal Entities to increase the income generating universities. Government regulations have no effect on the potential of CSR funds. Existing regulations do not provide clear information regarding the management of CSR funds because they are still voluntary, so companies are not optimal in managing CSR funds. Universities must establish partnerships with companies that have compatible programs to make it easier to manage CSR funds. The government must immediately issue regulations governing the management of CSR funds and their distribution in a comprehensive manner, so that CSR funds are more useful and effective.

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