

# Artikel-4

*by* Waspodo Tjipto Subroto

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### Implementation of Partnership Program in Human Resources Development and Business for Small Entrepreneurs

Siti Maro'ah and Wasposito Tjipto Subroto

<sup>1</sup> Senior Lecture in Universitas Muhammadiyah Surabaya

<sup>2</sup> Senior Lecture in Faculty of Economics, Universitas Negeri Surabaya, Indonesia, E-mail: [waspodotsubroto@unesa.ac.id](mailto:waspodotsubroto@unesa.ac.id)

**Abstract:** The study has a purpose to acknowledge, analyze, describe, and to understand the purpose of the implementation of PT Semen Gresik in developing the human source and the business toward the small enterprise and order to obtain the purpose of the development activities by several trainings and promotions to build the human source up and to increase the product marketing. The study was conducted by Qualitative approach with using Phenomology perspective dealing to try express and understand the meaning which is lied in behind of phenomena of each individual acts. It was located at Gresik, Lamongan, and Tuban District. The data was collected by using deep interview, observation, the passive participants, and documentary.

The findings of the study investigated that the partnership between BUMN and UKM is kind of social responsibility implementation in the form of where BUMN as the fasilitator of the community potential business empowering and the UKM's ability improvement in managing its own business to be more capable and growing up. The partnership program is one part of CSR which is able to give additional value to those stakeholders especially in giving good advices for the UKM to fulfill their capital to build the business up. The result of study that the partnership program gives a facility to held some trainings with the appropriate materials which support the UKM's creativities and skills. Trainings are also able to improve the communities' interests and motivation in running the business well. In other that, the apprentice activities can be the learning process itself in improving the UKM's creativities to build up the quality products.

**Key Words:** Partnership, Human Source, Business Performance, Small Business.

#### I. INTRODUCTION

National economy organized on the base of economy democracy with togetherness, efficiency with justice, sustainability, eco-friendliness, independence, and balancing economic progress and national unity it needs to be supported by solid economic institutions in order to realize society prosperity. There are three main

actors in the Indonesian economy that are state-owned enterprises (SOEs), private companies (BUMS) and cooperatives.

Government of Indonesia legally since long ago had adhered Triple Bottom Lines Principle (People, Planet, Profit) is a concept from Elkington (1997) related to three main factors in company operational. The 1945 Constitution of Article 33 stipulated that "The earth, water and natural resources contained in it are controlled by the state and used for the greatest prosperity of the people". Earth, water and natural resources contained therein are components of the planet; people prosperity is a component of profit; and the state as a people component. On the basis of these principles, then Indonesia's natural resources management should be directed to improving the quality of human beings, especially for whole citizens and the natural environment. But in its development there are found natural environment damage frequently caused by company's operations which more prioritizes its own interests and less attention to the natural preservation and social environment for the community surrounding the company.

According to data from the Central Statistics Bureau where SMEs in Indonesia up to 2011 amounted to about 52 million units and contribute as much as 60% of Gross Domestic Product (GDP) and is able to accommodate workforce as much as 97% from the existing labor force. Although there are still many constraints that faced by SMEs, but the macro is able to contribute to the national economy advancement. Allegedly one of the factors that play a role to promote the learning efforts and built to thriving SMEs business performance that is managed. Grounded on the description had been mentioned before, the writers are encouraged to examine the extent of the effectiveness in implementation program and how the impact caused to the SMEs advancement through SOE Partnership Program with the small entrepreneurs be implemented.

## II. THEORITICAL REVIEW

In the theoretical study that expressed a discussion about : Corporate Social Responsibility (CSR); Business Ethics; Good Corporate Governance (GCG); Agency theory; Stakeholder Theory; Corporate Citizenship; State-owned Enterprises (SOEs/BUMN); Partnership Program and Community Development Program (PKBL); Empowerment and development of SMEs; as well as eco-friendly business management. According to Garriga and Melé (in Chand, 2006) there are several theories or approaches that are used as the CSR assessment basis namely instrumental theories, political theories, integrative theories, and ethical theories or normative theories stakeholders.

Business ethics is a study devoted to right and wrong moral. This study concentrates on moral standards as applied in policies, institutions, and business conduct. Moral standards are standards relating to issues that are considered to have serious consequences, are based on good reasoning is not authority, beyond the self-interest, based on the impartiality consideration, and that transgression is associated with feelings of guilt and shame with the vocabulary of a certain moral (Velasques, 2005).

GCG is a healthy corporate principles necessary to be applied in the company management, was undertaken solely for the sake of safeguarding the company interests order to achieve the company aims and objectives (Khairandy and Malik, 2007). As already mentioned GCG is a set of processes, customs, policies, rules and institutions that affect the direction, management and control of a company. For that Crowe Chizek in Julien and Rieger (2003) developed a GCG model includes seven basic components

intertwined each other, namely: (1) The board of directors and committees; (2) Regulations and the law firm; (3) ethics and business practices; (4) Transparency; (5) Enterprise-wide Risk Management; (6) Supervision; and (7) Communication.

Agency theory came out based on the separation phenomenon between business owners (principal) and the manager (agent) who manage the company. Agency theory tries to explain how the involved parties in the company (among others, the employer and manager) will behave, because they basically have different interests.

The corporate citizenship concept can be seen as a metaphor of the nationality (citizenship) term applicable to the company. As with citizenship encompassed in it rights and obligation for the citizen, then corporate citizenship concept also indicate rights and obligation of the company as an integral part from state community. If associated to CSR, corporate citizenship as CSR implementer conform with rights and obligation context where the company be operated.

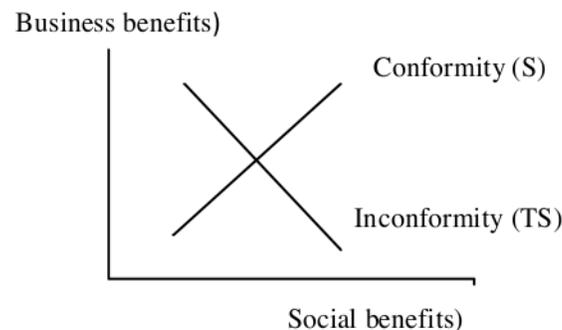


Figure 1.4: Conformity and Inconformity between Business Benefits and Social Benefit

So the people of the country characterized by economy institution pattern, political, social and typical culture where institutional patterns can be affect citizenship corporate program.

Subsystem	Institutions that affect corporate citizenship implementation
Economy	Relationship with the market (e.g. competitive level)
Political	Existing rules in a country
Social	Stakeholder environment
Culture	Society values

Source: cited from Ronald Jeurissen (2004)

SOE is a business unit that is wholly capital owned by the state or business units that are not wholly shares owned by the state but the status is equate with SOEs, namely a joint venture between central government and local government; a joint venture between the government and the private national and foreign sector where the state has a majority stake (minimum 51 percent). Legally SOE has stated that the purpose of establishment not only for profit, but also “actively participate provide guidance and assistance

to lower economically employer groups, cooperatives and society”, as stated in Article 2 of Law No. 19/2003. This makes SOE has an activity outside its core business, namely the “business” to guide and help them set as a target of the program.

Empowerment is a “process of becoming” not an “instant process”. Empowerment of SMEs is an attempt to make SMEs as a strong and independent businesses in the national economy. Some parties involved in the empowerment process that are governments, businesses, and communities. In this case the government should create conducive business climate to empower SMEs through proper rulemaking.

As a process, empowerment has three phases: awareness, capacity, and encouragement. The first stage, is awareness. This stage is a stage to be powered by “enlightenment” in the form of awareness giving that they have the right to have something. The second stage was capacity also often called “capacity building”. To be given the power or authority, the concerned one must be able before. In this case enables people both in the context of individuals or groups. The third stage is encouragement that is process of giving power or powers granted in accordance with the receiving skills (Wrihatnolo and Riant, 2007).

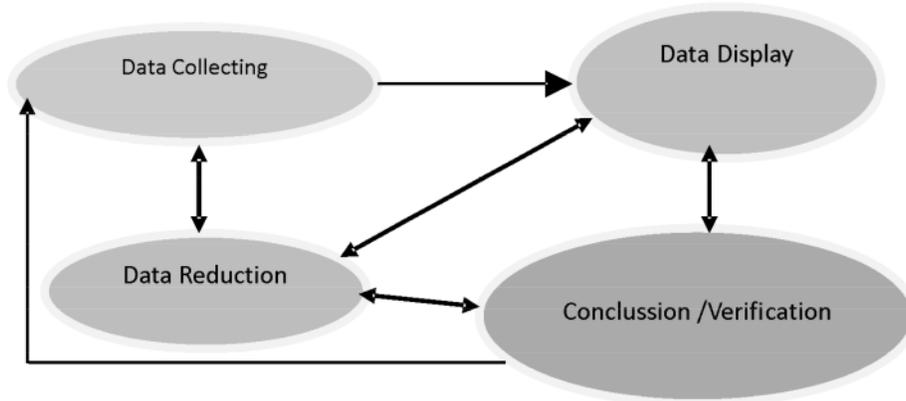
The empowerment concept arises because there is a major premise, namely failure and expectation. Examples of failures, such as failure of the economic development models in poverty reduction and environmental sustainability. Meanwhile expectation emerged for their development alternatives that incorporate values of democracy, gender equality, inter-generational equity and adequate economic growth. Failure and expectation is not a measurement tools and result of social science work, but rather a reflection of normative and moral values. Failure and expectations will feel so real to the individual and community level. At a broader level, which is perceived failure symptoms and expectation. Thus people empowerment essentially is a collective value of individual empowerment (Friedmann, 1992).

Based on the above argument, the most appropriate form for Indonesia’s SMEs as a development model is a cooperative. Due to Indonesia’s economic system based on the 1945 Constitution clearly rejected neo-liberalism and individualism as well as free-market borne. The market is essentially an auction mechanism, where within them a strong applicable law will win in the auction. This is a market mechanism, for those who do not have purchasing power it will be left out ... it means the prices established in the market is simply “market equilibrium” but not “society equilibrium” to ensure achievement of the social justice for all people (Swasono, 2010).

### III. RESEARCH METHODS

Focus of this study is to reveal about implementation of Semen Gresik Partnership Program in HR development and small entrepreneurs business. This research method with qualitative approach used to express and understand something behind the phenomenon is not known yet or used to gain insight into something new.

Data sources of this study is divided into two, namely field data sources and documentary data sources. There are three techniques that are used in collecting data of this study, namely: (1) In-depth interviews; (2) Observation (passive participation); and (3) Study documentation. (Marshall, 1989). Data analysis, referring models for each components such as data collection, data reduction, data presentation, and conclusion / verification performed simultaneously. This cycles and interactive can be seen in the figure below:



While digging data in the field, then data be analyzed and interviews result need to be reinforced with data observation and other supporting data. The following depicted research stages in the form of a diagram.

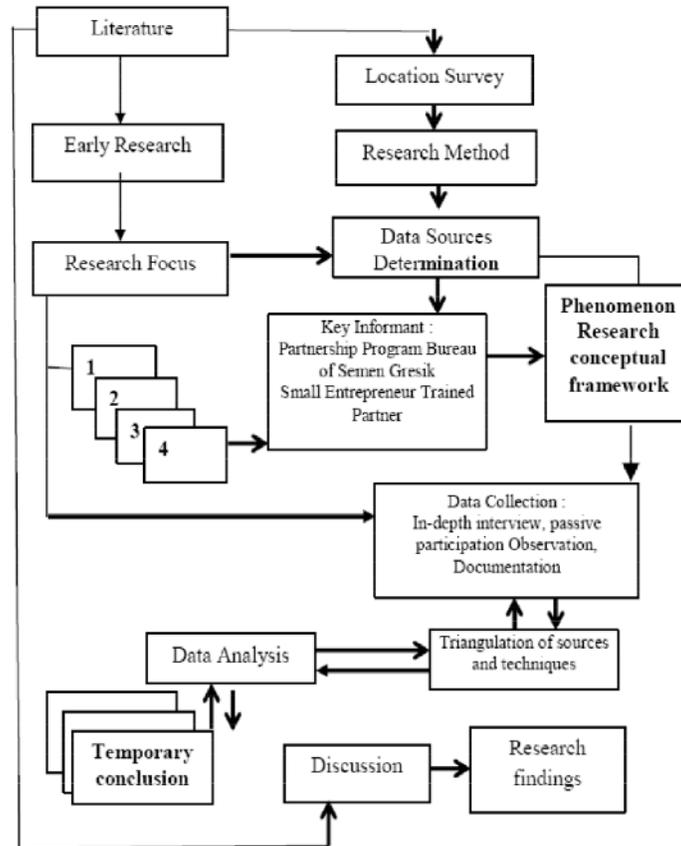


Figure 2.3: Researcher Stages

#### IV. RESEARCH RESULT

Until the end of 2011 the accumulated funds for the Partnership Programme activities realization reached Rp. 292,629 billion, with the number of small entrepreneurs trained partners until 2011 reaching 9.762 units of the trained partners spread over the various areas, among others: East Java, Central Java, Special District of Yogyakarta and Bali (Semen Gresik, 2011-b). Furthermore, in more detail can be seen in Table 3.1 below:

**Table 3.1**  
**Accumulated Realization of Fund Distribution by**

No	Sector of trained partner business	Realization up to 2010 (million rupiah)	Realization in 2011 (million rupiah)	Realization up to 2011 (million rupiah)
1	2	3	4	5
1	Industry	35.571	10.729	46.3
2	Trade	83.485	66.061	149.546
3	Agriculture	192	23	215
4	Livestock	10.053	7.413	17.466
5	Plantation	-	-	-
6	Fishery	313	30	343
7	Mining	-	-	-
8	Service	17.032	4.271	21.303
9	Other Business	-	-	-
10	Cooperative	-	-	-
11	Grant Fund for Partnership Program			
		34.568	22.889	57.456
	Total	181.214	111.415	292.629

Source: Annual Report of PKBL-Gresik (Semen Gresik, 1011-b)

Furthermore, realization of accumulated funds for Community Development Program (BL) until 2011 reached to Rp. 106.064 billion realized in 2011 there is an increase of Rp. 40.628 billion as compared to the actual distribution of accumulated fund in the previous year. Program namely: natural disasters victim aid, education/training aid, health improvement aid, development of infrastructure and public facilities, religious facilities aid, nature conservation aid, and collectively aid in SOEs care. In the table 3.2 below presented details of the use of Community Development funds to enhance social empowerment of the community:

Based on the above data description, can be obtained several conclusions: First, SOE partnership program with SMEs is part of the CSR, on the other hand can increase added value for stakeholders and on the other side the operating activities of the company be assured and the company's reputation further increased; Second, the partnership program as implementation form of social responsibility in which the SOE as empowering facilitator of business community and increase the ability of SMEs to manage their business more strong and independent.

**Table 3.2**  
**Accumulated Realization of Fund Distribution by Semen Gresik Community**  
**Development 2010 and 2011 (in million rupiah)**

No	Types of Aid	Realization up to 2010	Realization 2011	Realization Up to 2011
1	Natural Disaster Victim aid	3.641,01	595,72	4.236,72
2	Education / Training aid	29.237,84	20.769,44	50.007,28
3	Health Improvement aid	2.015,97	2.572,21	4.588,17
4	Development of infrastructure and public facilities	8.660,74	2.447,49	11.108,23
5	Religious facilities aid	17.461,21	8.492,80	25.954,02
6	Natural conservation aid	984,82	1.766,23	2.751,05
7	SOEs care	3.434,46	3.984,87	7.419,34
	Total	65.436,05	40.628,76	106.064,81

Source: Annual Report of PKBL-Gresik (Semen Gresik, 1011-b)

## V. DISCUSSION

### (A) Implementation of Semen Gresik Partnership Program on Small Entrepreneurs.

SOE Partnership Program with SMEs is an implementation form of social responsibility, where SOEs facilitating human resource development and access to loan capital for the SMEs development. The purpose of this implementation program is meeting the partner's expectations in order to become strong and independent entrepreneurs, in addition to, indirect impact on obtaining a license for corporations from the public to the company's operations. Thus the essence of partnership programs starting from the partner's interest in particular and the corporation itself as an organizer.

Purpose of this Partnership Programme allocated for communities around the state-owned enterprises neighborhood, at the beginning is the mandate of Acts number 19 of 2003 Article 88 states that SOE can set aside part of net income for the purposes to fostering small businesses/cooperatives and community development around the SOE. However, by using the word "may" that may be interpreted as detachment to carry out charitable work intended it as the newest legal basis is regulation of the Minister of State Enterprises numbers Per-05 / MBU/2007 on SMEs Partnership Program which requires SOEs to implement the Partnership Program and Community Development Program. In article 1, point 6 of the State Enterprise Minister regulations confirmed that SOE Partnership Program with small businesses is a program to enhance the small businesses abilities to be strong and independent through the funds utilization from the SOEs profits. Furthermore, in point 7 of that article described the Community Development program.

With the company's concern around the society's interests, it can be expected that in the future the company would be more benefited. Although this time impressed that the company spent a number of funds to implementing the policies. The study's findings support several previous research yields such as: Riordan, *et al.* (1997) and Winanda (2010) which states that the social programs implementation in the long term will bring benefits such as the good reputation form for the corporation. Then Cruz, (2009) and Lin (2009) stated that with the license to operate from the local community, then company operational can run smoothly and corporate profits increased.

The findings of this study in accordance with Post *et al.* (2002) views that states essentially the company entrusted by the people to act as the trustee (stewardship) in managing existing resources, thus the company should pay attention to the surrounding community and take responsible for the environmental damage caused by their operations. Therefore, companies need to minimize negative impacts caused by company's operations first, and then maximize positive impact that can be enjoyed by the community and the surrounding environment. In the long run, the corporation will obtain greater benefits and ensure the corporation smoother in running its business operations. Associated with the cement industry, where the company explores unrenewable natural resources in the form of limestone and clay then the company should pay attention to safe threshold of mining activity in order not to damage the environmental balance. Besides negative impact of the production process such as exposure to air pollution in the form of dust or odor, liquid pollution, or other disorders that can pollute environment should be pursued in order to reach of "Green Productivity" condition. After a very basic demands are met, proceed with the activities carried out as a manifestation of corporate social responsibility. Thus it can be expected that there is a harmonious combination relationship between the company and the stakeholders that would support the smooth operation of the company.

PT Semen Gresik (Persero) Tbk. as an SOE with a core business of cement industry its presence in the midst of the community is aside part of their license and support from the community. Therefore, in operation not only its own interests, but must strive to create harmony over the public interest. In this case the company is regarded to have a social contract which contains rights and obligations that must be met. This finding is consistent with what is stated by Solihin (2008) which suggested that the social contract is a medium for the enterprise to adjust various company goals with the community goal that implementation is manifested in the form of corporate social responsibility.

In line with Donaldson (1982), who argues that linking business and society rooted from social contract tradition that implies an indirectly obligation in the business community interests. In addition the company should acts as a moral agent in a public entity. The company decisions always able to reflect the values are owned by the local community (Wartick and Cochran, 1985; Solihin, 2008). Therefore, through the policy of company partnership program with the SMEs implemented potential business empowering efforts that complemented human resource development to enhance business management abilities. These findings support DeGeorge (1987) assessment, revealed that the company organizes social and environmental responsibility programs is an evidence of concern for the community.

The results of this study also found that in the partnership program there is an attempt to motivating business development through capacity building of human resources (HR), maximization of venture capital, and expansion of product marketing. Development of human resource potential is done through quick training / apprenticeship and promotional / product exhibition. While maximizing working capital fulfillment of SMEs conducted through loan distribution. The Partnership Program is part of the CSR can enhance added value for stakeholders, in particular for SMEs to provide solutions to meet working capital needs and improve human resource capacity.

Motivation small businesses become trained partner is to obtain additional capital with low interest rate, uncomplicated requirements so that they can develop the business. Although there is a requirement to be preparing for loan collateral, but not discourage their interest to be the partners in order to develop its business. According Sutawi (2002) chance for SMEs to establish a partnership is a business strategy whose

success is largely determined by the actors involved in the partnership. They should have the basics of business ethics, which is understood and embraced as a foundation in implementing partnership. While Hafsa (1999) explains by engaging partnerships to spur business income of SMEs and people in general and provide added value to the partnership actors. Stimulate economic growth in rural, regional and national levels, creating vastly employment opportunities, improving equity and empowerment of communities and small businesses.

According to the Lead (2005) scenario of this partnership relations are “productive and authentic” that is partnership program based on long-term interests and beneficial to all parties involved in it. They will feel interdependent and mutual complementary. Meanwhile, according to Sumardjo, *et al.*, (2002) type of this partnership, including the form of “synergistic” partnership that is partnership based on awareness of mutual need and mutual support of the interests parties that formed it.

In line with Mubyarto (1997) thought, asserts that the empowerment of SMEs can be done through the creation an atmosphere or climate that allows developing potentials of the community; strengthen potentials of the community by improving education and skills, enlightenment, as well as opening the chance to utilize economic opportunities; and protection to SMEs by preventing exploitation of the powerful economic level to the weak one. Thus, the SMEs empowerment is a “process of becoming” not an “instant process”. SMEs Empowerment is an attempt to make SMEs be strong and independent businesses in the national economy. Some parties involved in empowerment process are governments, businesses, and communities. In this case the government should create conducive business climate to empower SMEs for instance by issued regulations to be obeyed in accordance with the existing guidelines.

### **(B) Participation of SMEs in Training / Internship and Its Impact on Human Resource Development**

Findings of this study indicate that Semen Gresik Partnership Program facilitates education and training with the materials that support creativity and skills of SMEs in managing business. Through the training activities of the public interest and motivation to engage in business activities can be grown. Knowledge and skills do not come naturally, but must be deliberately increased through investment in human capital (Stockely, 2003). Thus it can be said that the man with knowledge, skills and ability to create and innovate is an asset that can be improved through training or through other development efforts to improve organizational performance and business. Spending on training and development of human capital is an investment not as cost because it can contribute to improving performance and productivity.

These findings support the results of Macdonald *et al.* (2007) research, which proved that active participation in training activities can increase human resource capacity to be creative and innovative. With the high power of innovation and creation of SMEs become more competitive, able to create jobs and the number of SMEs reaching the progress are increase. In line with these findings, Jayawarna, *et al.* (2007) stated that investment in training activities as access to gain knowledge for human resource development can contribute directly to the business performance of SMEs. Similarly, Simpson, *et al.* (2004) proved that education and training has a positive impact to achieving business success of SME. Most business progress relies heavily on the knowledge and experience of business owners as well as managers of the company.

Findings related to human resources development to handle difficulties experienced by SMEs supports Campbell and Stanley (1986) notion, which states that investment in human capital are all activities that

aim to improve the labor quality (productivity) at a given time. After this theory <sup>11</sup> widespread, human capital actually help decision-makers to focus on human development by focusing on investing in education and training in order to improve the organization quality as part of nation building. Human resources as labor is indispensable skill in performing the tasks, improve the organization quality and support economic growth. Activities of training-education and internships when conducted in a professional manner and followed actively by the participants, it <sup>2</sup> can foster human resources become creative, innovative, competitive and able to manage the business well (Macdonald *et al.*, 2007; Simpson *et al.* (2004).

This finding also supports the results of several studies from the researchers such as: <sup>6</sup> Rissy (2005) Jayawarna, *et al.* (2007), Beaver and Hutchings (2005) who concluded that education and training can increase human resource capacity to manage and grow the business. The active participation of the participants in education and training can improve the HR abilities to be more creative and innovative in production, making it more able to compete in the market and in turn can be achieved business success of SME. Furthermore, through internships to enhance skills and abilities in managing SMEs business, this findings study shows that apprenticeship as a learning process <sup>6</sup> is able to enhance creativity of SMEs to develop quality products. These findings support previous research conducted by Rusyana (2008) states that there are two objectives in learning, namely (1) in order to individuals gain knowledge from experience and be able to explain that experience more widely and deeply; (2) to improve the skills and attitudes of individuals in the company is managed.

### (C) Participation of SMEs in Promotion Event / Exhibitions and its Impact on SMEs Product Marketing

The results showed that the promotional event / exhibition SMEs products as a learning process to inspire improvements in product quality and expand its marketing network. These findings support previous research that was conducted by BPS (2007), Shahadan and Berma (2005) that stated through exhibition event, SMEs inspired to improve product quality so that more and more able to compete in the market, the more extensive marketing network and sales volume increased. Facilities for SMEs get participate in the exhibitions starting <sup>8</sup> from the condition of SMEs experiencing difficulties in marketing their products apart from the strict business competition is also forcing them to promote their business to the market.

The study's findings also support the research of Sharif (2008) which concluded that the promotion to marketing product bring real positive impact on the ability of employment, improving production technology, developing business systems, reliable aspects of employment and number of buyers. Through exhibition event can increase employment, because: a) products being promoted are goods in the manufacturing process is labor-intensive; b) Exhibition can inspire others to make similar goods are considered to have a large enough economic prospects; c) Exhibition introduces certain products that were not already known to have an impact on the economic activities development in the upstream (backward-effect) and the downstream industry (forward-effect).

This finding is consistent with Wicaksono (2010) account that the growing of exhibition event held <sup>8</sup> by the government as well as various other event organizer, gives a big advantage for small businesses. As in more detail the benefits of exhibitions for SMEs business development, among others: as a means to introducing new products; introduce products with new innovations; strengthen the company's image;

find out information about a competitor; market survey through the exhibition; and improving human resources quality and teamwork.

#### **(D) Loan Capital Utilization and its Impact on SMEs Business Performance**

The findings in this study indicate that loan for working capital spurred to work harder and inspire doing business diversification to increase profitability of the SMEs business. Findings of this study support previous studies conducted Murphy (Luke, 1996) states that the success of small businesses contributed by hard work, dedication, and commitment to service and quality. Furthermore, in line with the analysis and discussion of Wediawati (2002), which examines the impact of pattern formation through venture capital companies (PMV) and the people's economy posts (PER) to the financial performance of small industries trained partners in Jambi Province. The findings do not fully support the coaching concept able to improve small industries performance, because two institutions (PMV and PER) has not consistently run a coaching and mentoring is not yet fully functioning. Besides the sharing principle has not been fully adopted. On the other hand, PER has not operated well as an information center, mediation and advocacy. Plus, employers morality factor has principled "let a slight but important premise (no debt)". The spirit of "small" become a barrier to their business development.

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These findings support Hersey and Blanchard (1993), which explains that performance is a function of motivation and ability. To complete task or job, one must have a degree of willingness and a certain level of ability. The willingness and skills of a person would not be effective without clear-cut comprehension about what will done and how to do it. Rose *et al.*, (2006) reveals that many entrepreneurs when starting the business required skill and chance to be a big company, however, because of low of education level, experiences, moral and financial support will resulting in difficulty in reached the success. Furthermore also had confirmed that competence only can be done in four area namely : operational, financing, marketing, and human resources.

Finding of this research also show that loan fund that distributed through Partnership Program give solution to overcome the capital trouble in developing small enterprise business. Next found that Partnership Program create a climate for SMEs to be harder working and increasing business profit. this yield correspond to Dimitris (2004) research, who said that subsidy have significant effect on four dimensions that are efficiency, profitability, capital structure, and company productivity growth. This mean with management assistance, technique, and money toward the employer then he or her will be gain the benefits in running the business. Those benefits covered: increasing the production, more efficiency, more product variants, public trust, and raising the profit. These findings are in line with Edward (1994) opinion who said that subsidies program provided by the government can be a positive influence on the policies determination and functional strategies determination. Further subsidies factors from the government must be translated into chances and opportunities. Employers should be able to fix his or her weaknesses and develop his or her strength (Apibunyopas, 1983). Companies that manage resources appropriately can generate low capital costs. This condition can also reduce total cost, because if the capital cost is low, then the interest paid will be lower anyway. If the interest rates is low, so expected company earnings will be even greater, because appropriate capital sources utilization (Awat and Moeljadi, 1996).

## VI. CONCLUSION

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Based on the results of research and discussion, can be summed up as follows:

1. Semen Gresik Partnership Program as part of its corporate social responsibility, is proven to increase the added value for the stakeholders. In this case provides a solution for small entrepreneurs trained partners to meet working capital requirements, generate interest and motivation to engage in business activities that more developed and developing. However, effort to develop business community potentials is not maximal yet, because there are so many small businesses that have untouched this partnership program coaching. Unfortunately, they doesn't aware on the existence and functions of the partnership program. Socialization is ongoing basis "word of mouth" so the business potential impact still underdeveloped at large.
2. Semen Gresik Partnership Program facilitating and organizing education/training and internship with the materials that support creativity and skills of the partners in managing business. Training activities is a grant program and set a maximum amount of 20% (twenty percent) of the partnership program funds distributed in the current year. Partner who active participating both in training and apprenticeship implementation on learning process is a demand to improve human resources to be more creative and skilled to develop quality products. However, because educational background of the participants is very heterogeneous, it becomes barrier for participants to absorb the material given. This condition is a challenge for the trainers so should find the right solution in order to learning effectiveness can be achieved.
3. Semen Gresik Partnership Program facilitating promotion / exhibition of products and departed from their condition of partners who have difficulties in marketing their products and business competition. Thus forcing them to promote their products to the market to make it more known by the public. Promotion / exhibition event is a source of inspiration in improving products quality so as to meet the market taste and expand marketing network.
4. Semen Gresik Partnership Program facilitates the loan distribution to support business management of their partners. The loan funds utilized to financing as working capital and supporting the purchase of equipment to speed up the production process. Thus the loan had to spur small businesses to work harder and inspire diversified its business to improve profitability.

Based on the conclusion of the study and implications of the research findings, the study recommends as follows:

1. 22 commendations for SOE Partnership Coaching  
Partnership Program and Community Development program is a part of corporate social responsibility, based on the Minister of SOEs number PER-05 / MBU / 2007, the law must be implemented by all state-owned enterprises throughout Indonesia, except for state-owned enterprises are experiencing losses. The success of PT Semen Gresik (Persero) Tbk in implementing this program is recognized by the various parties. As evidence of the success in implementing corporate social responsibility accept numerous certificate awards, although there are a few things of technical implementation that complained by trained partners.
2. Recommendations to the Partnership Program Bureau of Semen Gresik  
Implementation Partnership Program held by Partnership Program Bureau of Semen Gresik in

2011 showed a good achievement. This is proven by the number of partners who continue to increase, and realization of PK funds is the greater quantity from year to year.

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