



Mutualism in Action: CSR Partnerships for Community Development (A Case of PT PERTAMINA Patra Niaga and Women Farmer Groups Arimbi)

Beti Nur Hayati^{1*}, Bagus Budiando², Irfan Hibatulaziz³

¹ UIN Sunan Kalijaga Yogyakarta

² PT Pertamina Patra Niaga DPPU Adisucipto Group

³ PT Pertamina Patra Niaga DPPU Adisucipto Group

* Corresponding Author. E-mail: beti.hayatii@uin-suka.ac.id

Received: 02 Mei 2023; Revised: 18 Sep 2023; Accepted: 30 Sep 2023

Abstract: The aim of this research is to explore the forms of partnership in the corporate social responsibility (CSR) activities of PT Pertamina Patra Niaga DPPU Adisucipto Yogyakarta and the Women Farmer Group (KWT) Arimbi in community development. The method used in this research is qualitative-descriptive, involving interviews, observations, and documentation. Data analysis follows the interactive research analysis model, including data reduction, data presentation, and drawing conclusions. The results of this research reveal several forms of partnership established in community development. These include collaboration in providing facilities to enhance the productivity of KWT Arimbi, the development of aquaponics and tabulampot farming models, plant cultivation training, administrative support, and organizational assistance. Additionally, there are three business units, namely a lending and borrowing unit, a cultivation and agricultural supplies unit, and a processing unit within KWT Arimbi. The partnership between CSR DPPU Adisucipto and KWT Arimbi in the endeavor to develop the farming group takes the form of mutualism partnership, as both parties contribute effectively to advancing community well-being. PT Pertamina Patra Niaga DPPU Adisucipto Yogyakarta actively contributes through CSR funding, training, and mentoring. Meanwhile, KWT Arimbi actively strives to maximize its potential and the support received with a sense of responsibility for mutual progress. These findings illustrate the positive potential of mutualistic partnerships between the private sector and communities in supporting sustainable agriculture and community empowerment. It is hoped that this can provide a strong foundation for achieving sustainable development goals.

Keywords: Mutualism Partnership, Corporate Social Responsibility, community development

Abstrak: Tujuan dari penelitian ini adalah untuk mengeksplor bentuk-bentuk kemitraan dalam kegiatan tanggung jawab sosial perusahaan (CSR) PT PERTAMINA Patra Niaga DPPU Adisucipto Yogyakarta dan Kelompok Wanita Tani (KWT) Arimbi dalam pengembangan komunitas. Metode yang digunakan dalam penelitian ini adalah deskriptif kualitatif dengan



melakukan wawancara, observasi, dan dokumentasi. Analisis data dilakukan dengan model analisis penelitian interaktif reduksi data, penyajian data, dan penarikan kesimpulan. Hasil dari penelitian ini adalah terdapat beberapa bentuk program kemitraan yang terjalin dalam pengembangan komunitas, diantaranya kerja sama penyediaan fasilitas peningkatan produktivitas KWT Arimbi, pengembangan model budidaya aquaponik dan tabulampot, pelatihan budidaya tanaman, dukungan administrasi dan organisasi instansi. Selain itu terdapat 3 unit usaha yaitu unit simpan pinjam, unit budidaya dan saprotan, serta unit pengolahan. Kemitraan antara CSR DPPU Adi Sucipto dan KWT Arimbi dalam upaya pengembangan kelompok tani mengarah pada bentuk kemitraan mutualisme. Karena keduanya saling berkontribusi secara baik dalam upaya memajukan kesejahteraan komunitas. PT PERTAMINA Patra Niaga DPPU Adi Sucipto Yogyakarta memberikan berkontribusi aktif dalam melalui dukungan pendanaan CSR, pelatihan dan pendampingan. Sedangkan KWT Arimbi berusaha secara aktif memaksimalkan potensi dan dukungan yang diperoleh dengan penuh tanggung jawab untuk kemajuan bersama. temuan ini menggambarkan potensi positif dari kemitraan mutualisme antara sektor swasta dan komunitas dalam mendukung pertanian berkelanjutan dan pemberdayaan komunitas diharapkan ini bisa memberikan landasan kuat untuk mencapai tujuan pembangunan berkelanjutan.

Kata Kunci: Kemitraan Mutualisme, Tanggung Jawab Sosial Perusahaan, pengembangan masyarakat

INTRODUCTION

The phenomenon of an increasing awareness among companies regarding their social responsibility through contributions to society is on the rise in today's world (Eid & Sabella, 2014; Mutch & Aitken, 2009; Wakely, 2020). The corporate awareness of actively engaging in the advancement of society has become a critical consideration. This is because the presence of companies operating within communities has direct and indirect impacts on their surrounding environments (Hayati & Suparjan, 2017). In various countries, including Indonesia, many companies are now striving to establish partnerships with community stakeholders through corporate social responsibility (CSR) programs (Baah et al., 2023; Harrison et al., 2022; Putri & Rodiyah, 2016; Wakely, 2020). Government policies also play a role in encouraging companies to assume social responsibilities aimed at enhancing community well-being. One notable example of this is reflected in Law No. 40 of 2007 concerning limited liability companies and regulations that bind state-owned enterprises, particularly Regulation No. 5 of 2007, which focuses on partnership programs between state-owned enterprises and small businesses as well as community development programs (Hayati, 2020). These regulations actively promote the development of CSR programs grounded in partnership initiatives.

Companies are one of the potential actors to actively participate in community development. The presence of companies within communities has direct and indirect impacts on their surroundings (Hayati & Suparjan, 2017). Therefore, it is necessary for companies to be aware of their involvement in reducing social issues or promoting the utilization of potential resources in their operating environment. These activities are realized through various programs known as corporate social responsibility (CSR). Several policies have been issued by the government to support the implementation of corporate responsibility. One of them is in Law No. 40 of 2007 concerning Limited Liability Companies and Regulations binding State-Owned Enterprises No. 5 of 2007 on State-Owned Enterprise Partnership Programs with Small Businesses and Environmental Development (Hayati, 2020). This regulation encourages companies, especially those in the extractive industry sector, to create partnership-based corporate social responsibility programs.

Partnership is one way to build good relationships between companies and various stakeholders, including the community. A partnership can be considered successful if the goals of the activities are balanced between economic, environmental, and social pillars (Suastuti, 2014). This is also realized by Pertamina DPPU Adisucipto, operating in the Maguwoharjo area, Sleman, Yogyakarta. Corporate social responsibility (CSR) activities are carried out using partnership methods.

One of the partnerships conducted by Pertamina DPPU Adisucipto is with the Arimbi Women Farmer Group (Kelompok Wanita Tani or KWT Arimbi). KWT Arimbi is a local community that has been in existence since 2017 (Hayati et al., 2022). The goal of KWT Arimbi is to become a leading organization that enhances the well-being of its members and serves as an agricultural education center for the surrounding environmentally conscious community. This aligns with DPPU Adisucipto's commitment to developing and improving the well-being of the surrounding community. Women Farmer Groups are community-based organizations that can increase family income (Sarno, 2020), leading to a domino effect on the well-being of the surrounding community (Anggrainie & Alfiati, 2019).

Land limitations are one of the constraints in urban agriculture development (Azizah et al., 2022). Specific techniques are required to optimize land efficiency and enhance the capacity of KWT members to ensure the group's sustainability. In fact, many

KWTs become inactive due to various factors, including the lack of member capabilities in managing the organization and increasing the market value of agricultural products to produce higher-quality products (Lestari & Supyandi, 2023).

There have been several previous studies on KWT development, making this research still relevant. First, there is a study on the analysis of sustainable livelihood assets in the Bina Sejahtera Women Farmer Group in Cirebon Regency (Nurbaini et al., 2022), which explains human, natural, social, and physical resources within KWT Sindangjawa. Additionally, there is research showing the relationship between the success of sustainable farming systems and the behavior of KWT members (Dewi et al., 2019). Product diversification of processed products by KWT (Aisyah, 2022) and the existence of KWT in Bekasi Regency (Ramadanti, 2022) show that women farmer groups are still active in production and have an impact on the surrounding community. Factors influencing members' interest in business development come from internal and external sources (Annisa et al., 2022).

This research examines the development of Women Farmer Groups related to the implementation of corporate social responsibility (CSR) practices, which have not been widely discussed in previous literature. The purpose of this study is to investigate the forms of partnership activities between DPPU Adisucipto and KWT Arimbi from the perspective of community development using a community development framework and the patterns of partnership between DPPU Adisucipto and KWT Arimbi.

METHOD

This research employs a qualitative research method. The qualitative approach used is descriptive analysis. The descriptive qualitative research method is used to explain the conditions or phenomena experienced by the community. The approach in this research is carried out by observing the CSR activities of PT Pertamina DPPU Adisucipto with the Arimbi Women Farmer Group (KWT). From the observations, data is obtained, processed, and presented in narrative form.

The subjects of this research are the Community Development Officer (CDO) of Pertamina DPPU Adisucipto, the facilitator of KWT Arimbi, the executives, and the members of KWT Arimbi. The object of this research is the partnership between PT. Pertamina DPPU Adisucipto and KWT Arimbi in corporate social responsibility activities. This research uses purposive sampling techniques with data collection methods including observation, interviews, and documentation. Observation is

carried out by observing all activities conducted by CSR Pertamina DPPU Adisucipto in collaboration with KWT Arimbi. Interviews are conducted with CSR Pertamina DPPU Adisucipto (CD), the facilitator of KWT Arimbi (FC), group manager (GM), and the members of KWT Arimbi (MA).

No.	Code	Stakeholders	Sex	Age	Interview date	Interview duration (min)
1.	I1	CD	Male	29	2023/01/16	65
2.	I2	FC	Male	56	2023/01/17	74
3.	I3	GM	Female	42	2023/01/20	68
4.	I4	MA	Female	40	2023/01/20	60
5.	I5	MA	Female	43	2023/01/21	70
6.	I6	MA	Female	45	2023/01/21	62

Documentation is obtained from previous research sources, including journals, books, company reports, and KWT Arimbi activity reports. Data analysis is conducted using an interactive data analysis model, including data reduction, data presentation, and drawing conclusion.

RESULTS AND DISCUSSION

Collaboration on Infrastructure Provision and Capacity Enhancement for Community Productivity

To support the activities of the Arimbi Women Farmers Group (KWT Arimbi), including the cultivation of horticultural crops such as vegetables, fruits, and flowers, CSR Pertamina DPPU Adisucipto has undertaken several initiatives. It all began with a collaborative assessment process between KWT Arimbi and Pertamina DPPU Adisucipto, involving interventions through the provision of physical necessities aimed at community development and enhancing agricultural productivity (observation, 2022). The physical aspect marks CSR Pertamina DPPU Adisucipto's initiation of its partnership with KWT Arimbi at the end of 2018 (II).

Prior to receiving support from CSR Pertamina DPPU Adisucipto, KWT Arimbi had very limited facilities to support its activities, and capacity-building efforts for KWT Arimbi members were also minimal. Through this collaboration, CSR Pertamina DPPU Adisucipto

initiated its efforts by providing para-para lanes. This utilization of vacant land, albeit limited, was aimed at productive management. These lanes were used for planting high-value crops (observation, 2022).

Sebelum didampingi oleh Pertamina Adisucipto, kelompok tani perempuan Arimbi tidak beroperasi secara maksimal (Before being assisted by Pertamina Adisucipto, the Arimbi women farmers' group did not operate to its full potential) (13).

The support provided, along with the members of the KWT Arimbi group, was aimed at efficient management to increase productivity (I4). Various stakeholders, including community members and program facilitators from PT Pertamina DPPU Adisucipto, actively engaged in providing support and advancing the community. This collaboration aimed to encourage active contributions from each party to enhancing agricultural productivity through community development.

The partnership's establishment through the provision of physical facilities was complemented by support through capacity-building activities (I2). Through these activities, members gained a solid understanding of and skills in plant care. Capacity development was not limited to community members alone; even local residents were involved in learning about land utilization and proper crop management (I4).

In the context of community development, these activities exemplify practical steps and facilitation (Hayati et al., 2022). The knowledge and skills acquired provided motivation and confidence for the members and the community to make maximum contributions to community development.

This newfound enthusiasm and understanding were translated into shared responsibilities for enhancing agricultural productivity. Starting with KWT members taking responsibility for plant care, involving a rotation system for all members (observation, 2022). Involving group members at various stages of the program aimed to ensure that KWT Arimbi members felt ownership of the program, with the hope of its sustainability (Hayati, 2021). All KWT Arimbi members were organized into several groups, with responsibilities distributed throughout the week for members to water and care for the plants regularly and in rotation. The goal was to ensure the growth of the cultivated plants.

Semua anggota kelompok bergiliran untuk berpartisipasi dalam menyiram dan memelihara tanaman..(All group members take turns to participate in watering and maintenance the plants) (14).

PT Pertamina DPPU Adisucipto, in its efforts to establish a partnership since 2018, has consistently demonstrated a shared commitment with KWT Arimbi to ensure that the development and progress of the community are the responsibility of all parties involved, rather than relying solely on one (I2). Consequently, Pertamina DPPU Adisucipto and KWT Arimbi have committed to enhancing their human resources' capabilities to increase productivity and add value for both members and the surrounding community, thereby contributing to the overall well-being of society.

Development of Aquaponics and Tabulampot Farming Models

Development of Aquaponics and Tabulampot Farming Models The location of KWT Arimbi is adjacent to a fisheries group, which presents the potential for optimal utilization of pond water waste as a source of nutrients for economically valuable vegetable crops. This situation is seen as an opportunity for KWT members and CSR DPPU Adisucipto to develop an aquaponics farming model. DPPU Adisucipto has provided infrastructure support for aquaponics farming by improving the physical greenhouse building and installing an Aquaponic system.

The target of this aquaponics farming program is primarily the members of KWT Arimbi and the broader community of Sambilegi. The goal of this aquaponics farming program is to enable the Sambilegi community to learn, emulate, and apply this system so that ultimately, the aquaponics planting system can be adapted in the homes of community members, even in limited spaces.

Tujuan pengembangan sistem aquaponik ini adalah untuk memaksimalkan keterbatasan lahan sehingga dapat dimanfaatkan untuk pertanian. (The purpose of developing this aquaponic system is to maximize limited land so that it can be utilized for agriculture) (I2).

The realization of the development of this aquaponics planting system infrastructure began in 2020, initiated by CSR DPPU Adisucipto. The plants grown using the aquaponics system include vegetables such as lettuce, spinach, and green onions. Meanwhile, fruit plants like grapes are grown using the Tabulampot system.

Tabulampot is a cultivation system for plants grown in pots to make the most of limited space for cultivation. There are several advantages to the Tabulampot system, including greater efficiency in fertilizer and water usage. Additionally, Tabulampot cultivation requires less labor because the weeding intensity is relatively lower than in

conventional farming models. Fruits grown using this system at KWT Arimbi include grapes and aloe vera plants.

Image: Installation of the Aquaponic System at KWT Arimbi



Source: Researcher's Documentation

Plant Cultivation Training

One of the efforts to enhance the productivity of KWT Arimbi members is to equip them with knowledge about effective cultivation methods and processing agricultural products to increase their market value. The training conducted at KWT Arimbi is partly provided through the CSR program of DPPU Adisucipto, with facilitators assigned to facilitate community development programs.

One of the training sessions offered by the CSR program of DPPU Adisucipto is training on grape cultivation. This training aims to make the most of limited land with high-yield crops. Additionally, grapes are considered as one of the high-value economic crops. The objective of this training is to ensure that the members of KWT Arimbi understand how to cultivate grapes properly. This is necessary because grape plants have unique characteristics that require special care and maintenance compared to other plants.

The grape cultivation training is conducted with CSR DPPU Adisucipto inviting a community of grape growers to come to KWT Arimbi. The participants trained for this program include the KWT Arimbi committee members and members of the agricultural section of KWT Arimbi. The hope is that by organizing this training, members who have

received knowledge from the training can pass it on to other members and even to the Sambilegi community.

Kami dibekali pelatihan budidaya anggur oleh CSR DPPU Adisucipto, yang mendatangkan narasumber berpengalaman. Tujuan dari pelatihan ini adalah untuk meningkatkan keterampilan bertani dan membagikannya kepada masyarakat (We were provided with grape cultivation training by CSR DPPU Adisucipto, which brought in experienced speakers. The aim of this training is to enhance farming skills and share them with the community) (15).

The training content on grape cultivation includes methods of propagation through cutting and grafting. Additionally, participants are trained on how to properly mix planting media. They are also taught how to transplant seedlings to prevent the loss of grape seeds when moving them from the seedling medium to a larger planting medium. The facilitators also provide standard operating procedures (SOPs) for the maintenance and harvesting of grape plants. The planting system taught for grape plants involves the use of planting pots and planter bags.

Assistance in Administration and Organization Development of the Institution

KWT Arimbi is an organization that has been established since 2017. To enhance the quality of its institutional structure, the CSR program of DPPU Adisucipto provides assistance in administrative organization and institution development. The aim of this program is to train the self-sufficiency of KWT Arimbi members in organizing themselves and conducting business activities. This is because the activities in KWT Arimbi involve not only planting but also agricultural business activities such as selling vegetables and fruits, as well as their processed products. Additionally, the goal of this program is to support KWT Arimbi members in achieving their organization's vision, which is to improve the well-being of its members specifically and the Sambilegi community in general.

The realization of this support is divided into several activities. First is providing guidance on group administration management to the KWT Arimbi officials. The objective of this activity is to ensure that KWT Arimbi officials are accustomed to and consistently maintain records of activities and financial administration and can document them effectively. Second is assisting in program planning. The aim of this guidance is to enable KWT Arimbi officials to create annual activity plans.

Selain mendapatkan berbagai pelatihan penanaman, kami juga dilatih dan dibantu dalam pengelolaan administrasi kelompok. Ini sangat membantu dalam mengatur laporan kelompok (In addition to receiving various planting training, we were also trained and assisted in group administration management. This has been very helpful in organizing group reports) (I6).

The third activity involves assisting in budget preparation for a program. The goal is to help KWT Arimbi officials develop program budgets realistically and effectively. The fourth activity is supporting the increased participation of members in community empowerment programs within KWT Arimbi. The objective of this activity is to enhance member contributions and involvement in every activity. The fifth activity is providing motivation related to innovation in various ventures developed by KWT Arimbi, both in agricultural business units and processing units.

All of these administrative and institutional development support activities held at KWT Arimbi are assisted by the CSR program of Pertamina DPPU Adisucipto through its facilitators. Pertamina DPPU Adisucipto assigns community development empowerment facilitators who specialize in assisting KWT Arimbi. These facilitators, often referred to as mentors, have backgrounds in community development practices and education in agriculture. This supports the overall institutional growth of the KWT Arimbi organization.

Mutualism Partnership for Agricultural Development

PT Pertamina DPPU Adisucipto's collaboration has been ongoing since 2018, starting with the provision of infrastructure to enhance the productivity of KWT Arimbi. This included the establishment of para-para lanes for growing climbing plants, the construction of a greenhouse, aquaponic installations, the procurement of polybags, pots, planting media, and plant supports. The development of aquaponic and tabulampot farming models resulted in high-quality vegetable produce such as spinach and kangkung, creating added value for sales. The tabulampot system for aloe vera produced good-quality seedlings ready for the market, while the tabulampot approach for grapevines led to desired fruit production. Additionally, KWT Arimbi members received training in grapevine care, and the knowledge gained from plant care experiences led to the formulation of a Standard Operating Procedure (SOP) for grape cultivation. This SOP serves as a guide for new members and individuals interested in understanding the cultivation process, encompassing preparation, care, post-harvest handling, and monitoring.

The administrative and institutional support provided by facilitators from DPPU Adisucipto has significantly improved the overall performance of the KWT Arimbi institution year by year. Despite the challenges posed by the COVID-19 pandemic in 2020–2021, which limited face-to-face meetings, including monthly communication and coordination meetings among members, KWT Arimbi adapted by utilizing social media and limiting physical presence as needed while adhering to health protocols. Nevertheless, all administrative and record-keeping activities within the group were well documented.

Through the training and mentoring provided by facilitators from the CSR program of Pertamina DPPU Adisucipto, community members acquired knowledge and successfully applied it, resulting in the emergence of new businesses. Grape cultivation can be categorized as having a broad market reach. Marketable commodities include grape seedlings, tabulampo plants, and grapes themselves. This activity aligns with the concept that partnerships are strategic collaborations between businesses and nonprofit organizations where risks, resources, and skills are shared in mutually beneficial programs for each partner and the community (Eid & Sabella, 2014). Thus, the partnership between PT Pertamina DPPU Adisucipto and KWT Arimbi through the CSR program is based on a balanced collaboration that addresses existing issues to achieve community well-being. This collaboration also emphasizes not only short-term interests but also sustainability (MacDonald et al., 2019) and programs capable of benefiting the broader population. This is evident in the ongoing partnership that has been established since 2018 and continues to grow.

The partnership between PT Pertamina DPPU Adisucipto and KWT Arimbi in agricultural development represents a form of mutualistic partnership. Mutualism, as defined by A.T. Suryani, is a collaboration between two or more parties who are aware of the importance of partnership, where they mutually give and receive benefits to achieve their goals optimally. Mutually beneficial collaboration among collaborating parties facilitates each party realizing its vision and mission while supporting each other (Sulistiyani, 2004).

CONCLUSIONS

In this study, it was discovered that the mutualistic partnership between private enterprises, particularly PT Pertamina DPPU Adisucipto, and agricultural communities

such as the Arimbi Women Farmers Group (KWT Arimbi) holds significant potential for the development of agriculture and community empowerment. The research findings highlight several crucial aspects. First, the infrastructure support provided by the company, such as greenhouses and aquaponic facilities, has laid a solid foundation for enhancing agricultural productivity. Second, through innovations like aquaponic and tabulampot farming models, new opportunities have emerged for the production of high-quality agricultural products, creating added value and stimulating sustainable business development. Third, community empowerment efforts, including the development of Standard Operating Procedures (SOPs) for cultivation, have equipped KWT Arimbi members with powerful tools for more effective business management.

Such partnership endeavors need to be maximized by harnessing the economic potential of the community. Focused training can enhance the capacity of community members to manage their enterprises. The sustainability of partnerships between companies and communities is also an essential consideration for the long term. Further in-depth research can provide more detailed insights into the factors influencing the success of such partnerships and their potential broader impacts on social, economic, and environmental aspects at the local and regional levels.

Overall, these findings provide valuable insights into the central role of mutualistic partnerships between the private sector and local communities in supporting sustainable agriculture and community empowerment. Concrete actions based on these findings are expected to provide a stronger foundation for sustainable development at the local level and contribute to the achievement of broader sustainable development goals.

REFERENCE

- Aisyah, S. N. (2022). *Edukasi kelompok wanita tani terkait strategi diversifikasi produk olahan aloe vera*. 5(3), 639–651.
- Anggrainie, R., & Alfiati, S. (2019). *Dampak Pemberdayaan Perempuan terhadap Perilaku Ekonomi Rumah Tangga (Studi Kasus pada Kelompok Wanita Tani di Kota Prabumulih , Sumatra Selatan)*. 8(2), 192–201.
- Annisa, I., Puspitojati, E., & Sukadi. (2022). Faktor-Faktor Yang Mempengaruhi Minat Anggota Kelompok Wanita Tani (KWT) Pelangi Makmur Dalam Pengembangan Usaha Keripik Tempe di Desa Karya Makmur Kecamatan Pemali Kabupaten Bangka. *Jurnal Agrisistem: Seri Sosek dan Penyuluhan*, 18(1), 19–30.
- Azizah, B. O. P., Soedarto, T., & Parsudi, S. (2022). Pemanfaatan lahan pekarangan dan

- peran kelompok wanita tani melalui program pekarangan pangan lestari di kota Malang. *Jurnal Ilmiah Mahasiswa AGROINFO GALUH*, 9(3), 956–970.
- Baah, C., Agyabeng-Mensah, Y., Afum, E., & Kumi, C. A. (2023). Do circular economy practices accelerate CSR participation of SMEs in a stakeholder-pressured era? A network theory perspective. *Journal of Cleaner Production*, 394, 136348. <https://doi.org/10.1016/J.JCLEPRO.2023.136348>
- Dewi, C. P., Mardiningsih, D., & Dalmyiatun, T. (2019). Analisis hubungan perilaku petani hortikultura kelompok wanita tani legowo dengan keberhasilan sistem pertanian berkelanjutan di desa wulungsari kecamatan selomerto kabupaten wonosobo. *Jurnal Ekonomi Pertanian dan Agribisnis (JEPA)*, 3(4), 777–788.
- Eid, N. L., & Sabella, A. R. (2014). A fresh approach to corporate social responsibility (CSR): Partnerships between businesses and non-profit sectors. *International Journal of Quality & Reliability Management*, 24(9), 927–943. <https://doi.org/10.1108/CG-01-2013-0011>
- Harrison, V. S., Vafeiadis, M., Diddi, P., Buckley, C., & Dardis, F. E. (2022). Understanding how corporate social responsibility partnership factors influence nonprofit supportive intentions. *Public Relations Review*, 48(5), 102184. <https://doi.org/10.1016/J.PUBREV.2022.102184>
- Hayati, B. N. (2020). Evaluasi Program Pemberdayaan Masyarakat Kelompok Ternak “Lancar Rejeki.” *Jurnal Sosiologi USK (Media Pemikiran & Aplikasi)*, 14(1), 1–21. <https://doi.org/10.24815/jsu.v14i1.16901>
- Hayati, B. N. (2021). Dinamika Program Pengembangan Masyarakat di Area perusahaan (Studi Kasus Kelompok Batik di Kecamatan Kerek Tuban). *Komunitas: Jurnal Pengembangan Masyarakat Islam*, 12(2), 132–143.
- Hayati, B. N., Khatulistiwa, N., Puspitasari, I., & Permana, B. S. (2022). Peran PT. Pertamina Patra Niaga Integrated Terminal Surabaya Sebagai Upaya Masyarakat Penyelamatan Sumber Daya Air Bagi Masyarakat Dalam Program CSR Geblak Jambangan. *Bulletin of Management and Business*, 3(1), 334–340.
- Hayati, B. N., & Suparjan. (2017). Kemitraan sebagai Strategi Pemberdayaan Masyarakat dalam Program CSR Batik Cap Pewarna Alami di PT. Semen Gresik Pabrik Tuban. *Jurnal Sosiologi USK (Media Pemikiran & Aplikasi)*, 11(1), 43–50.
- Lestari, S. A., & Supyandi, D. (2023). Analisis Dinamika Kelompok Wanita Tani Perkotaan D’shafa Kelurahan Malaka Sari Jakarta Timur. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 9(1), 631–646.
- MacDonald, A., Clarke, A., & Huang, L. (2019). Multi-stakeholder Partnerships for Sustainability: Designing Decision-Making Processes for Partnership Capacity. *Journal of Business Ethics*, 160(2), 409–426. <http://www.jstor.org/stable/45278227>
- Mutch, N., & Aitken, R. (2009). Being fair and being seen to be fair: Corporate reputation and CSR partnerships. *Australasian Marketing Journal (AMJ)*, 17(2), 92–98. <https://doi.org/10.1016/J.AUSMJ.2009.05.002>
- Nurbaini, N., Hamdani, H., & Fuad, A. (2022). Analisis Aset Sustainable Livelihood pada Kelompok Wanita Tani Bina Sejahtera Desa Sindangjawa Kecamatan Dukupuntang Kabupaten Cirebon. *Jurnal Empower : Jurnal Pengembangan Masyarakat Islam*, 7(2), 218–232.
- Putri, M. R., & Rodiyah, I. (2016). Kemitraan Pemerintah-Swasta dalam Program Corporate Social Responsibility di Kabupaten Pasuruan. *JKMP (Jurnal Kebijakan dan Manajemen Publik)*, 4(2), 117–134. <https://doi.org/10.21070/JKMP.V4I2.689>
- Ramadanti, D. (2022). Eksistensi Kelompok Wanita Tani “Mandiri Sejahtera” (Studi Kasus

- Di Desa Bojongmangu, Kabupaten Bekasi). *Judul Kusa Lawa*, 2(1), 20–32.
- Sarno, R. P. (2020). Analisis Peran Kelompok Wanita Tani Dalam Pengembangan Usahatani Singkong Sebagai Upaya Peningkatan Pendapatan Keluarga Di Desa Majalengka Banjarnegara. *MEDIAGRO*, 16(1), 12–22.
- Suastuti, E. (2014). Beberapa Kendala Dalam Penerapan Csr (Analisis Pasal 74 UUPT). *Rechtidee Jurnal Hukum*, 9(2), 203–222.
- Sulistiyani, A. T. (2004). *Kemitraan dan Model-Model Pemberdayaan*. Gava Media.
- Wakely, P. (2020). Partnership: a strategic paradigm for the production & management of affordable housing & sustainable urban development. *International Journal of Urban Sustainable Development*, 12(1), 119–125. <https://doi.org/10.1080/19463138.2019.1647016>