

From Policy to Practice: Implementing Corporate Social Responsibility in Environmental Development Programs

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ABSTRACT

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This study aims to determine and interpret the Implementation of Corporate Social Responsibility (CSR) Policy of PTPN IV Kebun Pabatu Community Development Program in Kedai Damar Village, Tebing Tinggi District. The research method used in this research is qualitative research with a descriptive approach. Data collection techniques were carried out by means of observation, interviews, and documentation conducted at the Office of PT Nusantara IV Plantation Pabatu and Kedai Damar Village, Tebing Tinggi District. The data obtained were analyzed qualitatively with the approach of policy implementation theory proposed by Edwards III, including communication, resources, disposition, and bureaucratic structure. The results of this study indicate that the implementation of Corporate Social Responsibility (CSR) environmental development program in PTPN IV Kebun Pabatu from the aspect of communication is not good enough marked by consistency in the delivery of information that is only done when there are activities only. The resource aspect is good enough. The aspect of disposition that is not good enough is marked by the weak commitment and responsibility of the company in supervising the implementation of the program that has been carried out so that it has not run optimally. This can be seen from the road that has been repaired through the assistance of the Corporate Social Responsibility (CSR) environmental development program, which has been damaged again in a relatively short period of two years. The bureaucratic structure has been carried out quite well.

INTRODUCTION

Corporate Social Responsibility (CSR) is a concept that requires companies to meet and consider the interests of all layers and groups of society within which the company operates or conducts its business. The Corporate Social Responsibility (CSR) program is a mandatory initiative for companies to undertake their responsibilities towards society, aiming to generate a positive impact for communities both within and outside the company's environment (Sitakar & Rangkuti, 2024). In simple terms, Corporate Social Responsibility can also be defined as a mechanism for companies to consciously integrate social environmental concerns into their operations and interactions with stakeholders that go beyond the legal obligations of social responsibility. CSR is a commitment of businesses to act ethically, operate legally, and contribute to improving the quality of life for employees and their families, local communities, and the broader community (Nayenggita et al., 2019).

Corporate Social Responsibility is fundamentally based on a concept known as the triple bottom line theory. This theory explains that companies must pay attention to three key aspects in their operations, namely profit, planet, and people, John Elkington (Saputra, 2018). Corporate Social Responsibility (CSR) has been regulated by legislation and ministerial decisions including Law No. 40 of 2007 on Limited Liability Companies (PT), Government Regulation No. 47 of 2012 on Social and Environmental Responsibility of Limited Liability Companies, Law No. 22 of 2001 on Oil and Gas, Law No. 25 of 2007 on Investment, and Minister of SOEs Regulation No.

Per-05/MBU/2007 on the Partnership Program of State-Owned Enterprises with Small Enterprises (BUMN) and the Community Development Program (PKBL).

PT. Perkebunan Nusantara IV is one of the State-Owned Enterprises actively engaged in implementing Corporate Social Responsibility (CSR). PTPN IV (Persero) is a state-owned enterprise engaged in the plantation sector, specializing in the cultivation, processing, and marketing of agricultural products (Rambe & Lubis, 2021). In 1938, the Pabatu Business Unit was a tobacco plantation converted by Bandar Oil Company Mashcapay (BOCM) into an oil palm plantation. The Palm Oil Mill commenced operations in 1940. PT. Perkebunan Nusantara IV also has an impact in various fields, particularly on the community in Kedai Damar Village, as the company operates in that area. To assist the surrounding community, the company implements programs aimed at improving the welfare of the Kedai Damar Village residents. The programs implemented by PT. Perkebunan Nusantara IV consist of several priorities, namely education, the environment, micro and small business development, as well as Creating Shared Value (CSV), which is a sustainable program that has a direct impact on the community.

PT. Perkebunan Nusantara IV Pabatu implemented a community development program throughout the year 2022 to 2023, which includes educational assistance, disaster relief, infrastructure development assistance, support for places of worship, and nature conservation assistance. The following are the Corporate Social Responsibility aids related to the community development program that have been carried out

by PT. Perkebunan Nusantara IV Pabatu in Kebun Pabatu from 2022 to 2023:

Table 1. CSR Assistance Program for Community Development
Year 2022 Pabatu Garden

Date	Form of Assistance	Amount of Funds
26 July 2022	Repairs of SMPN 6 Tebing Tinggi City	Rp. 1.351.351.351
17 November 2022	Renovation of MTs Madinatul Musa'adah Kedai Damar Village	Rp. 10.000.000
18 November 2022	Reinforced Concrete (Redmix) on the main road in front of the PKS Pabatu Office	Rp. 1.889.019.795
28 November 2022	Repairs to the Tebing Tinggi Police Station	Rp. 10.000.000
29 November 2022	Normalization of the Sei Belutu River in Serdang Bedagai District	Rp. 20.000.000
Number		Rp. 1.979.019.795

Source: PT Perkebunan Nusantara IV Pabatu, 2022

Table 1 reveals that the funds allocated for aid in 2022 amounted to Rp 1,979,019,795. The aid was given to improve infrastructure and the environment, such as assistance for river normalization, school repair aid, road improvements especially for roads used in company operations and those accessed by the local village community, and assistance for police station repairs.

Table 2. CSR Assistance Program for Environmental Development
Year 2023 Pabatu Garden

Date	Form of Assistance	Amount of Funds
18 March 2023	Further assistance for reinforced concrete work on the road across from PKS Pabatu.	Rp. 1.351.351.351
3 August 2023	Assistance of supporting equipment for firefighters in Serdang Bedagai Regency.	Rp. 15.000.000
20 September 2023	Normalization of the Sei Belutu River, Serdang Bedagai Regency.	Rp. 10.000.000
Number		Rp. 1.376.351.351

Source: PT. Perkebunan Nusantara IV Pabatu, 2023

Table 2 reveals that PT. Perkebunan Nusantara IV Pabatu allocated assistance funds amounting to Rp 1,376,351,351. The assistance this year is provided for the continued improvement of the road pavement in front of the Pabatu palm oil mill office, where efforts are made to repair road infrastructure, which is very important for operational activities and access for the surrounding community.

Corporate Social Responsibility (CSR) aimed at empowering the communities around the company is still facing challenges, particularly with the issue of fresh fruit bunch (FFB) palm theft. PT. Perkebunan Nusantara IV continues to encounter cases of palm fruit bunch theft within the plantations managed by the company. This theft presents a troubling issue. Theft itself is a crime that generally occurs frequently within society and can be considered one of the most concerning crimes for the community (Bohalima, 2023). Such tensions can exacerbate the company's operations and deteriorate relations with the community.

PT. Perkebunan Nusantara IV has also been deficient in engaging in two-way communication with the public

regarding the implementation of the CSR environmental development program and its benefits for the community, resulting in a lack of understanding, awareness, and involvement from the community in conserving the plantations and supporting the CSR program.

The administrative process in the application for assistance from PT. Perkebunan Nusantara IV Kebun Pabatu indicates that there are still challenges encountered in its implementation. In the administrative process of applying for Corporate Social Responsibility (CSR) assistance, it still takes a long time to obtain approval for environmental assistance. PT. Perkebunan Nusantara IV Pabatu also faces environmental issues in the vicinity of the company's operational area. "News from Warta Today reveals that there are still complaints from the community regarding air pollution, as well as the residents' houses experiencing rotting roofs, and water wells that are oily and emit unpleasant odors" (Warta Today accessed August 20, 2024).

The researchers referenced the previous study conducted by Hardi (2023) on the Implementation of Corporate Social Responsibility (CSR) Policies in Badung Regency, Bali Province, utilizing the theory from Merilee S. Grindle (Grindle, 1980), which explains that important factors influencing the success of the implementation process are The Content of Policy and The Context of Policy. The results of this study indicate that the implementation of corporate social responsibility in Badung Regency, based on the indicators proposed by Merilee S. Grindle, shows that only 3 indicators have been adequately fulfilled, namely the various benefits, the available resources, and the characteristics of the institutions and authorities, while six indicators have not been effectively implemented.

The second study presented by Jumiase & Meirinawati (2023) titled 'Implementation of Corporate Social Responsibility (A Study on the Community Development Program of Delta Tirta Regional Drinking Water Company in Sidoarjo District)' employs the theory from Crowther and Aras which reveals three aspects of program implementation: Accountability, Transparency, and Sustainability. The results of this study indicate that the accountability aspect has met three achievement points. The transparency aspect has only one point achieved, thus there is a need for improvement regarding the reporting of activities and funding to be uploaded on the official website of PDAM Delta Tirta Sidoarjo. The sustainability aspect has two points that have been fulfilled.

The third research was presented by Benny Saputra (2018) on the Implementation of Community Empowerment Through the Corporate Social Responsibility Program for Marine Conservation at Badak LNG in Bontang City. The results of this study revealed that the implementation of the marine conservation corporate social responsibility program carried out by Badak LNG experienced a halt (vacuum) in the program due to several factors such as knowledge, weather and environmental conditions, fish diseases, and other factors such as the inability to manage MSMEs, lack of regeneration in groups, and the lack of patience among group members in fish cultivation. All of this occurred due to the weakness of human resources in the community in accepting the program, resulting in the fish cultivation not being able to progress well.

RESEARCH METHODS

This research uses a qualitative method with a descriptive approach. Research methods are scientific ways carried out to obtain data with specific goals and uses (Sugiyono, 2018).

Creswell (2014) states that qualitative research is an approach used to explore and understand the meanings of individuals and groups that are considered to stem from social or humanitarian issues. This research was conducted at PT. Perkebunan Nusantara IV Kebun Pabatu located in Kedai Damar Village, Tebing Tinggi District, Serdang Bedagai Regency, North Sumatra Province. The data collection techniques used are observation, interviews, and documentation. There are two sources of data in this study, namely primary and secondary data sources. The primary data source is the source that directly provides data to the data collector (Sugiyono, 2017). On the other hand, secondary data sources are sources of data that do not directly provide data to the data collector but rather through intermediaries or documents (Sugiyono, 2017). The selection of informants in this study used purposive sampling technique, which is the sampling of data sources based on specific considerations that match the phenomenon being studied.

There are three types of informants in this study: key informants who know and possess a wide and deep range of information, thus able to provide the data needed by the researcher, in this case, the Manager of PTPN IV Regional II Pabatu Plantation. Next are the Assistant of Personnel at PTPN IV Pabatu Plantation, the Head of Administration at PTPN IV Pabatu Plantation, and the Head of Kedai Damar Village as primary informants, meaning they are directly involved with the information being researched. And the last is the additional informants, namely those who provide information even though they are not involved in the social interactions being studied, in this case, the community of Kedai Damar Village. The data analysis technique employs the Miles and Huberman approach, which includes data reduction, data presentation, and conclusion drawing. The data validity technique uses source triangulation, technique triangulation, and method triangulation.

RESULTS AND DISCUSSION

The environmental development program carried out by PT. Perkebunan Nusantara IV Kebun Pabatu in Kedai Damar Village, Tebing Tinggi District, is part of the company's social responsibility aimed at improving the welfare of the community and the quality of the environment around the company's operational areas. Corporate Social Responsibility (CSR) is a commitment from the company to take responsibility for the environment and the communities living around the company. Edwards III has four criteria related to the implementation of the Corporate Social Responsibility (CSR) environmental development program at PT Perkebunan Nusantara IV Kebun Pabatu in Kedai Damar Village, Tebing Tinggi District. Edwards III outlines these four criteria as follows.

Communication

Communication is not limited to spoken words alone, but is a form of any interaction, smiles, nods of the head that affirm the heart, body language, expressions of interest, attitudes, and shared feelings (Pohan & Fitria, 2021). The role of communication as a tool in conveying messages plays a crucial role in the sustainability of an organization (Dewi et al., 2020). Communication in this research is utilized in the implementation of the Corporate Social Responsibility (CSR) Environmental Development Program to ensure its effective operation. This study will describe the communication conducted in the implementation of the environmental development program based on the existing communication dimensions as follows.

a. Transmission

The transmission of information in the implementation of the Corporate Social Responsibility (CSR) environmental development program reflects how PT. Perkebunan Nusantara IV Pabatu communicates the objectives, benefits, and forms of activities that will be carried out. The dimension of transmission is the way information is conveyed to the public (Pinda & Adnan, 2024). This socialization is conducted to establish good communication and maintain the positive relationship that has existed with the community, thereby creating an orderly environment.



Figure 1. Socialization of the CSR Program for Environmental Development. (Source: PT. Perkebunan Nusantara IV Pabatu, 2025)

PT. Perkebunan Nusantara IV Pabatu conducted the transmission of information related to the implementation of the Corporate Social Responsibility (CSR) environmental development program in the form of socialization to the community and village government, so that the community can understand the objectives and benefits of the program being implemented. This statement is supported by documentation and interviews indicating that outreach or village meetings have taken place, attended by the village government, representatives from PT. Perkebunan Nusantara IV Pabatu, as well as members of the community.

b. Clarity

The implementers and target recipients of the program assistance must clearly understand the purpose and objectives of the program so that all parties involved can comprehend the goals of the policy being enacted. Edwards III stated that providing clear information is done to avoid any differences in perceptions among the parties involved, which could lead to a contradiction of the actual intent. PT. Perkebunan Nusantara IV Pabatu held a meeting to convey the goals, benefits, and the process of submitting proposals for the Corporate Social Responsibility (CSR) environmental development assistance program, whereby the village or community submits a proposal for assistance to the company. Furthermore, the village has also been informed that the provision of Corporate Social Responsibility (CSR) assistance is granted based on the company's profits. This indicates that the clarity of information has been sufficiently effective.

c. Consistency

Policy implementers and beneficiaries must maintain consistency in communicating information so that the dissemination process regarding environmental development programs can be carried out effectively. Based on data obtained from interviews, observations, and documentation conducted by the researcher, it is revealed that communication has taken

place, although there are still challenges in maintaining informational consistency between the company and the community. If information regarding the objectives, benefits, and implementation processes of Corporate Social Responsibility (CSR) is not communicated consistently, it may lead to misdirected execution and delays in the implementation of programs or activities.

Resources

Resources are one of the crucial factors in the effective implementation of policies. Therefore, it is necessary to have adequate, quality resources that possess sufficient capabilities and accountability. Edwards III (Winarno, 2012) states that the resources supporting policy implementation consist of several indicators, namely staff, information, authority, and facilities.

a. Human Resources

Human resources are all individuals involved in an organization in striving to achieve the organization's goals (Huzain, 2021). Human resources encompass the quality, quantity, and competencies possessed by each individual involved in the implementation of policies. The human resources involved in the execution of Corporate Social Responsibility (CSR) include the company, the village government which acts as a mediator between the company and the surrounding community, as well as the beneficiary communities connected to the environmental development programs. Based on the interview results, PT. Perkebunan Nusantara IV Kebun Pabatu has competent human resources in accordance with their respective fields and has experience in implementing such programs to ensure effective execution. This statement aligns with Edwards III's assertion (Tangkilisan, 2003) that implementers and others involved in achieving objectives must understand how to accomplish them.

PT. Perkebunan Nusantara IV Pabatu plantation has demonstrated sufficient and competent manpower to perform their respective tasks in the implementation of the Corporate Social Responsibility (CSR) environmental development program. The human resources are adequate and skilled in their respective fields in executing Corporate Social Responsibility (CSR), which can help foster a good relationship between the company and the community. Skilled human resources can implement policies more effectively, ensuring that the programs truly address the needs of the community.

b. Information

PT. Perkebunan Nusantara IV Pabatu Estate has implemented a Corporate Social Responsibility (CSR) environmental development program that demonstrates the support and information received by both the implementers and the community as program beneficiaries. Information regarding the objectives, types of activities, and execution has been communicated effectively. From the interviews and observations, it can be concluded that information is a crucial resource in the implementation of the Corporate Social Responsibility (CSR) environmental development program, which has been managed well and significantly contributes to the smooth operation of the program.

c. Authority

Edwards (1980) reveals that the authority has variations among programs and exists in various forms such as providing funds, staffing, and technical assistance, drawing funds from a program, issuing orders to other parties, purchasing goods and services, and others. The results of the interviews, obser-

vations, and documentation above conclude that the resource dimension within the authority aspect has been implemented effectively. PT. Perkebunan Nusantara IV holds authority both administratively and operationally in the Corporate Social Responsibility (CSR) program procedures for environmental development, thus enabling the company to operate more effectively in the field. This can be seen from the provision of goods/services that have been effectively coordinated.

d. Facility

Facilities are the means and infrastructure used in the implementation of policies, so if there are no supporting facilities, the policy implementation will not be successful. Facilities are means to facilitate and ease the execution of display functions, the capability of infrastructure in demonstrating its existence to the external, which includes equipment and tools (Nurpratama & Yudianto, 2022). Based on interviews conducted by the researcher with several members of the community, it was found that the assistance provided by PT. Perkebunan Nusantara IV Pabatu plantation that is most felt by the community is road repair assistance. The traffic from heavy-loaded trucks has caused severe damage to the road conditions. These trucks carry the harvest belonging to PT. Perkebunan Nusantara IV Pabatu plantation that crosses that road.



Figure 2. The road in the village of Kedai Damar before repairs
Source: PT. Perkebunan Nusantara IV Pabatu, 2024

The Management of PT. Perkebunan Nusantara IV Pabatu has undertaken road improvements in Kedai Damar Village. This village road enhancement is not only aimed at facilitating smoother operational activities for the company, but also at contributing to the welfare of the community and reducing conflicts between the company and the residents. The conclusion drawn from interviews, observations, and documentation conducted by the researcher indicates that the facilities available for the implementation of the Corporate Social Responsibility (CSR) environmental development program carried out by PT. Perkebunan Nusantara IV Pabatu in Kedai Damar Village, Tebing Tinggi Sub-district, are adequate and functioning optimally to support the success of the program.

Disposition

Disposition not only involves the implementer's understanding of the programs being executed but also includes motivation, responsibility, and willingness to carry out the program wholeheartedly. The incidents of theft of fresh fruit bunches (TBS) and fallen oil palm fruits that continue to occur around the area of PT. Perkebunan Nusantara IV Pabatu are manifestations of the weak disposition of the implementers in safeguarding the company's assets. The disposition or attitude

of the executor, namely PT. Perkebunan Nusantara IV Pabatu, in carrying out the Corporate Social Responsibility (CSR) environmental development program, particularly in improving road infrastructure in Kedai Damar village, has not yet been optimally executed. The company has fulfilled its obligations well during the implementation process. However, the lack of attention from PT. Perkebunan Nusantara IV in the sustainability process of the implemented program indicates that the attitude of the program executor does not fully reflect a deeper social responsibility.

Bureaucratic Structure

Edwards III (Kadji, 2015) reveals that although resources are sufficient to implement policies and implementers know what needs to be done and have the desire to do so, the execution may still be hindered due to weaknesses within the bureaucratic structure. The structure of bureaucracy is one of the aspects that influences the implementation process of the Corporate Social Responsibility (CSR) environmental development program at PT. Perkebunan Nusantara IV Pabatu. In the implementation of Corporate Social Responsibility, there are stages in the process of approving social responsibility assistance proposals. The proposal approval process is governed by a control card, which is a form of administrative instrument that regulates the flow of approval for assistance acceptance. The approval of this assistance requires consent from the authorized party, namely PT. Perkebunan Nusantara IV.

PT. Perkebunan Nusantara IV Pabatu in implementing the application for Corporate Social Responsibility (CSR) environmental development assistance is still centralized, which can hinder the implementation of the programs that are intended to be carried out. PT. Perkebunan Nusantara IV Pabatu already has a sufficiently formal and complete bureaucratic structure, but the lengthy process and the approval of assistance by the head office management result in obstacles in flexibility and the acceleration of the implementation of the Corporate Social Responsibility (CSR) environmental development programs.

CONCLUSION

The results of the research and analysis conducted explain that the implementation of the Corporate Social Responsibility environmental development program at the Pabatu plantation concluded that based on communication indicators, the following was obtained. Transmission, in the implementation of the policy, involved employees who were provided with education. Clarity, information has been provided clearly and is easy to understand by both the implementers and the community. Consistency, in the delivery of information is still not done regularly. Furthermore, regarding Resource Indicators, it was found that Staff, already have competent human resources; In the implementation of the environmental development program, information has been provided to the village government regarding the application process and its implementation, so that village apparatus and the community can know the stages; The implementation and supervision process is carried out directly by PT. Perkebunan Nusantara IV Pabatu plantation; The company provides assistance for infrastructure improvements. Furthermore, for the Disposition Indicator, it is obtained that the parties involved in the CSR implementation already have a high commitment and dedication. For employees of PT. Perkebunan Nusantara IV involved in the implementation of this program, training and education are provided so that they can perform their tasks well and achieve results in line with what was planned. Lastly, for the Bureaucratic Structure indicator, it is concluded that in providing

assistance, PT. Perkebunan Nusantara IV has a Standard Operating Procedure. Where the process of applying for assistance is done by submitting proposals to several agencies, resulting in a longer time requirement.

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