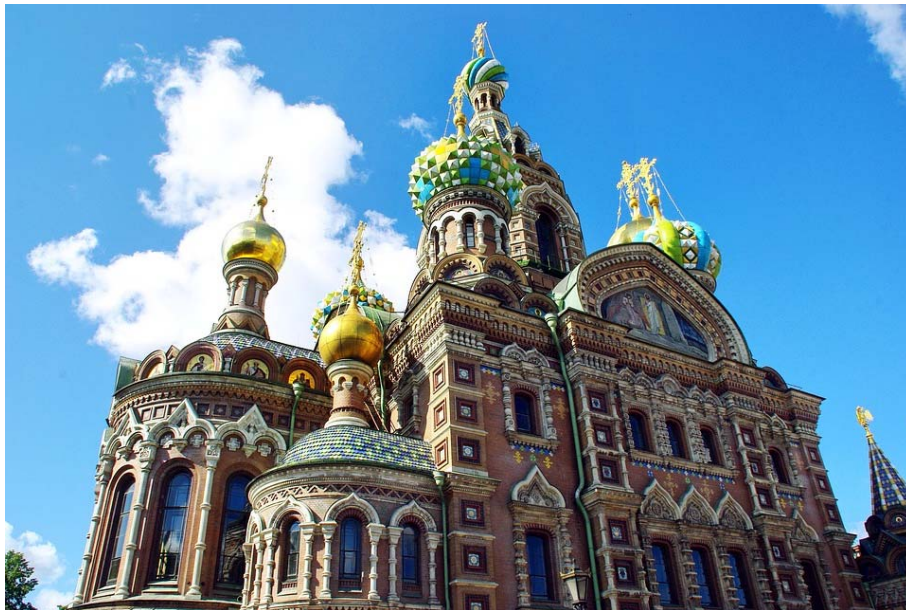


Proceedings of the 4th International Conference on Management, Leadership and Governance

**Saint-Petersburg State University of Economics
Russia**

14 - 15 April 2016



**Edited by
Dr Dmitry Vasilenko & Natalia Khazieva
Saint-Petersburg State University of Economics
Russia**

**Proceedings of
The 4th International Conference
on Management, Leadership
and Governance**

ICMLG 2016

Hosted by
Saint-Petersburg State
University of Economics
Saint-Petersburg, Russia

14th - 15th April 2016

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Review Process

Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

This Booklet of abstracts and other conference materials is provided to conference participants for use at the conference.

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Preface

These proceedings represent the work of researchers participating in the 4th International Conference on Management, Leadership and Governance – ICMLG 2016, which is being hosted by the Saint-Petersburg State University of Economics, Saint-Petersburg, Russia on the 14-15 April 2016.

The conference will be opened with a keynote from Dr Sergei R. Filonovich, Saint-Petersburg State University. The second day of the conference will begin with a presentation by Aleksandr Kovalev from Omsk State University of Finance, Russia on the topic of the Siberian International Marathon: A Successful Story of Emotional Management.

The ICMLG Conference constitutes a valuable platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of management, leadership and governance. At the same time, it provides an important opportunity for researchers and managers to come together with peers, share knowledge and exchange ideas. ICMLG builds on the now well established European Conference on Management, Leadership and Governance, and allows universities outside the European Boundaries the opportunity to host an academic conference on these important topics.

Following an initial submission of 168 abstracts, 50 research papers, 8 PhD research papers, 2 Master’s research papers, 2 work-in-progress papers and 1 non-academic paper, all of which have undergone a double blind peer review process, are published in the ICMLG 2016 Conference Proceedings. This represents research results from Australia, Cyprus, Czech Republic, Egypt, India, Indonesia, Iran, Ireland, Italy, Kazakhstan, Lebanon, Malaysia, New Zealand, Norway, Pakistan, Poland, Portugal, Romania, Russian Federation, Serbia, Slovakia, South Africa, South Korea, Sweden, The Netherlands, UK, United Arab Emirates, USA and Vietnam.

We hope that you have an enjoyable conference.

Dmitry Vasilenko and Natalia Khazieva

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Biographies

Conference and Programme Chairs



Dr Dmitry Vasilenko is a Professor at the School Of International Economic Relationship; Head of International department of St. Petersburg State University of Economics. He is also Head of the Organizational Committee of International Conference “Energy 21st century: economy, politics, ecology”.



Natalia Khazieva is a teacher at High School of Economics, Saint Petersburg, Russia since 2012. Her academic interests are primarily in the field of Intellectual capital, knowledge management, value of business, finance management.

Keynote Speakers



Dr Sergei R. Filonovich is a Professor of Human Resource Management at the National Research University - Higher School of Economics in Moscow and a Dean of its Graduate Management School (Business School). His focus of research is adapting Western behavioral science theories and methods in organization development and comparative management to prepare the new generation to participate in the reforms being undertaken Russia. Dr. Filonovich has served as a management and organization development consultant to Russian and foreign companies. He has conducted organizational studies, training in communication skills, team-building and management seminars for Siemens, Ernst & Young, Coopers & Lybrand, Occidental Petroleum, Novartis, BP and a number of major Russian companies. In addition to his consulting, academic and entrepreneurial experience, Dr. Filonovich has gained an international reputation as author of eight books and over 100 scientific papers.



Dr Alexander Kovalev has had a varied career involving academia, business training and media. A professor since 1998, Alexander has been a dean of a number of faculties, worked with The Association of Business Executives and been a television presenter. His academic and research interests include: strategic management and marketing, innovations in business education, coherent migration processes in higher education and business. he is the author and co-author of 211 books and articles in these areas of research and is an honoured educationalist of Russian Higher Education as well as an honoured Fellow of the Association of Business Executives /London/. He earned PhD in economics in 2004.

Mini-Track Chairs



Mehdi Asgarkhani is currently the Academic Leader (IT Qualifications) and a principal lecturer in strategic management of IT at CPIT, New Zealand. His background covers both IT and Strategic Management. Previously, he has had various roles within the IT sector including Business Support Services, Business Strategy Analyst/Advisor, Project Director, and IT solutions consultant. He held the position of National Councillor at the institution of IT Professionals NZ for a number of terms. He holds editorial board memberships with two international IT and management journals.



Dr Maria Cristina M. De los Santos is presently a Faculty member of the Department of Business Administration teaching business and management subjects. She holds a Doctor of Philosophy major in Behavioral Management and Bachelor of Laws. She gave lectures on business laws, human rights, corporate social responsibility and strategic management to undergraduate students, and good governance and social entrepreneurship to people’s organizations. Her interests are on business administration, management, organizational behaviour, human resource management, business law, strategic management and corporate social responsibility and governance.



Dr Noriss Kweku Hammah is a strategic planner and development analyst. He works at The University of Western Australia, School of Earth and Environment. He has a Ph.D. in Urban Planning and Design and has a keen interest in urban and strategic planning, workflow improvement, and the impact of organizational factors on the success or failure of planning systems. He has published several research papers in international journals in the area of urban planning.



Dr Rahinah Ibrahim is a Professor and former Dean at the Faculty of Design and Architecture, Universiti Putra Malaysia (UPM). Ibrahim has 7 years' experience in property development and architectural practice before joining UPM. A trained architect, she received her Ph.D. in Construction Engineering and Management from Stanford University. She established the Sustainable Design Informatics Research Group for developing theories and emerging computer-integrated applications in sustainable product innovation. For her research and academic achievements, she was awarded the "Top Research Scientists of Malaysia 2012" and the "National Academic Award (AAN2013)" by the Academy of Sciences Malaysia and the Malaysian Government respectively.



Associate Professor Coral Ingle is Associate Professor of Management in the Faculty of Business and Law at the Auckland University of Technology, Auckland, New Zealand. She has published broadly on topics in governance. She has also published across fields of exporting; small, family, new, and entrepreneurial business; management and managerial competencies; marketing and service quality; strategic management; industrial networks; leadership and organisational culture; and business and regional economic growth. In addition, Coral has served as a director and chair on the boards of a range of business-related organisations and continues to hold board director positions. She has supervised doctoral students exploring strategy, board composition, board performance, and the nexus between boards and management. Coral also has a background in the private sector in capacities as varied as consulting, marketing, strategy development, and both hold commercial directorships in New Zealand companies.



Dr. John Politis is an Associate Professor in Management at Neapolis University in Cyprus and a Senior Academic of Business at Charles Darwin University, Australia. He is also an Adjunct Virtual Professor associated with the Higher Colleges of Technology in the UAE. Professor Politis holds a Ph.D. in Management from the University of Technology, Sydney, Australia. He regularly publishes peer reviewed academic papers in quality journals and his research output is presented at refereed conferences. He is currently the editor of the Electronic Journal of Management Leadership and Governance (EJMLG) as well as a member of a number of editorial boards, including The Leadership and Organisational Development Journal and the Knowledge Management Research and Practice Journal. John has also spent more than 18 years in Australia and Europe in a wide range of managerial roles and has been elected a Fellow of a number of professional associations

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Hossein Adab has a PhD, in Industrial Management Tehran- Iran 2006. Thirteen years of academic work at Industrial Management Department (From 2001 to present) 25 years of experience in Industrial Management Institute (IMI) in positions of Senior Consultant

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Strategies of Banks in Batam City to Comply with Corporate Social Responsibility

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Abstract: Corporate Social Responsibility (CSR) in Indonesia is governed by Article 74 of Law Number 40 of 2007 on Limited Liability Companies and Article 15 letter (b) of Law Number 25 of 2007 on Capital Investment. To implement the provisions of these laws, the Indonesian Government issued Government Regulation Number 47 of 2012 on Social and Environmental Responsibility of Limited Liability Companies. At the regional level, the Batam City Government issued Government Regulation No. 2 of 2012 on the Corporate Social Responsibility of Limited Liability Companies ("Batam CSR Regulation"). Since this Regulation imposes CSR on limited liability companies in Batam City, 74 banks operating in Batam City are consequently not excluded from this particular obligation. This research purports to analyze what approaches and strategies have been carried out by banks in Batam City to comply with the Batam CSR Regulation. To obtain actual and concrete analysis, this research adopts the socio-legal research method by using interviews for data collection. The research finds that most if not all banks in Batam City have carried out CSR because they adopt the concept of "Triple Bottom Line" comprised of "economic prosperity, environmental quality and social justice". The Triple Bottom Line is commonly referred to as "profit, planet and people". The research also finds that most of the banks focus on the "people" approach to comply with the Batam CSR Regulation. As a result, most of the CSR activities are similar, such as giving donations, financial assistance or scholarships to poor communities. This research concludes that the CSR activities of banks in Batam City have been used as a direct means of improving their corporate image. Thus, they enjoy "free marketing" through their CSR activities. However, up to the present time most banks in Batam City have no CSR monitoring and evaluation mechanisms, hence their CSR activities remain sporadic, irregular and unsustainable. As a result, the banks' CSR activities have not had significant impact on community development in Batam City. It is then suggested by this research that a CSR Forum should be established because one of the functions of the forum, as mandated by the Batam CSR Regulation, is to monitor and evaluate the implementation of CSR to ensure that both the banks and the community enjoy the benefits of CSR.

Keywords: Corporate Social Responsibility, Batam Regional Regulation, banking

1. Introduction

The term 'Corporate Social Responsibility (CSR)' in Indonesia is referred to as 'Environmental and Social Responsibility (ESR)' under Article 1 point 3 of Law No.40 of 2007 on Limited Liability Companies. The provision states that 'Social and Environmental Responsibility means the commitment from a company to participate in sustainable economic development, in order to increase the quality of life and the environment, which will be valuable for the company itself, the local community, and society in general'. Even though social responsibility is rooted in the Indonesian way of life, as manifested by the fifth principle of *Pancasila* (Indonesian ideology), namely 'social justice', there has been a controversy regarding the status of CSR. This research examines the Indonesian laws relevant to CSR and argues that its mandatory status has been settled in Indonesia; consequently banks should not be excluded from their CSR obligations. Following this argument, this research further investigates the strategies adopted by banks in Batam City to fulfil their CSR obligations.

The debate as to whether CSR in Indonesia is "mandatory or voluntary" came to an end when the Indonesian government explicitly imposed a positive obligation on companies under Law No.19 of 2003 (State-Owned Enterprises Law), Law No.25 of 2007 (Investment Law) and Law No.40 of 2007 (Limited Liability Companies Law) and Government Regulation No.47 of 2012 on the Social and Environmental Responsibility of Limited Liability Companies (Lambooy et al, 2013). These laws shifted the status of CSR from 'moral liability' to 'legal liability' because the laws impose sanctions on companies if they fail to perform CSR. Previously, CSR in Indonesia was regarded as a moral concept (Arjaya et al, 2014) in the sense that it was merely a voluntary

notion. Companies were encouraged to perform CSR without specific sanctions if they failed to do so, hence CSR was considered to be a 'moral liability' (Ketaren, 2014). After the enactment of the State-Owned Enterprises Law, Investment Law and Limited Liability Companies Law, CSR in Indonesia contains a mandatory notion, which imposes legal obligations (legal liability) on companies (Ketaren, 2014). Consequently, companies can be given penalties if they fail to perform the CSR activities (ul Haq, 2013). The mandatory status of CSR was also upheld by the Constitutional Court of Indonesia in its decision No.53/PUU-VI/2008 (judicial review of the Limited Liability Companies Law). The court affirmed that the CSR mandatory laws comply with the 1945 Constitution and represent a social justice value (Lambooy et al, 2013).

Up to the present day the CSR Laws are only mandatory for: (i) State-owned enterprises, (ii) Limited liability companies that perform business in the field of and/or related to natural resources, (iii) Domestic and foreign investors (Sukmono, 2013). Hence, it is frequently questioned whether banks are obliged to carry out CSR activities. Article 74 (1) of Law Number 40 of 2007 on Limited Liability Companies states that 'Companies doing business in the field of and/or in relation to natural resources must put Environmental and Social Responsibility into practice'. Explanation of Article 74 (1) points out that there are two types of company, which fall under the scope of the application of this provision. The first type is companies, which conduct their businesses in the field of natural resources directly. These are deemed to be any companies that perform business activities in the management and utilization of natural resources. The second type is companies, which indirectly conduct their business in a wider area related to the field of natural resources. In this situation, such companies do not manage and utilize natural resources directly; however, their operation and performance have an impact on natural resources.

Since the enactment of Law No.32 of 2004 (Regional Administration Law), local authority is divided into: (i) provinces (*provinsi*); (ii) districts (*kabupaten*) and cities (*kota*). Based on Article 1 point 8 of Law No.12 of 2011 (Establishment of Laws and Regulations), the legislature of the province, district and city can enact Regional Regulations (*Peraturan Daerah*) to be implemented by these levels of local government. With regard to CSR, the Batam City Government issued the Batam City Government Regulation No. 2 of 2012 on Corporate Social Responsibility of Limited Liability Companies ("Batam CSR Regulation"). This regulation is imposed on state-owned enterprises, limited liability companies and domestic and foreign investors operating in Batam City.

2. Locale of the research

Batam City is located on Batam Island in Riau Islands Province, Indonesia. The population of Batam City was 1,200,000 in 2014. The area of Batam Island is 1,570.35 km (about 15% bigger than Singapore). Geographically, Batam City is adjacent to Singapore (less than one hour away by ferry) and Malaysia (two hours by ferry to Johor Bahru) as shown by Figure 1.



Figure 1: Map of the locale of Batam Island

Due to its strategic location, Batam City has grown and developed as an industrial city and has been a Free Trade Zone (FTZ) or Free Port Zone for a period of seventy (70) years, based on Government Regulation No. 46 of 2007 (Batam FTZ Regulation). In Batam FTZ, the economic sector includes trade, maritime activities, industry, transportation, banking and tourism (Article 2(1) of the Batam FTZ Regulation). In Batam City there are 74 banks (32 commercial banks and 42 rural banks) and 281 bank offices providing various services, such as loans, savings and money transfers (Batam City Government, 2014).

3. Research aims and methods

The philosophy of enacting the Batam CSR Regulation was to create a more ethical business environment in Batam City. The Regulation aims to guarantee legal certainty, to improve social justice and to establish guidelines for companies in conducting their profit making activities, at the same time improving people’s quality of life in Batam City. Article 10 (1) of the Batam CSR Regulation stipulates that ‘limited liability companies in Batam City are obliged to carry out CSR’. Article 10(4) of the Batam CSR Regulation further determines that there are no distinctions between companies carrying out CSR with regard to their status as private, state-owned or regional owned companies. There is also no distinction between companies which produce goods or provide services. Banks, as companies which provide services in Batam City, are not excluded from the application of the Batam CSR Regulation. The problem arises since most of the banks (42 out of 74) operating in Batam City are categorized as local ‘Rural Banks’. Hence, this research purports to analyze what approaches and strategies have been carried out by the banks in Batam City to comply with the Batam CSR Regulation. In addition, the research also aims to ascertain the effectiveness for Batam society of the CSR activities carried out by the banks.

To meet these aims, this research adopted a socio-legal/empirical research method, which considers law as a social phenomenon with a structural approach (Wignyoosebrot, 1993). The primary data was collected through in-depth interviews with: (i) the Head of Commission IV of Batam House of Representatives and (ii) the Head of the Regional Development Planning Bureau of Batam City. Questionnaires were also distributed to people of Batam City (400 respondents: 74 bank officers and 326 members of the public). Batam City consists of 12 districts; therefore, 400 respondents were gathered from 12 districts using random sampling. Table 1 shows the number of respondents for this research.

Table 1: Number of Respondents

Descriptions	Banks	Respondents
Commercial Bank	32	32
State-owned Bank	4	4
Private Bank	20	20
Regional Bank	3	3
Joint Venture Bank	5	5
Rural Bank	42	42
Conventional Bank	40	40
Islamic Bank	2	2
Public		326
Business People		195
Civil Servants		21
Entrepreneurs		56
Students		54
Total		400

Source: Data provided by the authors

The research applied the Guttman Scale, also referred to as Scalogram analysis. The objective of Scalogram analysis is “to establish a one-dimensional continuum for a concept that is measured” (<http://www.socialresearchmethods.net/kb/scalgutt.php>). This scale was used to determine the knowledge of respondents regarding the CSR programs carried out by the banks in Batam City. The sample questions for the banks and the public are shown in Table 2.

Table 2: Sample questions for respondents

No	Questions			
	Bank Officer	Scale	Public	Scale
1	Does your bank implement environmental management?	a. Yes b. No	Do you know about CSR?	a. Yes b. No
2	Does your bank use friendly environmental materials?	a. Yes b. No	Do you know that banks conduct CSR activities?	a. Yes b. No
3	Does your bank conduct training related to environmental issues?	a. Yes b. No	Do banks carry out CSR activities in your community?	a. Yes b. No
4	Does your bank carry out CSR activities?	a. Yes b. No	Do banks carry out the same CSR activities in your community every year?	a. Yes b. No
5	Do you think the CSR activities conducted by your bank are effective?	a. Yes b. No	Are the CSR activities conducted by banks needed by your community?	a. Yes b. No
6	How many times a year does your bank carry out CSR activities?	Opinion	How many times a year do banks carry out CSR activities in your community?	Opinion
7	Where does your bank carry out its CSR activities?	Opinion	What CSR activities are carried out by banks in your community?	Opinion
8	What CSR activities are carried out by your bank?	Opinion	What benefits do you acquire from the banks' CSR activities?	Opinion
9	What methods are used by your bank in carrying out its CSR activities?	Opinion	What methods are used by banks in carrying out their CSR activities in your community?	Opinion
10	What benefits does your bank acquire from conducting the CSR activities?	Opinion	What are your expectations relating to the banks' CSR activities?	Opinion

Source: Questions provided by the authors

Secondary data used by this research consisted of primary and secondary legal materials. Primary legal materials are authorized materials consisting of legislation, official records or minutes in the making of legislation (Marzuki, 2005). The primary legal materials used in this research are: (i) Law No.19 of 2003 (State-Owned Enterprises Law); (ii) Law No.25 of 2007 (Investment Law), (iii) Law No.40 of 2007 (Limited Liability Companies Law); (iv) Government Regulation No.47 of 2012 on the Social and Environmental Responsibility of Limited Liability Companies; and (v) Batam City Government Regulation No. 2 of 2012 (Batam CSR Regulation). Secondary legal materials explain the existing primary legal materials, and consist of: (i) explanations of legislation; (ii) books, (iii) journals and (iv) research reports relevant to CSR. Interviews and secondary data collected in this research were analyzed based on their content (content analysis) using the qualitative approach. Questionnaires were analyzed statistically using the Chi-square.

4. Research findings and discussion

4.1 Banks' obligation to carry out CSR

Although CSR in Indonesia is mandatory, as stipulated by Article 74 (1) of Law Number 40 of 2007 on Limited Liability Companies, a debate has arisen as to whether banks are obliged to carry out CSR activities because they do not conduct business in the field of and/or in relation to natural resources. However, Article 61 paragraph (2) point 1 of Bank of Indonesia Regulation Number 8/4/PBI/2006 on the Implementation of Good Corporate Governance for Banks, Bank of Indonesia Regulation Number 8/14/PBI/2006 on the Amendment of Bank of Indonesia Regulation Number 8/4/PBI/2006 on the Implementation of Good Corporate Governance for Banks and the Announcement Letter of Bank of Indonesia Number 9/12/DPNP on the Implementation of Good Corporate Governance for Banks oblige that 'all banks shall conduct their business under the Good

Corporate Governance (GCG) principles'. Arjaya et al (2014) analyzed the CSR statutes and the Bank of Indonesia Regulation and concluded that one of the manifestations of implementing the GCG principles is to conduct CSR activities. Hence, banks are not excluded from CSR obligations since they are required to implement them (Arjaya et al, 2014).

The CSR obligations for banks are also supported by 'Progressive Legal Theory', which emphasizes that law exists for the benefit of humanity; therefore, law is not absolute and final. Law is always in process and in the making because the ultimate purpose of law is the welfare and happiness of humanity (Rahardjo, 2006). As previously explained, social responsibility is manifested by the fifth principle of Pancasila, namely 'social justice for all Indonesian people', and consequently, all CSR laws and regulations in Indonesia shall aim for social justice that gives welfare and happiness to the people in Indonesia (people approach), as emphasized by Progressive Legal Theory. Accordingly, CSR shall be deemed as a legal obligation for all companies, including banks, which conduct their business in Indonesia.

4.2 Banks' strategies to comply with the Batam CSR Regulation

CSR is mandated by the Batam CSR Regulation; accordingly, most banks in Batam City have realized that CSR should not be considered as a cost but as a valuable investment for them (Azheri, 2010). Susanto (2009) points out that companies enjoy six benefits from their CSR activities, namely:

- CSR can minimize risks and inappropriate threats toward companies. Those which carry out CSR consistently and continuously will obtain support from communities that enjoy the benefits of the CSR activities. In the long term, CSR will improve a company's image.
- CSR can protect companies and assist them to minimize aggressive reactions from the community pursuant to damaged products.
- CSR can increase employees' involvement and pride. Employees feel proud if they work in a company, which contributes to its community's welfare. Such a feeling will eventually increase the integrity of employees and their loyalty to the company.
- CSR can engage companies and their stakeholders. Sustainable CSR activities indicate that a company cares about all parties contributing to its improvement.
- CSR can improve a company's sales. Customers prefer to purchase products from a company which conducts CSR activities continuously, since it is considered to have a good reputation/image.
- The Government can give special treatment or incentives to companies that carry out CSR continuously.

Article 11 – Article 15 of the Batam CSR Regulation allocate the types of CSR activities to five programs, namely:

- The Community Empowerment Program aims to improve community empowerment in order to establish community members who are independent in performing their rights and obligations as citizens.
- The Partnership Program aims to grow, improve and enhance micro, small and medium enterprises so that they become independent community business units in the targeted community.
- The Environmental Program aims to empower and improve the social condition of the targeted community.
- The Direct Community Program includes giving grants, awards, subsidies, social assistance, services and protection.
- The Promotion Program aims to introduce and market company products through social activities, which are beneficial to the community.

Based on the research, it was found that various CSR activities are conducted by the banks, as follows:

- Social/community activities: 74 banks have conducted social activities, such as giving material support to orphanages, donations to the needy people nearby, free cataract surgery and blood donations.
- Environmental activities: 24 banks have conducted environmental activities, that vary from replanting mangroves, planting trees, recycling waste and advocacy on 3R (Reduce, Reuse and Recycle).
- Educational activities: 16 banks have provided scholarships and/or information on scholarships to their employees' children or poor children, and have donated books to elementary schools.
- Cultural activities: 20 banks have provided various support to cultural clubs (*Qasidah Group, Marawis Group, Mahjong Club*) or have subsidized Batam cultural events.

Compared to the CSR activities stipulated under Article 11 – Article 15 of the Batam CSR Regulation, most of the CSR activities carried out by banks merely focus on the Environmental Program and the Direct Community Program. From the interviews with the Head of the Regional Development Planning Bureau of Batam City, it was revealed that the Batam Government has no authority to determine the types of CSR activities carried out by companies, particularly the amount of funds spent on the activities. Yet, the Government may collaborate with companies and other stakeholders to determine the CSR activities that should be given priority for the benefit of the local community.

The interviews with bank officials in Batam City revealed that their CSR programs have improved their corporate image in addition to promoting their products to their targeted segments. As a result, the banks have been able to enlarge their market coverage of various segments of Batam society and increase their customers. Most banks in Batam City have taken the CSR funds from their profits, and consequently the amount provided for the CSR activities depends highly on the banks’ profits. Most of the rural banks stated that the CSR funds are integrated with their promotion funds, so they can continuously carry out their CSR activities because such activities are also deemed to promote the banks. Interestingly, the research found that most banks’ promotion activities are labelled as ‘CSR activities’. In addition to the interviews, questionnaires were also distributed to bank officers. Based on the questionnaire results, it was found that the benefits of CSR for banks are: strengthening the good governance of the banks (26.5%), giving a positive corporate image of the banks (48%), improving employees’ welfare (12.3%), improving customers’ loyalty to the banks (11.5%) and giving shareholders positive impressions of the banks (1.8%). Table 3 shows the benefits of CRS activities to the banks in Batam City.

Table 3: Benefits of CSR activities to the banks in Batam City

Benefits		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strengthening good governance of banks	106	26.5	26.5	26.5
	Giving a positive corporate image of banks	192	48.0	48.0	74.5
	Improving employees’ welfare	49	12.3	12.3	86.8
	Giving shareholders positive impressions of banks	7	1.8	1.8	88.5
	Improving customers’ loyalty to banks	46	11.5	11.5	100.0
	Total	400	100.0	100.0	

Source: Data analyzed by the authors

CRS activities under Articles 11-15 of the Batam CSR Regulation and those conducted by the banks in Batam apparently adopt the approaches of the Elkington’s Triple Bottom Line (TBL). Gray (2006) asserts that the success of businesses can also be measured from three indicators, namely ‘economy/c prosperity, environmental quality, and social justice’ (TBL) in addition to the ‘traditional financial bottom line’. The TBL elements are commonly referred to as ‘people, planet and profits’ (Elkington, 1997). In relation to the banks’ CSR activities, TBL is deemed to ‘capture the essence of sustainability by measuring the impact of an organization’s activities ... including both its profitability and shareholder values and its social, human and environmental capital’ (Savitz and Weber, 2006). TBL emphasizes ‘the sustainability’ of the three P elements (people, planet and profits) (Elkington, 1997). It is unfortunate that most of the CSR activities in Batam City are not yet sustainable, even though ‘sustainability’ is mandated by the Batam CSR Regulation and integrated as one of the principles of the Batam CSR Regulation under Article 6.

The Head of Commission IV of Batam City House of Representatives stated in the interview that one of the reasons why the CSR activities are not sustainable in Batam City is because monitoring evaluation mechanisms for the CSR activities is not carried out in Batam. In principle, such mechanisms must be established because Article 19 of the CSR Batam Regulation clearly states that ‘in conjunction with the implementation of CSR in Batam City, establishing a CSR Forum is required’. The CSR Forum has significant functions since it covers planning, implementing, monitoring, evaluating and reporting CSR activities (Article 19 of Batam CSR

Regulation). However, until now no concrete actions have been taken by the Batam City Government to establish and regulate a CSR Forum.

4.3 The effectiveness of banks’ CSR activities for Batam society

In addition to benefiting companies, CSR also benefits society in the short, middle or long term:

- In the short term, CSR activities can minimize social gaps in communities through social interactions among community members. CSR activities usually aim to provide social/public services, which are difficult for the community to obtain.
- In the middle term, CSR activities can build networking and collaboration among community members to enlarge their economic activities and improve their standard of living.
- In the long term, CSR activities can increase social capital and the engagement of community members. They can build up strong collaborations and cultivate a sense of sharing and trust among community members due to their closer relationships. Ultimately, CSR activities can improve the quality of life and create peaceful conditions for society (Amri and Sarosa, 2008).

Based on the data analysis of 400 respondents, it was found that 61 respondents (15.3%) are not aware of the CSR Programs of the banks, while 339 respondents (84.8%) have been aware of them. Table 4 shows the knowledge of respondents regarding the CSR Programs in Batam City.

Table 4: People’s knowledge of the banks’ CSR Programs in Batam City

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	61	15.3	15.3	15.3
	Yes	339	84.8	84.8	100.0
	Total	400	100.0	100.0	

Source: Data analyzed by the authors

400 respondents were questioned about the type of activities, which have been conducted by the banks in relation to their CSR activities. The answers were scholarship programs (15.8%), educational activities (12.5%), educational quality/facility improvement (11.5%), environmental conservation (10.3%), energy conservation (4%), mangrove planting (3.5%), social care programs (2.8%), customer care programs (2.8%), disaster victim donations (2.5%), disability support (2.5%), elderly support (2.5%), poor people support (2.3%), fun walk activities (2.3%), sports activities (2.3%), exhibition support (1.3%), environmental and cultural activities (1.3%), elementary school building renovations (1.3%), senior citizen visits (1%), religious facilities renovations (1%), musical activities (1%), greenhouse support (1%), donations (0.5%), art and cultural activities (0.5%), workshop on microfinance (0.5%), management workshop (0.5%), life skills workshop (0.5%), partnership workshop (0.5%) and free health checks (0.5%).

In relation to the benefits obtained by Batam City society due to the banks’ CSR activities, 400 respondents stated that they have benefited from: skills workshops (6.8%), environmental management (6.3%), a cleaner environment (6.3%), increased income (6%), improved regulations for society (6%), social activity participation (5.8%), environmental care (5.8%), health facilities (5.5%), community health services (5.3%), student achievement (5%), health and security improvement (4.5%), community activities (4.5%), standard of living improvement (4.35), health information (4.3%), development equality (4%), community welfare improvement (4%), talented student improvement (2.5%), social problem solving (2.3%), community priority (2%), better community contribution (1.8%), response to community complaints (1.8%), excellent student awards (1.8%), school facilities improvement (1.8%), understanding of community needs (1.3%) and wider community responsibility (0.8%).

Based on the data analysis of 400 respondents, it was found that 136 respondents (34%) stated that the banks’ CSR activities do not have significant effects on the needs of Batam society. On the contrary, 264 respondents stated that the banks’ CSR activities do have significant effects on the needs of Batam society. Table 5 shows the respondents’ responses regarding the significance of the banks’ CSR activities for Batam Society.

Table 5: Significant results of the banks' CSR activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	136	34.0	34.0	34.0
	Yes	264	66.0	66.0	100.0
	Total	400	100.0	100.0	

Source: Data analyzed by the authors

Based on the questionnaire results, most respondents considered that the banks' CSR activities are beneficial and have contributed significantly to society. However, according to the Head of Commission IV of Batam City House of Representatives, the CSR activities are not yet effective because most of the programs in Batam City are not sustainable. They are only conducted by the banks at the request of communities or if there are religious events. One of the reasons why the CSR activities are not sustainable is that the CSR Forum as mandated by Article 19 of the CSR Batam Regulation has not been established. The other flaw in the CSR Batam Regulation is that it does not provide a criminal penalty for companies that fail to carry out CSR activities. As a result, the CSR activities, which achieve significant results and impact on Batam society, may be discontinued because the banks are given very wide discretion to regulate and monitor their own activities. With this regard, it can be deduced that the true meaning of CSR includes 'sustainability and acceptability' (Wahyudi and Azheri, 2008).

5. Conclusion

The issuance of the Batam CSR Regulation mandates that state-owned enterprises, limited liability companies, and domestic and foreign investors operating in Batam City shall perform CSR activities. Most of the banks in Batam City realize that CSR is a valuable investment for them because they can improve their corporate image and promote their products, and at the same time comply with the Regulation.

Most of the CSR activities carried out by the banks in Batam are not yet sustainable. Banks also use various strategies to comply with the Batam CSR Regulation, including labelling their "pure promotion activities" as CSR activities. This approach is arguable because Article 1 point 13 of the Batam CSR Regulation should be understood as meaning that the CSR funds are derived from company profits or operational funds. This provision should be interpreted as requiring a certain amount to be set aside for CSR activities. If people become more aware of the banks and their products, it is merely due to the impacts of the CSR activities. In short, banks should not assume that their CSR activities are meant for bank promotion. Banks in Batam City have different approaches to and interpretations of the Batam CSR Regulation because a CSR Forum with the functions of planning, implementing, monitoring, evaluating and reporting CSR activities has not yet been established.

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