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Research Article

How The Adoption Of The Concept Of Stakeholder Management, Good Corporate Governance And Sustainable Development Contributes To The Development Of The Concept Of Corporate Social Responsibility

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Abstracts: This study aims to show the effect of the adoption of the concept of stakeholder management, good corporate governance and sustainable development on the development of the concept of corporate social responsibility (CSR) which then develops into the concept of corporate social responsiveness, corporate social performance and corporate citizenship. The research method used in this study uses literature studies since the beginning of the CSR concept formed in 1953 until the development of the CSR concept in the 2000s.The results showed that the dimensions of CSR consisting of economic responsibility, legal responsibility, ethical responsibility and discretional responsibility are still the main dimensions in the concept of corporate social responsiveness, corporate social performance and corporate citizenship. Research also shows that the adoption of the concept of stakeholder management, good corporate governance and sustainable development can optimize the implementation of CSR.

Keyworrds :stakeholder management, good corporate governance, sustainable development, corporate social responsibility, corporate social responsiveness, corporate social performance, corporate citizenship

1. Introduction

The initial concept of social responsibility from a company was explicitly put forward by Howard R. Bowen (Carroll, 1999) through his work entitled "Social Responsibilities of the Businessmen" and published in 1953. Some things that need to be considered are: First, Bowen wrote the book at a time when the business world was not familiar with the form of a corporate company as we understand it today. Second, the title of Bowen's book at that time still implied a gender bias, because at that time, business people in America in particular were still dominated by men.

Bowen provides a social responsibility formula, as follows:
"*it refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desireable in terms of the objectives and values of our society*".

The definition of social responsibility provided by Bowen has provided the initial basis for the introduction of the obligations of business people to set business goals that are in line with the goals and values of society.

Keith Davis (Carroll, 1999) in 1960 further added another dimension of corporate social responsibility, at a time when he defined social responsibility as,
"*businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest*".

Through this definition, Davis emphasizes the existence of corporate social responsibility beyond economic responsibility alone. Davis's argument becomes very relevant because at that time, the view CSR was still very much dominated by the thinking of classical economists. At that time classical economists viewed business people as having a social responsibility if they tried to use the company's resources as efficiently as possible to produce goods and services needed by society at a price range affordable to consumers, so that people were willing to pay that price. If this goes well, then the company will get the maximum profit so that the company can continue its social responsibility to the community (i.e. produce goods at a rational price level, create jobs, provide benefits for production factors and contribute to the government through tax payments.). This concept has resulted in some people who were involved in business activities at the time as well as classical economic theorists to draw the conclusion that the sole purpose of the company is to maximize profit, while at the same time carrying out the company's operations in accordance with applicable laws and regulations. (Steiner and Steiner, 1994).

During the period spanning from the 1950s to the present, there has been an enrichment of the early generation social responsibility concept. This article aims to describe the various developments that have occurred in the concept of corporate social responsibility (CSR) due to the adoption of various concepts, namely stakeholder management, corporate governance and sustainable development which are treated as antecedent variables that will influence the further development of the CSR concept. Figure 1 shows the influence of these various concepts on the concept of corporate social responsibility which in turn triggers the emergence of the concepts of corporate social responsiveness, corporate social performance and corporate citizenship.

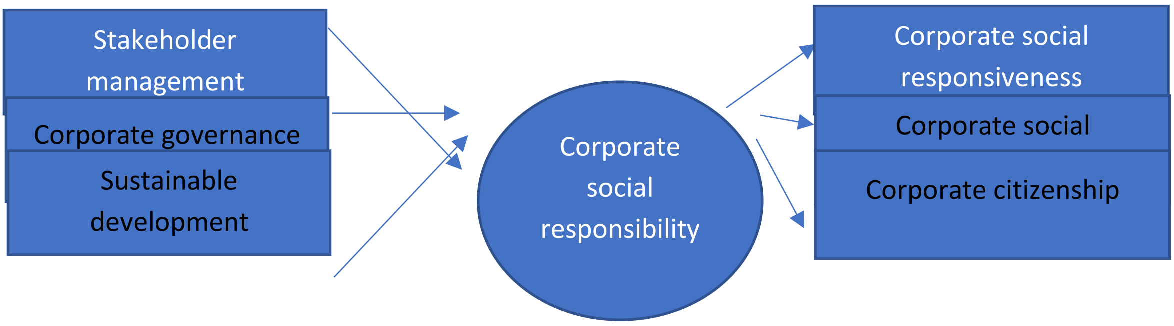


Figure 1 The Influence of the Concept of Stakeholder Management, Corporate Governance and Sustainable Development on the Derivative Concepts of Corporate Social Responsibility

2. II. Stakeholder Management and Corporate Social Responsibility

The introduction of the concept of a corporate organizational environment that develops in line with the development of a systems approach in management, has changed the way managers and management theorists view organizations, especially regarding how a corporate organization can achieve its objectives effectively. Through recognition of the various elements outside the company that will influence the effectiveness of achieving goals, researchers at the Stanford Research Institute (SRI) introduced the concept of stakeholder in 1963 (Freeman and Reid, 1983: 89) which initially referred to the notion of:

" those groups without whose support the organization would cease to exist"

Freeman (1984: 46) defines stakeholders as "any group or individual who can influence or be influenced by the achievement of company goals". Initially, what is meant by stakeholder includes share owners, employees, customers, suppliers, lenders and society.

Various movements that occurred during the 1960s to 1970s, such as: the movement to demand civil rights, the anti-war movement, the consumerism movement (consumerism), the environmentalist movement (environmentalism) and the movement to fight for civil rights. Women's rights have become a catalyst to revisit the role of business firms in a society. Ansoff (Freeman and Reid, 1983) emphasized the importance of company managers to balance various conflicting claims from stakeholders against the activities of the company. Meanwhile, Dill (Freeman and Reid, 1983) emphasized the importance of taking into account the role that stakeholders can play in influencing decisions made by company managers.

Realizing the new reality of the relationship between corporate companies and stakeholders, Freeman and Reed (1983: 91) propose two stakeholder formulations, namely: the wide sense of stakeholder and the narrow sense of stakeholder

The Wide Sense of Stakeholders. In this case what is meant by stakeholders are groups or individuals who can influence the achievement of company goals or those who are affected by the company's activities when the company pursues its goals. Stakeholders in this definition include: public interest groups, groups that carry out protest activities, government employees, trade associations, competitors, trade unions as well as employees, customers in certain segments and shareholders.

The Narrow Sense of Stakeholder. The company has a dependency to maintain its survival on these stakeholders which consist of certain groups and certain individuals. Included in this stakeholder category are employees, customers in certain segments, certain suppliers, key government employees, certain creditors and shareholders.

Furthermore, Freeman and Reed put these stakeholders in a grid using two dimensions. The first dimension describes stake or interest or claims from stakeholders which are divided into three levels of interest / claim, namely equity stake, economic stake and influencers stake. Meanwhile, another dimension used by Freeman and Reed to group stakeholders is the power dimension which consists of three levels of power, namely: voting power, economic power, which is formulated as "the ability to influence due to marketplace decision") and political power. which is formulated as, "the ability to influence due to use of the political system".

As explained above, stakeholders have real power and can support or hinder the company from achieving its goals. In addition, in pursuing its goals, the company can make decisions that have an impact on stakeholders. Therefore the company must be able to manage their relationship with stakeholders so that the company's goals can be achieved. Stakeholder management shows how the company manages relationships with its stakeholders and makes various decisions (based on normative considerations), which can minimize the negative impact of company decisions on stakeholders, where these decisions aim to improve the company's financial performance.

Berman, Wicks, Kotha and Jones (1999: 488-494) identify the existence of two stakeholder management models, which at the same time also show the orientation of company management in managing stakeholders. The two models are the strategic stakeholder management model and the intrinsic stakeholder commitment model

Strategic stakeholder management model. This model is based on an assumption that the ultimate goal of a corporation is the success of the corporation in the market. Therefore the company must manage the stakeholders as part of the company's environment to ensure that the company can obtain revenues and profits according to predetermined targets so that the corporation can provide adequate returns for shareholders (as a form of economic responsibility).

Berman et., Al., (1999) named this first stakeholder management model a strategic stakeholder management model, because the inclusion of considerations regarding stakeholder interests in the company's strategic management activities only if the consideration of stakeholder interests has strategic value for the company the company's financial performance). Furthermore, Berman et., Al., (1999: 492-494) divides the strategic variables which are estimated to have an influence on the company's financial performance into two variable categories, namely corporate strategy variables and stakeholder relationship variables. The corporate strategy variable consists of four sub variables, namely selling intensity, capital expenditures, efficiency and capital intensity. Meanwhile, the relationship variable with stakeholders includes 5 sub variables: employees, product safety / quality, diversity, natural environment and community.

How the company strategy variables and stakeholder relationship variables affect the company's financial performance, described by Berman et., Al., In two models as can be seen in Figure 2 and Figure 3.In the Direct Influence Model as shown in Figure 2, it is hypothesized that there is an influence. directly from each category variable separately on the company's financial performance. Meanwhile, in the Moderation Model (Figure 3), it is hypothesized that the effect of corporate strategy on company performance is moderated by the stakeholder relationship variable. After empirical testing of the two models, a conclusion can be drawn that the two models are in accordance with the hypothesis that was made. The interesting thing is that all the variables that are in the category of stakeholder relationships have a moderating effect on the relationship between corporate strategy and the company's financial performance. Meanwhile, the relationship variable with stakeholders that has a significant direct influence on the company's financial performance only occurs in two sub variables, namely the employee sub variable and product safety / quality. Empirical testing in the model intended by Berman et., Al., Again shows the importance of companies paying attention to the interests of stakeholders, especially if there are stakeholder interests that have the potential to hinder the company from achieving its goals, because variable relationships with stakeholders can moderate the relationship between company strategy and the company's financial performance.

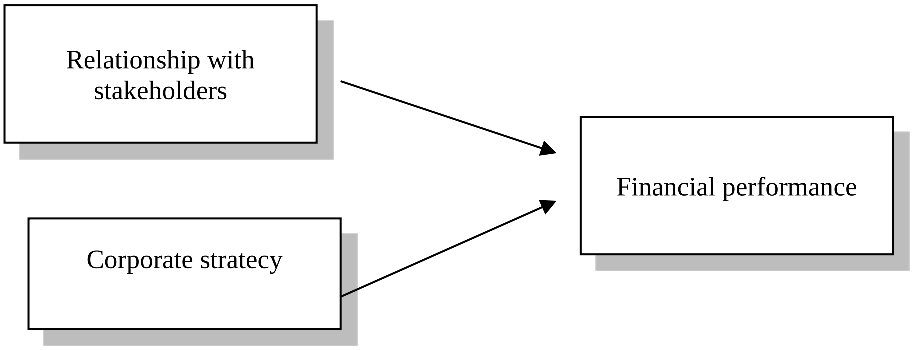
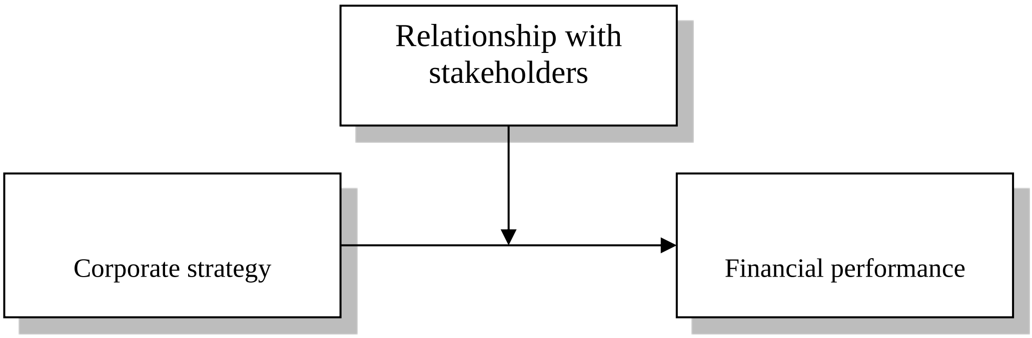


Figure 2 Direct Influence Model



Figur 3 Moderation Model

Source : Berman et., al., (1999 : 493)

Intrinsic Stakeholder Commitment Model. In this model it is assumed that the relationship between company managers and stakeholders is based more on moral commitment and not based on the company's desire to use stakeholders in achieving the company's goals, namely profit maximization. In other words, the company establishes certain basic moral principles that will guide the company in making various decisions. Berman et., Al., Describe the relationship between stakeholder relationships, company strategy and company financial performance as can be seen in Figure 4.

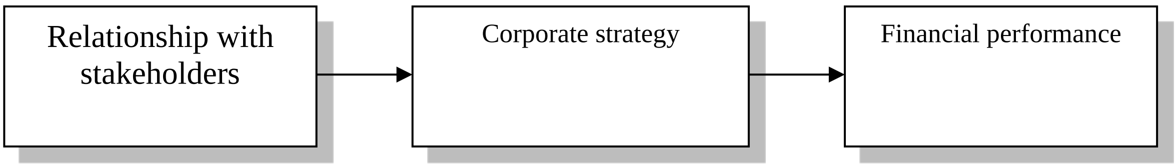


Figure 4 Intrinsic Stakeholder Commitment Model

Source : Berman et., al., (1999 : 494)

The intrinsic stakeholder commitment model is based on an assumption that the company will consider the interests of stakeholders because there is a moral commitment from company management to stakeholders and this moral commitment will encourage the company to formulate a corporate strategy (which takes into account the interests of stakeholders) where this corporate strategy will affect the achievement. the company's financial performance.

The model developed by Berman et., Al., Cannot be separated from the conception and research results of previous stakeholder theory experts, especially Freeman (Beauchamp and Bowie, 1988) and Donaldson and Preston (1995). Freeman argues that considering stakeholder issues in corporate strategy is not an intermediate goal, (where the ultimate goal is the company's financial performance), but the interests of stakeholders should be treated as separate goals. On the other hand, Donaldson and Preston (1995) added that the interests of stakeholders essentially have intrinsic value in the sense that each stakeholder group should be considered for their respective interests and not solely based on the consideration that certain stakeholder groups will advance the interests of other parties.

Apart from the intrinsic value in the interests of each stakeholder, another thing that distinguishes stakeholder management in the first model from stakeholder management in the second is that there are differences in the assumptions that underlie each model. In the first model it is assumed that stakeholder management activities are more instrumental, in the form of a hypothetical relationship (Donaldson and Presnton, 1995: 72), for example "if you want to achieve results X, Y, or Z do (don't do) steps A, B , or C ". Meanwhile, the second model of stakeholder management is based more on moral considerations (normative) so that the actions taken by the company lead to categorical actions rather than hypothetical relationships. For example, when a pharmaceutical company finds out that the medicinal products they produce, in fact, have a negative impact on consumers in the long run, so the company decides to withdraw these drugs from the market. So the company's actions are categorical ethical actions, namely "Take action to withdraw dangerous drugs from the market because it is a good action". In this case, each stakeholder has their own interests (consumers demand safe products and shareholders want the company not to lose) so that each stakeholder basically has an internal interest.

The Linkage between CSR and Stakeholder Management

The word "social responsibility" in the concept of CSR refers to a broad social entity. According to Carol (1999), the use of the concept of stakeholder management which defines stakeholders as individuals or groups who are influenced or influence organizational / company decisions (as in Freeman's conception) will greatly clarify which social entity the company is responsible for. The formulation of key stakeholders and the issues they consider relevant will greatly assist the company in formulating CSR programs or in other words, stakeholder management can be a guide for companies to formulate CSR strategies, policies and programs.

3. III. Corporate Governance and Corporate Social Responsibility

The term "corporate governance" comes from an analogy between the government of a country or a city and the government carried out in a company (Becht et.al, 2002). Just as state government involves various groups who have different interests to achieve a goal, corporate governance is also concerned with the alignment of collective action problems involving various investors. Corporate governance also concerns the reconciliation of the different interests of the stakeholders where without good corporate governance, there will be conflicts of interest which can have a negative impact on company performance.

The OECD defines corporate governance, as follows:

"*Corporate governance is the system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of the right and responsibilities among different participants in the corporation, such as the board, managers, shareholders and other stakeholders*"

The implementation and control of the company will involve the organs within the company as executors and supervisors. According to the 2006 Indonesian General Guidelines for Good Corporate Governance, the Board of Directors as a corporate organ has the duty and responsibility of managing the company. The function of managing the company by the board of directors includes five main tasks, namely management, risk management, internal control, communication and social responsibility.

On the other hand, the management of the company itself must be supervised to ensure the optimization of company value for shareholders while still paying attention to other stakeholders. The board of commissioners as a corporate organ has the collective duty and responsibility to supervise and provide advice to the Board of Directors and ensure that the company implements good corporate governance. However, the Board of Commissioners may not participate in making operational decisions. The function of monitoring and providing advice to the Board of Commissioners includes preventive measures, remedies to the temporary dismissal of the Board of Directors (KCKG, 2006). In the event of a temporary dismissal of the Board of Directors, this action must be immediately followed by holding a General Meeting of Shareholders (GMS).

The implementation of company operations itself will have an impact not only on internal company stakeholders such as employees and shareholders, but will also have an impact on external stakeholders such as creditors, consumers, business partners and the community. Therefore, according to the General Guidelines for Indonesian Good Corporate Governance, the board of directors is obliged to pay attention to the reasonable interests of the stakeholders. Likewise, the Board of Commissioners and its apparatus are obliged to oversee the implementation of good corporate governance, including the issue of implementing corporate social responsibility to various stakeholders. In 2004, OECD has been revised Principles of Corporate Governance.

An important addition to the new OECD guidelines is the affirmation of the need to create conditions by the Government and society for effective corporate governance to be implemented (KCKG, 2006). The government as the party that makes various regulations will greatly influence the implementation of corporate governance. Meanwhile, the community as a provider of resources and buyers of company products is a source of company legitimacy that has the potential to support or hinder the company's existence. In addition, the community is an external stakeholder who can be influenced by various company decisions or company operations so that their interests must be considered by the company.

Corporate Governance Theories

According to the 2004 OECD Principles Study Team (2006: 10-11) established by the Capital Market and Financial Institutions Supervisory Agency, there are two theories that can be used to explain the concept of corporate governance. The first theory is stewardship theory, this theory is built on the philosophical assumption of human nature that humans are intrinsically trustworthy, able to act responsibly, have integrity and honesty with others. If the assumption of stewardship theory is applied in company management, stewardship theory views management as a party that can be trusted to act as well as possible for the interests of the public in general and shareholders in particular.

Meanwhile agency theory views that company management as an agent for shareholders, will act with full awareness of their own interests (self-interest), not as a party who is wise and wise and fair to shareholders as assumed in the stewardship theory. Contrary to stewardship theory, agency theory views that management cannot be trusted to act in the best possible way for the interests of the public in general and shareholders in particular.

In subsequent developments, agency theory received a broader response because it was seen as more reflective of existing realities. Various thoughts on corporate governance develop based on agency theory in which company management must be supervised and controlled to ensure that management is carried out in full compliance with various applicable rules and regulations. This effort creates what is known as agency cost, which includes costs for supervision by shareholders; costs incurred by management to produce a transparent report, including independent audit fees as well as costs due to decreased shareholder value due to the provision of options and various benefits provided to management by shareholders with the aim of aligning the interests of shareholders with management.

Principles of Corporate Governance

To carry out the implementation of good corporate governance successfully, a number of GCG principles are needed. According to the General Guidelines for Indonesian Good Corporate Governance, the principles of GCG include the following principles:

1. *Transparency*
2. *Accountability*.
3. *Responsibility*.
4. *Independency*.
5. *Fairness.*

The Relationship Between Corporate Governance and CSR

The implementation of CSR programs by companies is essentially an inside-out orientation. This means that before carrying out discretionary / voluntary CSR activities, the company must first fix the company's compliance with the law and the company must run its business properly which can guarantee the achievement of profit maximization (economic responsibilities). In addition, companies need to develop a number of policies to guide

CSR implementation. All of that will not be done well if the company does not implement good corporate governance (GCG).

CSR implementation is also one of the principles of GCG implementation, so that companies implementing GCG should carry out CSR implementation. As explained in the General Guidelines for Indonesian Good Corporate Governance, especially the principle of Responsibility, which states, "Companies must comply with laws and regulations and carry out responsibility towards society and the environment so that business continuity can be maintained in the long term and gain recognition as a good corporate citizen. "

4. IV. Sustainable Development and Corporate Social Responsibility

At the end of the 1980s, to be precise in 1987, The World Commission on Environment and Development, better known as The Brundtland Commission (according to the name of the chairman of the commission, Gro Harlem Brundtland) issued a report published by Oxford University Press entitled Our Common Future. One of the important points in the report is the introduction of the concept of sustainable development (sustainability development), which is defined by The Brundtland Commission as follows: *“Sustainable development is development that meets the needs of the present without compromising the abilitiy of future generations to meet their own needs”*

The concept of sustainability development itself contains two main ideas in it (Preston et.al: 237), namely:

1. To protect the environment, economic development is needed. Poverty is a cause of environmental degradation. People who lack food, housing and basic necessities for life tend to abuse natural resources for the sole purpose of survival. Therefore protection of the environment requires a standard of living that is adequate for all people of the world.
2. Nevertheless, economic development must pay attention to sustainability, namely by protecting the earth's resources for future generations. Economic growth cannot be justified by destroying forests, agricultural land, water and air where these resources are urgently needed to support human life on this planet. We must be the best inhabitants of this earth

The Brundtland Commission was formed to respond to the growing concerns of world leaders especially regarding the accelerating increase in damage to the environment and natural resources. In addition, this commission was also formed to examine the impact of damage to the environment and natural resources on the economy and social development. Therefore the concept of sustainable development is built on three pillars that are interconnected and mutually supportive of one another. The three pillars are social, economic and environmental, as reaffirmed in The United Nations 2005 World Summit Outcome Document.

The introduction of the concept of sustainability development has a major impact on the development of the next CSR concept. For example, The Organization for Economic Cooperation and Development (OECD) defines CSR as,

“business's contribution to sustainable development and that corporate behavior must not only ensure returns to shareholders, wages to employees, and products and services to consumers, but they must respond to societal and environmental concerns and value ”.

In 2000 the OECD revised the Guidelines for Multinational Enterprises, which were then used by countries that were members of the OECD. In relation to the implementation of CSR activities, these guidelines mainly aim to promote transparency and accountability of the company .

Another institution that provides CSR formulations in line with the concept of sustainable development is The World Business Council for Sustainable Development (or what is currently called Business Action for Sustainable Development). According to this organization, CSR is,

"the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large ".

The priority of CSR activities according to this organization includes:Human rights, Employee rights, Environmental protection, Supplier relation, Community involvement, Stakeholder rights and CSR performance monitoring and assessment

Another formulation regarding CSR that is in line with the concept of sustainable development is the formulation of CSR provided by The Commission for European Communities. This organization views CSR (which is conveyed in The Green Paper document), as,

"essentially a concept whereby companies voluntarily decide to contribute to a better society and a cleaner environment. This organization considers that a company that is socially responsible is not a company that solely fulfills its obligations according to the law but a company that exceeds legal compliance and invests more in the fields of human capital, the environment and relations with stakeholders.

5. V. Corporate social responsiveness (CSP) and CSR

During the period of the first three decades of the twentieth century to the era of the 1970s, was the period when the concept of corporate social responsibility (CSR) was born and developed. This concept emphasizes the existence of an obligation for companies to carry out various activities aimed at improving social conditions (Frederick, 1994: 150), especially through charity, philanthropy, and stewardship activities.

Starting in the early 1970s, a new concept called corporate social responsiveness emerged and began to compete with its predecessor concept of CSR. The concept of CSP refers more to the capacity the company has in responding to social pressure (Frederick, 1994: 154). In this connection, Frederick defines the concept of corporate social responsiveness as follows:

“Corporate social responsiveness refers to the capacity of a corporation to respond to social pressures. The literal act of responding or of achieving a generally responsive posture, to society is the focus of corporate social responsiveness”

Proponents of the concept of CSP raise at least three main objections to the concept of corporate social responsibility so that they prefer corporate social responsiveness. First, there is an unclear meaning of CSR. In this case, there is uncertainty, does social responsibility refer to the various actions taken by the company in accordance with applicable lawsuits or does social responsibility refer to various actions that are voluntarily carried out by the company and exceed the applicable legal provisions? Does social responsibility mean the various actions that a company takes in accordance with current public expectations regardless of whether it is regulated by law or not. Or does social responsibility constitute various actions carried out in accordance with the anticipation of future social needs? Does the main operational activity of the company have to be involved in every action that is considered to have social responsibility or does the implementation of social responsibility only involve the company's peripheral operations as the embodiment of the company's mission? These questions are very difficult to find answers to precisely, so that the meaning of "CSR" from the beginning has been unclear and has sparked debate about its true meaning.

Second, criticism of the concept of CSR stems from the lack of clarity regarding the institutional mechanism through which the idea of "CSR" can be implemented. Institutional mechanisms that may be used by companies in carrying out CSR activities include responses by companies to market forces (with the aim of gaining profits or preventing losses); responses from companies in the form of various voluntary activities that do not pay attention to the impact of economic returns in the short term; the company's response to various social issues with the assistance of the government through subsidies, tax breaks etc. ; the government sets standards that must be met by companies in relation to the implementation of social responsibility. The question that arises is which of these institutional mechanisms or a combination of several institutional mechanisms will produce the expected social responsibility impact.

Third, it is unclear to what extent the trade off between economic objectives and costs can be made. The economic objective in question is, for example, an increase in company profits, while the cost in question is for example the cost of implementing a CSR program. On the other hand, the question also arises to what extent can the trade-off between social goals and costs be made? . What is meant by social goals in this case is the impact to be generated through the implementation of various CSR programs such as the impact of reducing poverty, creating jobs, improving public health etc. Meanwhile, the cost in question is the cost of social investment in the form of implementing CSR programs financed by the company. Both sides need to be studied in a balanced manner because on the one hand it is perhaps true that an increase in the economic performance of a company (economic betterment as a company goal) results in losses for other parties (for example, the impact of pollution that must be borne by the local community). But on the other hand, it could also happen that the improvement of social conditions (social betterment as a result of the implementation of CSR by companies) must be paid for by reducing profits, reducing the number of employees, higher tax burdens and even closing company operations due to bankruptcy.

Due to the various explanations mentioned above, the proponents of the concept of corporate social responsiveness have proposed the concept of CSP as a substitute for the concept of corporate social responsibility (Sethi, 1979); while other experts such as Carrol (1979) consider the concept of corporate social responsiveness as an improvement and complement to the concept of social responsiveness. Carrol's conclusion that the concept of corporate social responsiveness is a complement to the concept of CSR seems more logical. Because as stated by Wood (1991), companies can act very responsively to respond to a social issue but without the ethical and moral signs stated in the CSR concept, the response made by the company can be very morally irresponsible. The opinion that the concept of corporate social responsiveness is not a substitute for the concept of CSR was also put forward by Wartick and Cochran (1985). The two researchers provide the following illustration:

For example, there is a company that produces various types of products and in order to be called a socially responsible company, the company produces relatively safe products. At the same time, the company also wants to show the responsiveness of the company by immediately withdrawing products that are proven unsafe for consumers. Say after ten times that the company withdrew its product from the market due to product safety issues, will the company still be judged as a socially responsible company or will the company be known only as a responsive company? The most likely answer is that the company cannot be viewed as a socially responsible company even though the company is responsive.

Through this illustration, Wartick and Cochran pinpoint the essential differences between the concept of CSR and the concept of corporate social responsiveness. Without a moral / ethical domain that becomes the basis for action for companies in developing their social responsibility activities, the responses given by companies to various social pressures may be responded to by stakeholders as activities that do not have social responsibility.

Social Responsiveness Approach

Why does a company respond to various social problems within the company? To answer this question, according to Buccholz (1992) there are at least three approach perspectives that can explain the phenomenon of corporate social responsiveness, namely institutional perspective, economic perspective and managerial reputation perspective.

Institutional Perspective

Based on this perspective, companies carry out corporate social responsiveness so that the company institutions and the managers who manage them are in conformity with the corporate environment or more specifically with the social networks that surround the company. In this case the company seeks legitimacy for its existence in the eyes of the public. A study conducted by Meyer and Zucker (Buccholz: 1992) shows that companies that are less efficient can still survive long enough if the company has legitimacy in the eyes of the public.

Corporate social responsiveness as a means for the company to gain legitimacy is a learned behavior and if it has adapted well to the company's system, this behavior will be passed down from one generation of the company to the next.

Economic Perspective

The ability of a company to respond to social pressure is closely related to the financial health of the company. Likewise, the company's desire to be involved in corporate social responsiveness activities is strongly influenced by the economic / financial condition of the company. By considering these points, it can be concluded that companies that do not get sufficient inflow of company earnings will not have sufficient capital to carry out corporate social responsiveness activities.

There are at least two views on why a company is more profitable than other companies. The first view argues that the company is more profitable than other companies because it is in an industry with high profit rates. For example, a company that is in the software industry enjoys a higher profit and sales growth than a company engaged in the steel industry whose industrial structure has reached maturity level. The second view states that companies are more profitable than other companies because they have superior resources compared to competitors so that this affects the company's value chain. With the variability of company involvement in the industrial structure (where there is an industrial structure that has high attractiveness because of high proitability and high entry barriers and some with low industrial attractiveness) - it can be expected that there will be variability in the company's ability to carry out corporate social responsiveness activities. .

Managerial Reputation Perspective

Agency theory states that company managers act as agents of company owners. In making company decisions, managers can act on behalf of their personal interests (self-interests) or represent the interests of shareholders. One of the interests that usually comes to mind when managers make their decisions is whether the decisions they make will have a beneficial impact on their reputation as managers.

Reputation is very important, considering that managers face business risks such as: the company may fail, the company can be lost due to a merger with other companies or the company's strategy changes. In each case, the manager runs the risk of losing his job. Unlike shareholders who can manage risk through investment diversification, managers cannot diversify their work.

One of the ways to prevent the risk of losing a job is through reputational activities that will make the manager visible to both investors and the public. According to the results of research conducted by Bucholtz (1992: 734) the involvement of managers in corporate social responsiveness activities will also increase the reputation of managers in the eyes of the public.

The Relationship Between CSR and Corporate Social Responsiveness

Both the concept of CSR in the 1970s era and the concept of CSR after the adoption of the concept of sustainable development, both provide the domain of company obligations to stakeholders. One of the components of the company's obligations to stakeholders that are unique and characteristic of CSR is discretionary responsibilities. This obligation has several interpretations as follows. First, the meaning of discretionary means that a company must first comply with the laws and regulations in force in a country in carrying out company operations. If it turns out that after the company has run its operations in accordance with applicable laws and regulations, but still has an adverse impact on the stakeholders, then the company's obligation will emerge to overcome these negative impacts in the form of CSR or corporate social responsiveness.

Second, even if the company has complied with applicable laws and regulations and the company's operations will not have a negative impact on stakeholders, the company can still fulfill its discretionary obligations in the form of implementing various CSR programs based on the consideration that the implementation of these CSR activities will enhance the company's legitimacy. in the eyes of the public. If this is seen from the point of view of corporate social responsiveness, then the CSR activities carried out by the company in these conditions show a pro-active response from the company to be able to put the company's position better in the public eye.

The concept of CSR provides boundaries regarding what matters are the company's obligations to stakeholders. Or if the viewpoint is reversed, CSR shows the various actions that the company hopes (by stakeholders) will take. The company's obligations include economic responsibilities, ethical responsibilities, legal responsibilities and discretionary responsibilities. In this case what is meant by discretionary responsibilities are discretionary responsibilities both according to the first interpretation and the second interpretation.

6. VI. Corporate social performance (CSP) and CSR

The concept of corporate social performance (CSP) emerged along with various improvements to the concept of corporate social responsibility (CSR). One of the central themes brought by the CSP concept is how companies can measure the actions and results of social actions taken by the company, just as companies can measure other operational activities. . This is very important for the company, because the implementation of the CSR program carried out by the company is financed by the company's limited sources of funds. Even though the amount of funds issued by the company for CSR activities is not small. For example, PT Telkom has spent Rp. 356, 54 billion for the Partnership Program (PK), starting from 2001 to the position of the third quarter of 2006. Therefore, social activities funded by the company must be able to measure the results. Companies also want to know how the impact of these activities on company performance, just as companies can measure the impact of investments made on the company's financial performance or the impact of investments in the form of human resource development (human capital) on the company's long-term performance.

Definition of CSP

Initially, the concept of CSR consisted of four components of the company's obligations to society, in accordance with community expectations (Carroll, 1979: 500). The four components are economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities.

Some experts such as Ackerman and Bauer (Carroll, 1979) have criticized the concept of CSR. Their criticism is aimed at the term social responsibility in the CSR concept, which seems to only emphasize the company's obligation to do something for its stakeholders. On the other hand, the concept of CSR does not show the various social efforts made by the company and has an impact on stakeholders that can be measured as a result (a performance for the company). Therefore Ackerman, Bauer (Carroll, 1979) and also Sethi (1975) proposed the concept of corporate social responsiveness as a substitute or continuation of the concept of CSR which shows not only "what are the company's obligations? ", But also shows" how do companies respond to social pressure? ", As well as answering the question" what role should the company play in the long term amid a dynamic social system? " .

On the other hand, there are researchers such as Hay, Gray and Gates (Carroll, 1979) who describe descriptively in what areas companies are considered to have obligations to society. This can be seen from the decisions and commitments made by companies to allocate the resources they have in certain issues such as corporate social responsibility to address problems of pollution, poverty, racial discrimination and various other areas of social problems.

Dimensions of the CSP Model According to Carroll

As mentioned above, Carroll (1979) views the concept of CSP as consisting of three dimensions. The first dimension of the CSP concept is the definition of corporate social responsibility which includes four categories of responsibility, namely economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities. Carroll further refined the fourth category of CSR components in accordance with the development of the CSR concept as can be seen in Table 1 below.

Table 1 Development of Corporate Social Responsibility Components According to Carroll

1970's	**1980's**	**1990's**
• Economic Responsibilities • Legal Responsibilities • Ethical Responsibilities • Discretionary Responsibilities	• Economic Responsibilities • Legal Responsibilities • Ethical Responsibilities • Philanthropic Responsibilities	• Economic Responsibilities • Legal Responsibilities • Ethical Responsibilities • Corporate Citizenship

Source : Carroll, A., 1999. Corporate Social Responsibility, *Business and Society*, Vol. 38.

As can be seen in Table 1, in the 1980s Carroll perfected the four CSR components to reflect the development of the CSR component empirically. In this connection Carroll (1991: 277) states:

In my view, CSR involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially responsible …. Then means that profitabilitiy and obedience to the law are foremost conditions to discussing the firm's ethics and the extent to which it is supports the society in which it exists with contributions of money, time and talent. Thus CSR is composed of four parts : economic, legal, ethical and voluntary or philantropic

In the 1990s, Carroll again perfected the four categories of CSR by changing the fourth component of CSR to corporate citizenship. The change in the fourth component of CSR into corporate citizenship. This change seems inseparable from the adoption of the concept of corporate citizenship by multinational companies in the early 1990s, where these multinational companies run their business in various countries and seek to gain legitimacy and reputation through compliance with law and enforcement. various CSR activities that support the social improvement of the communities in which the company operates ..

The second dimension of the CSP model is corporate social responsiveness. This dimension shows the capacity the company has to respond to various social pressures against the company, which come from the impact of the company's operations on its stakeholders. Sethi (1975) adds that corporate social responsiveness not only shows the company's ability to respond in the sense of a reactive response, but according to Sethi, company performance will be seen from the company's ability to make anticipatory decisions. In this connection Sethi stated:

Social responsiveness….suggests that what is important is not how corporations should respond to social pressures, but what should be their long run role in a dynamic social system. Business therefore, must be anticipatory and preventive

The company's ability to make anticipatory decisions as stated by Sethi (together with decisions that are reactive in nature to address social issues that arise from the impact of the company's operations), will determine the company's social performance.

The third dimension of the CSP model is in what social issues the company is involved. Various social issues that can be raised by the company and have the potential to get public / stakeholder pressure, include various issues (Carroll, 1979: 503) such as:

1. Product quality and safety.
2. Environmental problems
3. Treatment of employees at work
4. Workplace safety
5. Relationships with shareholders

Dimensions of the CSP Model According to Wood

In the published CSP model, Wood (1991) made improvements to the previous CSP models, both those developed by Carroll and the CSP model developed by Wartick and Cochran. Wood's corrections to the CSP model developed by Carroll and Wartick and Cochran were directed across all components of the CSP dimension. Wood explained that the CSP model he compiled consists of three dimensions, namely:Principles of corporate social responsibilitiy

Although the first dimension of Wood's CSP model has similarities with the first CSP dimension made by Wartick and Cochran, Wood argues that what Carroll put forward as components of CSR and subsequently adopted by Wartick and Cochran as a CSR principle - is not a principles but only a category of CSR obligations. In this connection Wood explains:

Identifying categories, however, is not the same as articulating principles. A principles expresses something fundamental that people believe is true, or it is a basic value that motivates people to act. Cateogories, in contrast , show how to distinguish among different types of phenomena, but they do not represent motivators or fundamental truths

Based on his study, Wood (1991: 696) explains the existence of three CSR principles in which these three principles are adjusted to the orientation of the implementation of these CSR principles. The three principles of CSR are as follows:

a. The principle of legitimacy. This principle is based on the legitimacy and power given by the community to business actors to carry out company operations, use various types of resources, and market the products they produce. In the long term, companies that use power irresponsibly from the perspective of the community will tend to lose their legitimacy from the community. The loss of community legitimacy can range from not consuming the company's products (for example, this happened when the Ajinomoto seasoning company used bacto soyton) or the community's insistence that the company should stop operating at all. This principle is applied at the institutional / industry level and is considered a generic obligation of the company to society. This first principle, according to Wood, comes from Davies' thoughts on the Iron Law of Responsibility.

b. *The principle of public responsibility*. What is meant by public responsibility is the function of organizational management in a specific context of public policy. Through this principle, Wood tries to ground the CSR concept in which the company is not responsible for overcoming all social problems that exist in its environment. Instead, the company is only responsible for matters resulting from the implementation of company functions (production, marketing, personnel, finance, etc.) and the impact of the implementation of these functions. Wood argues that with the principle of public responsibility, this will provide more specific guidance to companies regarding which CSR areas they can play a role in. For example (Wood, 1991: 698), a company that produces cars, it would be more appropriate if they showed the company's responsibility to solve various social problems related to vehicle safety and pollution control and it would make sense if this company was involved in activities such as implementing a driving education program and correctional traffic rules. But it would not make sense, if these car manufacturers were involved in low-income housing programs or literacy. This principle is applied at the organizational level and according to Wood, the principle of public responsibility originates from the thought of Preston and Post (Wood, 1991: 697), which states: *Businesses are responsible for outcomes related to their primary and secondary areas of involvement with society*.

c. *The principle of managerial discretion*. This principle states that managers as moral agents who have personal discretions should be able to carry out these considerations in each area that is the domain of CSR (economic responsibilities, legal responsibilities, ethical responsibilities and discretionary responsibilities) which will generate social benefits.This principle is applied at an individual level (for example, regarding the manager's consideration to make decisions about what CSR programs will involve the company? How much it will cost the company? Etc.).

Process of corporate social responsiveness

Wood has the view that corporate social responsiveness according to Wartick and Cochran's conception, which consists of: reactive, defensive, accommodative and proactive - only shows the degree of corporate response to a social issue and is not a corporate social responsiveness process. Therefore, by using Ackerman's approach, Wood divides the company's process of responding to public responsibility or social problems in general into three stages:

a. *Environmental assessment*. Wood (1991: 704) argues that corporate social responsiveness is an ecological concept, meaning that to be able to respond to a social issue, companies must first understand their external environment so that the company can adapt to changing environmental conditions. Thus, various information obtained by the company regarding its environment can be used to formulate corporate strategies in order to adapt to the environment or change it. The response given by the company in the form of corporate social responsibility is an integral part of the company's strategy which can be well formulated if the company understands its environment well.

b. *Stakeholder management*. The company has a number of stakeholders who have different interests or claims. In addition, these stakeholders have different potential powers and potential for cooperation. This situation requires companies to manage their stakeholders so that they can support company activities and do not become a threat to company operations. Therefore the corporate social responsiveness process must be based on a stakeholder management

c. *Issues management*. In the CSP model according to Wartick and Cochran, social issues management is included as the third dimension of the CSP model. According to Wartick and Cochran, the management of a social problem always requires company policy. With this conclusion, Wood raised his objection, because based on empirical studies there are many companies that respond to a social pressure without first making a policy to overcome a social pressure. Therefore, Wood tends to include social issue management as one of the stages in the corporate social responsiveness process.

Outcomes of corporate behavior

The third dimension of the CSP model proposed by Wood is the result of observable company behavior. The results of corporate behavior include three categories of results, namely the impact of company behavior on society regardless of motivation and the behavior process; company policies to address social issues; various programs made by the company as a form of implementation of their social responsibility to the community.

a. *Social impact of corporate behavior*. The social impact of corporate behavior can be in the form of negative impacts of company behavior on society such as toxic waste, unsafe products, bribery to politicians, testing of products that do not meet standards and various other negative impacts. In addition, social impacts include positive impacts that can be caused by corporate behavior on the community such as providing employment opportunities, providing decent wages, providing quality goods and according to consumer needs, etc.

b. *Corporate social programs and policy*. Another result of corporate behavior is the existence of policies formulated by the company to deal with social issues. These policies will then be realized in various programs tailored to the needs of the community. Social policy at the corporate level is needed as a guide for making decisions, especially in two areas. First, policies are needed to tackle problems that are repeated and multiply routinely, so that companies do not have to waste time dealing with these problems. Second, policies are needed to deal with social problems that are considered very urgent for the company so that threats and opportunities that exist in the company's external environment can be handled effectively.

The Link between CSP and CSR

The CSP concept developed by both Carroll, Wartick and Cochran and Wood has expanded the dimensions of the CSR concept. If at first the concept of CSR shows more of the domain of corporate social obligations in the form of four categories of obligations as stated by Carroll, the CSP concept combines the dimensions of obligation / motivation for implementing CSR with other dimensions that are more pragmatic, namely corporate social responsiveness. The addition of this dimension can better explain the phenomenon of the implementation of various CSR programs carried out by companies in response to community pressure, without linking the implementation of these programs to the ethical philosophical motives / domains of CSR implementation.

Of the three dimensions of the CSP model (especially the CSP model according to Wood), the dimensions of outcomes of corporate behavior are the most visible and measurable dimensions. Through these measurable dimensions, a broader relationship can be found between the dimensions of motivation / CSR domain, the response process and measurable outcomes. For example various studies could be conducted to investigate which response process would have the best social impact on the company? How does the interaction between the motivation principle, the respondent's behavior process and the observable results occur? etc. These questions are only possible to ask after the dimensions of CSR are expanded into the form of a CSP model.

In addition to paving the way for the birth of various new studies that will further clarify the relationship between social performance and the performance of other companies (particularly financial performance as the company's main bottom-line), the CSP model can also be developed to become a reference for the making of corporate CSR policies.

7. Corporate citizenship and Corporate Social Responsibility

The term corporate citizenship has become increasingly popular in the last few decades (Wood et.al, 2002). Even several large companies in the world today identify their companies as "good corporate citizens" (Jeurissen, 2004).

The concept of corporate citizenship itself can be seen as a metaphor for the term citizenship that applies to companies. As citizenship includes the rights and obligations of citizens (citizen), the concept of corporate citizenship also shows the rights and obligations of companies as an integral part of the community of a country.

Wood et., Al., (2002) provide a broader picture that can position citizens as individuals or companies as representatives of groups of individuals pursuing self-interest on the one hand, with the government on the other as a representation of collective interests. In this case Wood et., Al., Make a contrast between the two ends of the continuum of extreme interests that can cause tension in a social institution. As can be seen in Figure 5, on the one hand, individuals / companies have self-interest, while on the other hand, the government represents collective interest.

Now suppose that each party at either end of the continuum strives to gain their interest, without regard for the interests of the other. Then we will find that government exists / is formed (in its purest form), solely to protect and enhance collective interests. For example, the government protects and enhances collective interests by providing public goods to support safety and health, building transportation and communication infrastructure and all forms of public goods that are impossible to provide by individuals or private companies.

On the other hand, private companies exist / are formed (in their purest form according to capitalist understanding), solely to protect and promote their own interests such as pursuing sales, market and profit growth.

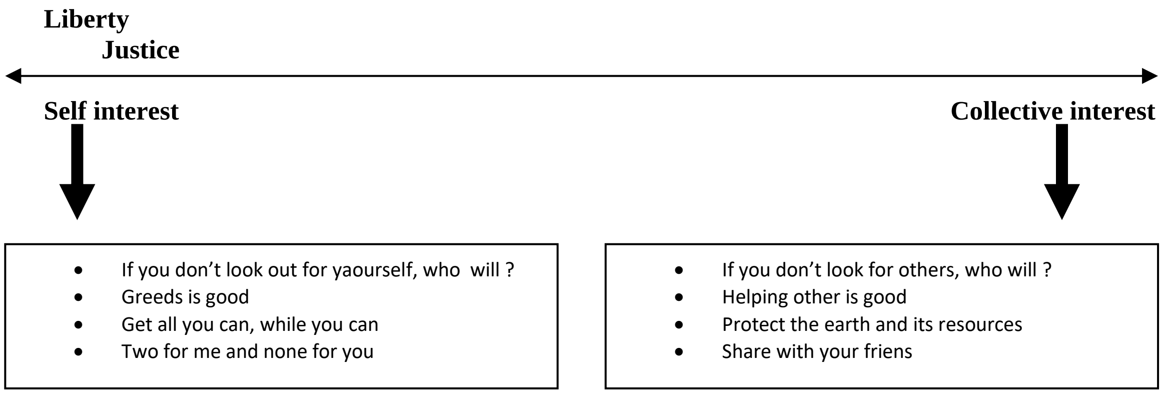


Figure 5 Orientation of Social Institution Interests

Source : Wood et., al., (2002), Corporate Involvement in Community Economic Development : The Role of U.S. Business Education, *Business and Society*, Vol. 41 halaman 213-215

The difference in value orientation between self interest (which is pursued by individuals and companies) (Reilly and Kyj, 1994) and collective interest (pursued by the government), also creates a more significant spectrum of values, namely between orientation to freedom (liberty) on the one hand and orientation to justice (justice) on the other hand.

The tension between the two value orientations has given rise to the need for social institutions that can act as mediators to better balance the two ends of the spectrum of different interests. This is where family, religion and education are widely seen to act as moderators between the two different interest orientations. For example, family values teach individuals to be responsible for themselves, but at the same time family values also teach them to pay attention to the worthiness of other people's lives and see it as a human duty. Likewise, religious values teach humans to do good to others and relate the meaning of good deeds to a broader meaning (for example, repayment for good deeds done is not only related to current space and time but also space and time in the future / nature hereafter).

By following the explanation above, Wood et., Al., Led us to see that basically the concept of corporate citizenship is a mechanism to balance the corporate value orientation from a value orientation that is more self-interested to a value orientation that also takes public interest into account (previously become the domain for government activities solely). Therefore, Wood et., Al., Added that one of the important characteristics of corporate citizenship activities is a form of community involvement (company involvement in various community problems), where one of the objectives of company involvement in community problems is to carry out community economic development. (community economic development) in the narrow sense as well as community development (community development) at large.

Institutional Tools That Form Corporate Citizenship

Companies that carry out corporate citizenship activities in a country will be exposed to several possibilities. First, there is a congruence between the social benefits provided by the company to the community and the benefits obtained by the company (business benefits) through the implementation of the corporate citizenship program. For example, companies can reduce the negative impact of their products on the environment (social benefits) by developing products that are more efficient in using raw materials (business benefits).

Second, there is a mismatch between the social benefits provided by the company and the business benefits that the company receives. For example, a company has run a corporate citizenship program (providing social benefits) in a country, but still receives unfair business treatment by the government of that country (does not get business benefits). Jeurissen illustrates the two possibilities as can be seen in Figure 6.

As shown in Figure 6, the S line which has a positive slope illustrates a match between the social benefits that the company provides to society and the business benefits received by the company. Meanwhile, the TS line, which has a negative slope, shows a mismatch between the social benefits provided by the company to the community and the business benefits received by the company.

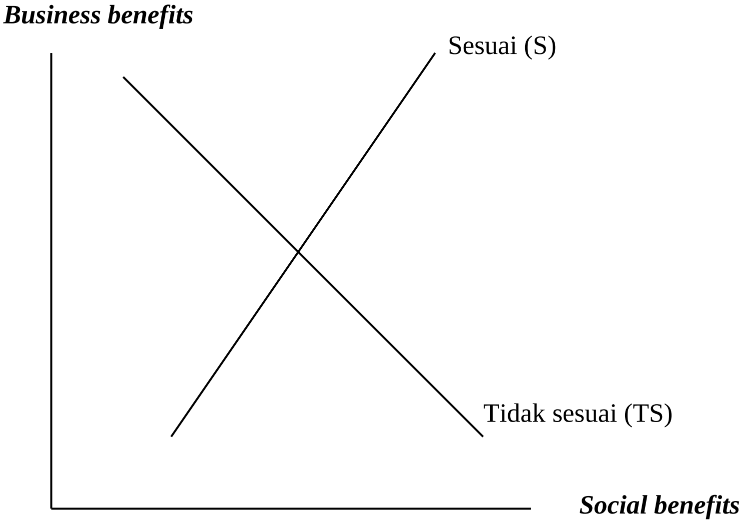


Figure 19
Conformity and Discrepancies Between Social Benefits and Business Benefits

Source : Jeurissen, R., 2004, Institutional Conditions of Corporate Citizenship, *Journal of Business Ethics*, Vol. 53 halaman 90

The four institutions are as follows:
1. Economic institutions
2. Political institutions
3. Social institutions
4. Cultural Institutions

Institutionally, the implementation of corporate citizenship is very much determined by the external environment of the company which will support or hinder corporate social responsibility programs as well as company policies regarding the sustainability of company operations (sustainability). Each society in a country is characterized by a unique pattern of economic, political, social and cultural institutions where these institutional patterns once again have an influence on the implementation of corporate citizenship programs. Jeurissen (2004) then identifies more specifically the part of each institution that is very influential on the implementation of corporate citizenship, as can be seen in Table 2.

Table 2 Institutions Affecting Corporate Citizenship

Subsystem	Institutions Affecting Corporate Citizenship
Economics	Relationship with the market (e.g. level of competition)
Political	The regulations that exist in a country
Social	Stakeholder environment
Culture	Community values

Source : Jeurissen R., (2004), Institutional Conditions of Corporate Citizenship, *Journal of Business Ethics*, Vol. 53 halaman 91

The Link between CSR and Corporate Citizenship

With the assumption that companies running CSR are well managed (implementing good corporate governance which will ensure profit maximization and maintaining company competitiveness); comply with the applicable laws and regulations (have carried out legal responsibilities); As well as the company's business activities are carried out ethically (fulfilling ethical responsibilities), according to Carroll, basically corporate citizenship is identical to the fourth category of CSR obligations, namely discretionary responsibilities. Therefore Carroll revised the fourth component of CSR in 1991 to become corporate citizenship.

However, it might be more appropriate to say that corporate citizenship is the implementation of CSR that is adjusted to the context of the rights and obligations in which companies operate. Thus, the basis of implementing corporate citizenship remains a variety of CSR activities carried out simultaneously with company compliance with the laws and regulations in which the company operates.

8. Conclusion

1. The dimensions of corporate social responsibility consisting of economic responsibility, legal responsibility, ethical responsibility and discretionary responsibility are still the main dimensions in the concept of corporate social responsiveness, corporate social performance and corporate citizenship.
2. The adoption of the concept of stakeholder management will help the company identify relevant stakeholders to be considered in the CSR program because each stakeholder has different stake and power and will determine the company's performance.
3. The adoption of the concept of corporate governance will help companies improve all dimensions of corporate responsibility and reduce the negative impact of the company on stakeholders
4. The adoption of the concept of sustainable development will help companies to improve the implementation of corporate citizenship by improving the company's commitment to compliance with laws (for example, environmental laws) so as to enhance the legitimacy of stakeholders towards the company's existence.

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