

# Impact of Corporate Social Responsibility Program at Badan Penyelenggara Jaminan Sosial Kesehatan Main Branch Office of Surabaya

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## 11 Impact of Corporate Social Responsibility Program at Badan Penyelenggara Jaminan Sosial Kesehatan Main Branch Office of Surabaya

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### Abstract

Participation of the business by developing awareness programs to local society around the company called CSR or Corporate Social Responsibility (CSR). In Indonesia, CSR being regulated by Minister of State-Owned Enterprise (SOE) No.: 11/MBU/2007 about SOE Partnership Program with the Small Business and Community development program. Badan Penyelenggara Jaminan Sosial Kesehatan (BPJS Kesehatan) Main Branch Office Surabaya has done it with the activities related to Partnership Program with the Small Business and Community development program. The purpose of this study is to describe effects of the implementation of CSR program in BPJS Kesehatan main branch office Surabaya, both desired impact and undesired impact. Soft loans with an interest rate that makes its established partners can develop their business independently and improve their welfare. Another positive effect is harmonious relation between BPJS Kesehatan with the local society. The Community development Program receivers feel calm, comfort, happy and satisfied to the condition of the mosque and the school rather than before. In addition, the positive effect is establishment of a positive image of the company by the society. For the undesired impacts is that society becomes dependent on the help of the companies and there are some partners who are not willing to submit their responsibilities.

**Keywords:** Impact, Corporate Social Responsibility Program

### 1. Introduction

#### A. Problem Background

Sustainable development requires a harmonious relationship between government, business and society (stakeholders). Each of these stakeholders performs their respective roles according to their capacity and competency. Business world as one of the stakeholders plays an important role because of its potential in terms of capital (capital) and human resources.

Participation of business in sustainable development program is to develop corporate responsibility to the society around them called Corporate Social Responsibility or is shortened as CSR. According to Ambadar (2002:30), social responsibility means that managers of a company's concern with consequence to the social, environmental, political, human and financial for the actions they take.

In Indonesia, emergence Law No. 40 of 2007 about Limited Liability Companies (Corporate Law) marked a new stage of CSR setting. Moreover, the regulation of CSR is also listed in Law No. 25 of 2007 about Investment.

CSR programs which are implemented in Indonesia are regulated by Minister of State-Owned Enterprise No.: 05/MBU/2007 about SOE Partnership Program with the Small Business and Community development program, which next is called as Small Business and Community development program. The understanding of the partnership program on Article 1 paragraph 6 is:

"State-Owned Enterprise Partnership Program with Small Business, which next called the Partnership Program, is a program to increase the ability of small businesses to be tough and independent through the use of state funds from the profits" (Fajar, 2009: 248).

The Community development Program is defined as follows as stated in Article 1 paragraph 7:

"Community development Program, which next called EDP is the social condition of the society empowerment program by the state through the use of state funds from the profits"

21 Community development Program consists of: 1) Help the victims of natural disasters, 2) assistance or education and training society, 3) support health improvement, 4) development of public infrastructure and facilities, 5) assistance of worship, 6) support conservation (Fajar, 2009:249).

On the Regulation of the Minister of State-Owned Enterprise No.: 05/MBU/2007 about SOE Partnership Program with Small Business and Community development program also mentions that each state is required to establish a special unit that deals directly with the problem of coaching and empowering society in which the amount of the Partnership allocated value 2% of the net profit (Kartini, 2009: 78).

One of the state-owned Enterprise that implement Corporate Social Responsibility Program is BPJS Kesehatan. BPJS Kesehatan is a company that implement and support government policies and programs in the development of economics and national in general, particularly in the field of social insurance through the organization of insurance/health insurance for civil servants, pensioners, veterans, and their families pioneering

independence and society .

Since the release of the law, BPJS Kesehatan followed up by implementing Corporate social responsibility. Globally, in the year 2010 CSR's fund of BPJS Kesehatan was about IDR 98,406 billion. The detail consists of the Community Development Program is IDR 43.8 (25) billion, while for the partnership program was around IDR 54,6 billion. ([http://www.waspada.co.id/index.php?option=com\\_content&view=article&id=171985:realisasi-pkbl-BPJS Kesehatan-capai-Rp984-m&catid=18:bisnis&Itemid=95](http://www.waspada.co.id/index.php?option=com_content&view=article&id=171985:realisasi-pkbl-BPJS-Kesehatan-capai-Rp984-m&catid=18:bisnis&Itemid=95)).

BPJS Kesehatan Main Branch Office of Surabaya has also implemented CSR with various activities, among others, related to the Partnership and Community Development Program . In the Partnership Program, BPJS Kesehatan main branch office Surabaya has provided a number of loans to small businesses which the amount is IDR 30 million for each entrepreneur, which can be repaid over 30 months. Administrative services for the Partnership Program to subject is 6% (six percent) of the loan limit. Community development Program has distributed the aids to a number of schools and mosques. In addition, also assistance in the form of goods according what proposed in the proposal.

The requirement for earning credits for small businesses, called the Partnership Program, as well as for community development assistance is to submitting a proposal to the BPJS Kesehatan Regional Office VII. Moreover, BPJS Kesehatan Regional Office VII assigned to the main branches office to follow the proposals they received.

The things which have to do by the Partners after receive a loan is to make a report every three months to determine the extent to which the borrowed funds are used. While, Community Development Partners compile a report after purchased goods according to the proposal submitted.

After for a long time CSR programs being implemented, therefore we need to know the impact of the implementation of the CSR programs in BPJS Kesehatan Main Branch Office of Surabaya.

#### B. Formulation Problem

How is the impact arising from the implementation of Corporate Social Responsibility Program in BPJS Kesehatan Main Branch Office Surabaya?

#### C. Research Objectives

Describe the effects arising from the implementation of Corporate Social Responsibility Program in BPJS Kesehatan Main Branch Office Surabaya

## 2. Methods

### 2.1 Types of Research

This research is a descriptive study.

### 2.2. Research Sites

This research is conducted at BPJS Kesehatan Main Branch Office Surabaya. This determination is based on the consideration that the location of BPJS Kesehatan Main Branch Office Surabaya is a State-Owned Enterprise (SOE) that has implemented CSR programs and the scope of their work is relatively broad, covering Surabaya, Sidoarjo, Gresik, and Mojokerto.

### 2.3 Research Focus

The focus of this research is the impacts that arise after the implementation of CSR programs, both intended and unintended impacts. Desired impact and undesired impacts can be broken down into the impact on target groups and impact on BPJS Kesehatan Main Branch Office Surabaya.

### 2.4 Sources of Data

#### 2.4.1 Primary Data Sources

This study obtained data from the primary record interviews with the implementers of CSR Program that are Mr. Bagus Prihanto, SE and Mrs. Puspitasari Maya, as well as the target group that gaining benefit from the CSR program, Mr. Komaruddin, Ms. Sulis, Mr. Sumarji and Mrs. P (not willing to be published her name).

#### 2.4.2 Secondary Data Sources

All documents, books, articles or texts that support this research.

### 2.5 Techniques of Data Collection

#### 2.5.1 Interview

#### 2.5.2 Observation

#### 2.5.3 Documentation

## 2.6 Research Instruments

In the process of data collection, the researchers use some instruments, such as: tape recorder, camera, and field notes.

## 2.7 Data Analysis

In analyzing the data of the study will be based on the proposed model of Miles and Huberman which consists of three flow activities to be implemented from start to finish, namely: data reduction, presentation of data, and conclusion (drawing/ verifying).

## 3. Results and Discussion

The research was taking place at BPJS Kesehatan Main Branch Office Surabaya, which is located at Jl. Raya Dharmahusada Indah no. 2 Surabaya. Working area of BPJS Kesehatan main branches office Surabaya, include Surabaya, Sidoarjo, Gresik and Mojokerto.

BPJS Kesehatan is a State-Owned Enterprise specifically assigned by the government to hold health insurance for civil servants, pension recipients of civil servants, and army/police, veterans, independence pioneers and their families as well as other business entities.

Through the Partnership and Community Development Program (PCDP) is expected to increase the participation of state-owned enterprise to empower the potential and the social, economic, and environmental condition of society with the this is directed at the development of social economy to create equitable development. PCDP is basically a form of Corporate Social Responsibility (CSR) to the surrounding society.

Partnership Program is a program to increase the ability of small businesses to be resilient and self-sufficient through the use of funds from the profits. Social conditions of the environmental empowerment program conducted through the use of funds from the profits of the company, called community development.

Based on the Minister of State-Owned Enterprise Regulation No.:05/MBU/2007 about Partnership Program between State-Owned Enterprise and Small Business as well as Community Development Program, small businesses which can participate in the partnership program must:

- Have an asset in the maximum worth of IDR 200,000,000,-, not including the land and building of business or have revenue of sales with the maximum worth of IDR 1,000,000,000, -;
- Owned by Indonesian citizen;
- Independent, not subsidiaries or branches of companies owned, controlled by, or affiliated directly or indirectly with medium or large business enterprise;
- Form of individual businesses, business entity that is not a legal entity, or a business entity with legal status, including cooperatives;
- Have the potential and prospects for development;
- Has conducted business activity at least 1 year;
- Not eligible with the requirements of banks yet (non-bankable).

On the other hand, the partners following obligations:

- Conducting business in accordance with the plans that have been approved by the State-Owned Enterprise or State-Owned Enterprise Dealer or Distributor;
- Pay back the loan according with the agreements that have been agreed upon;
- Delivering progress reports periodically to the Assistances of State-Owned Enterprise.

The understanding is accompanied with awareness of the importance of empowering local communities to grow with the company's progress, encourage companies to always increase their social awareness. The concern is expressed in the Partnership and Community Development Program (PCDP).

The policy set out in the Regulation of the State Minister for State-Owned Enterprise No. 05/MBU/2007 about Partnership Program between State-Owned Enterprise and Small Business as well as Community Development Program. The Partnership and Community Development Program is a Community Development Program conducted by State-Owned Enterprises (SOEs) around the area in question through the utilization of funds from the profits of SOEs. Partnership and Community Development Program is basically a form of Corporate Social Responsibility (CSR) to the society in the form of society empowerment, improve social welfare, and sustainable economic growth while protecting the environment.

CSR program is organized by BPJS Kesehatan in the surrounding area of operation. The operation area of BPJS Kesehatan main branch office Surabaya includes Surabaya, Sidoarjo, Gresik, and Mojokerto. Partnership programs are implemented in BPJS Kesehatan main branch office Surabaya has distributed loans to a number of partners who comprised of entrepreneurs boarding house, grocery merchants, and entrepreneurs stall. The amount of aid is given around IDR 30 million for each trained partners. Of course, it has to be preceded by a survey to determine the feasibility. According to the regulation No. 05/MBU/2007, the form of community development program is education assistance, health promotion assistance, disaster relief, assistance public infrastructure improvements, worship facilities and nature conservation assistance. Community development



program that is conducted by BPJS Kesehatan main branch office Surabaya has carried out activities for the provision of educational aid and assistance of worship.

The program also aims to grow harmony between people and companies through the utilization of funds from the profits made by SOEs. The achievement of predetermined objectives, can be seen by evaluating the implementation of this program in terms of CSR in term is the PCDP at BPJS Kesehatan main branch office Surabaya.

Policy evaluation is the final part of the policy process, when viewed as the end of the policy process. A policy that was created then implemented by the implementers needs to be evaluated to determine extent to which policy objectives are achieved. Lester and Stewart (in Agustino, 2008:185) stated that the evaluation is intended to see the partial failure of a policy and whether the policy has been formulated and implemented to produce the desired effect.

The policy on CSR programs contained in the Minister of State-Owned Enterprise Regulation No. 05/MBU/2007 about Partnership Program between State-Owned Enterprise and Small Business as well as Community Development Program has been implemented by BPJS Kesehatan main branch office Surabaya for a long time, so it needs to be seen the extent to which policy objectives and the impact of its policy implementation. Subarsono (2006: 122) defines as a result of further impact on the society as a consequence of the policy is implemented. Wibawa (1994:29) states that the impact evaluation gives greater attention to output and policy impact than to the policy implementation process.

There are three approaches, according to Dunn, of policy evaluation, i.e. pseudo evaluation, formal evaluation, and the evaluation of theoretical decisions. Refers to these, this study can be categorized as formal evaluation research approach. The evaluation of the CSR program organized by BPJS Kesehatan is conducted to determine the outcome or impact of the CSR program although the program is still running to this day.

In the formal evaluation, there are two kinds of evaluations which are summative and formative evaluation. This study falls into the category of formative evaluation for CSR program of an enterprise. BPJS Kesehatan, till now is still being implemented. The CSR program evaluation leads to the degree to which policies lead to the changes as expected. Partnership and Community Development Program that is organized by BPJS Kesehatan has been done as expected. It can be seen through the partners who obtain loan funds from the Partnership Program who have pioneered their previous business in order to increase which in turn will be able to increase their income and their life quality. The improvement of social welfare programs often becomes the flagship program of every company in implementing CSR programs. In this case, BPJS Kesehatan actualizes in working capital lending to surrogate partners. Partnership program of BPJS Kesehatan is not over yet, but the evaluation needs to be done to obtain input that can be used as consideration to improve the quality of the policy in the future. Evaluation is done when the program is still running. It is useful to adjust the the program if there is change in the situation and also to provide input for improvement of the implementation of the next program.

Dimensions of the impact of CSR Program of BPJS Kesehatan can be determined from the target group of the program (that is partners of BPJS Kesehatan), and the involved people, in which case it is their executive, including their company. Dimension of direct costs also can be seen from the evaluation of the impact of CSR programs at BPJS Kesehatan Main Branch Office Surabaya that there are direct costs to be incurred for implementation of the company's CSR program. The direct cost was deducted from the calculation of 2% of the company's profit. While the dimensions of the indirect impact to the society that is associated with the administrative services of 6% to be able to access the loan funds the partnership program.

The direct impact of perceived target group can be seen in the Community Development Program which is organized by BPJS Kesehatan Main Branch Office Surabaya. For example, with the aid renovations of mosques or complete the needs of schools that also have an impact on public facilities and increasing well-being of society. This society who can feel these comforts will provide an appreciation of the company that has run the CSR program. These implications are the impact that occurs in the targeted situations or group of targets in local societies.

Thomas J. Cook and Frank P. Schioli, Jr., who purposed A Policy Impact Model in order to analyze the impact or outcome of a policy in a policy research, say that there are things to know, the first is what is the program of policies that to be evaluated? Programs which is evaluated in this study is the CSR Program, which Indonesia known as the PCDP. This PCDP is set in the Minister of State-Owned Enterprise Regulation No. 05/MBU/2007 about Partnership Program between State-Owned Enterprise and Small Business as well as Community Development Program.

Second, after the program is known, it can be formulated exactly what the objectives of the policy is. Partnership and Community Development Program is basically a form of corporate social responsibility to the society in the form of society empowerment, improve social welfare, and sustainable economic growth while protecting the environment.

Third, after the objectives of a policy program formulated, the next step is determining what action that is needed to do and has been done. The activity which has been done is implementing CSR program through

PCDP. PCDP is begun with submitting some proposals by the assisted partners of BPJS Kesehatan to Regional Office of BPJS Kesehatan through the Division of Administration and Finance. Furthermore, this section then assigned to the Division of Finance and Administration at Main Branch Office to conduct site surveys. At the same time, they also examine the feasibility of the proposal. Furthermore, the survey results are returned to the BPJS Kesehatan Regional Office to get approval of the nominal amount that can be disbursed to the assisted partners. In the term of partnership programs, the money will be transferred through the bank. Besides, community development program contains required materials or items in accordance with the contents of the proposal. Financial accountability form is also submitted. For partnership program, the report is made and sent to BPJS Kesehatan main branch office of Surabaya every three months until the loan is paid off. The partners who receive the assistance of community development have to make a report when the activity has been completed.

Fourth, from the activities that has been carried out then it is formulated to measure effectiveness of an activity that has been done. In generating information about policy performance can be used as criteria to evaluate policy outcomes. In this study, using the criteria proposed by Dunn, namely effectiveness, which is to see whether the desired results have been achieved. The implementation of CSR programs of BPJS Kesehatan main branch office of Surabaya has resulted in the availability of computers, and tape recorders for kindergarten. In addition, the ceiling of Baiturrahman Mosque has been improved and the installation of ceiling plaster that made from gypsum. Moreover, Nurul Huda Mosque gains painting of their new constructed tower from the funding of the community development Program. Boarding house owners get renovation and addition of their upper floor. Almost all partners encounter happy and thanks for the aid and loans. They also expect to still be able to access this assistance in the future.

The results of the implementation of CSR Program through Partnership and Community Development Program can also be felt by the implementers. As a form of corporate responsibility, the executive did not hesitate to go to the field to carry out this program. Although, their involvement in this program is not their primary task. In fact, they are often confronted with obstacles in completing tasks into practice, particularly with regard to billing each month loans that they did.

Fifth, is the discovery and formulating impact or what results have been achieved from the policies program both intended and unintended impact. In relation to the impact, the objects need to be understood are the intended and unintended impact. Intended impact implies when policy is made, thus, the government has charted the impact that would happen. Among the impacts that expected to occur, contains both intended and unintended impact (Wibawa, 1994:29).

In this program, the intended impact among the society about BPJS Kesehatan main branch office of Surabaya is the company's contribution to improving society welfare. This is reflected in the partnership loan program receivers. By the soft loans funds, allowing entrepreneurs to develop their business in a better way, so as it gives contribution in the increase of their welfare.

The positive impact is the establishment of a harmonious relationship between BPJS Kesehatan main branch office of Surabaya with the surrounding society. This works for the partnership and community development receivers. Aid that given by BPJS Kesehatan gives sense of comfort and calm to people while performing their worship in mosque, they do not have to worry anymore about collapsing ceiling and also give a sense of satisfaction when they see the mosque is clean and beautiful.

The existence of monthly reports made by CSR officer in BPJS Kesehatan main branch office. CSR then is forwarded to the BPJS Kesehatan Regional Office, becomes a benchmark in evaluating the existing PDCP. The CSR officer of BPJS Kesehatan Head Office then prepared a quarterly report. The quarterly report eventually made into an annual report submitted to the State Ministry of State-Owned Enterprise with carbon copy to the board of commissioners (BOC). The report is expected to reduce or eliminate cheats committed by the company, because they get direct observation from the State Ministry of State-Owned Enterprise.

Another positive impact is the establishment of a positive image of the company in the eyes of the public, especially people who never felt the support from the company. It is an asset for the company to be able to continue the operation with the support from the society.

Besides the intended impacts, there are also unintended impacts. Based on the results of the research, people are very pleased with the variety of assistances and loan funds for business modal. But it could have an impact that people are becoming dependent on companies that implement CSR programs. Especially, for partners who do not want to fulfill their obligation to pay back the loan funds with a variety reasons. While BPJS Kesehatan not provides any action related to the stuck credits. Even though, there is regulation about the stuck credit that if the loan is not clear, doubtful and stuck then can be done loan recovery efforts by rescheduling or completion of requirements (reconditioning) with the condition it fulfills the criteria specified. Those problems deserve extra concern because the other partners could know that there are no meaningful sanctions/punishment for those who violate the agreement, as a result, they would imitate partners to avoid their responsibility.

Looking at the results of the evaluation of the impact of CSR programs in main branch office of BPJS Kesehatan Surabaya that has been completed, it appears that the policy could be continued with some revisions

that is associated with the responsibilities and commitment of trained partners to return the borrowed funds. Due to refund the loan will be used to finance other small entrepreneurs, especially those who have never received loan funds, as to expand and increase the CSR program target groups in BPJS Kesehatan main branch office Surabaya.

#### 4. Closing

##### 4.1 Conclusion

Based on the results of this research on the Evaluation of the Impact of Corporate Social Responsibility in Main Branch Office BPJS Kesehatan Surabaya, it can be concluded that the impact of CSR program which is implemented consisting intended and unintended impacts, namely:

- The intended impact that is felt by the target group of the implementation of CSR programs in BPJS Kesehatan main branch office Surabaya is the company's contribution to improving the society welfare. This is seen in the impact felt by the loan recipient Partnership Program. The Community Development Program feels calm, comfortable, happy and satisfied with the condition of schools and mosques after obtaining aid from BPJS Kesehatan main branch office Surabaya. In addition, the establishment of a harmonious relationship between BPJS Kesehatan main branch office Surabaya with the surrounding society. Another positive impact is the establishment of a positive image of the company in the eyes of the public.
- The unintended impacts are society becomes dependent on the companies that implement CSR programs. Especially for the partners who do not want to fulfill their obligation to pay back the loan funds for a variety of reasons. While, BPJS Kesehatan main branch office Surabaya does not provide any action related to the stuck credit.

##### 17 Suggestion

Based on the results of the evaluation of the impact of CSR programs in BPJS Kesehatan main branch office Surabaya that has been done, it appears that the policy can be continued by revise the policy or implementing the procedures in accordance with relevant regulations and responsibilities established partner's commitment to refund the loan. In addition, more socialization of CSR programs conducted by BPJS Kesehatan main branch office Surabaya, so that more people can enjoy this program.

A functional structure made up of holons is called holarchy. The holons, in coordination with the local environment, function as autonomous wholes in supra-ordination to their parts, while as dependent parts in subordination to their higher level controllers. When setting up the WOZIP, holonic attributes such as autonomy and cooperation must have been integrated into its relevant components. The computational scheme for WOZIP is novel as it makes use of several manufacturing parameters: utilisation, disturbance, and idleness. These variables were at first separately forecasted by means of exponential smoothing, and then conjointly formulated with two constant parameters, namely the number of machines and their maximum utilisation. As validated through mock-up data analysis, the practicability of WOZIP is encouraging and promising.

Suggested future works include developing a software package to facilitate the WOZIP data input and conversion processes, exploring the use of WOZIP in the other forms of labour-intensive manufacturing (e.g. flow-line production and work-cell assembly), and attaching a costing framework to determine the specific cost of each resource or to help minimise the aggregate cost of production.

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