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Funds Allocation Mapping and Corporate Social Responsibility Program (Program Kemitraan Dan Bina Lingkungan-Pkbl): Case in Indonesia

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Abstract - A company should have a strong commitment in their PKBL implementation program. Results from several empirical studies concluded: companies that successfully implemented their PKBL programs tend to gain impacts for their financial and non-financial performance. Even though, there are still several companies that face hardships in implementing their PKBL programs. One of the main causes is the non-existence of data information system as the foundation for PKBL strategic planning. The aim of this study is to describe the mapping of funds allocation and PKBL program based on seven criteria: company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and even distribution.

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I. INTRODUCTION

In Indonesia, aside of business ethic excuse, CSR implementation is based on the law of limited company n.40 year of 2007. As one of the BUMN (stated owned enterprises) in Indonesia, PT. Pelindo III has also implemented one of the government policy which is CSR program to increase company's environment management and to synergize with the government through their Program Kemitraan Bina Lingkungan (PKBL). Unfortunately, after 10 years of MDGs declaration, PKBL implementation is not running smooth. This is cause by not only the wide range of their operation region location, but also the complex state of society and environment they try to build. The problems faced by several manager and executor of PT. Pelindo III (Persero) is the non-existent of criteria condition making funds allocation decisions which will be given to their parents in each operation regions. As known that PT.

Pelindo III (Persero) is a stated owned enterprise that runs communication sector. They are given task, authority and responsibility to manage public harbor in seven provinces: East Java, Central Java, Bali, South Borneo, Central Borneo, East Nusa Tenggara and West Nusa Tenggara.

PT. Pelabuhan Indonesia III (Persero) that runs the core business as facilitator for port service holds the key role to assure the fluency of sea transport so by the provision of sufficient sea transportation facility, it will be able to propel and o excite economy activity of the country and society. In accordance with this role, vision and mission is being set to as a direction in achieving organization's objectives. To make the implementation of PKBL program works, research will be needed for the following goals: (1) program mapping from corporation operation regional based on criteria consideration; company reputation, conflict potency, income contribution, manpower absorption, business opportunity, growth of region economy, and even distribution, (2) decision making of funds allocation based on set criteria, (3) deciding the amount of PKBL funds allocation just like the priority scale and needs based on existing criteria. All of these are expected to help succeeding government's policies in increasing pro poor, pro growth, pro job and pro environment.

II. LITERATURE STUDY

At the end of the 20th century, CSR study has been getting massive attention from all circle and society. The Earth summit that was conducted in 1992 in Rio de Jenairo , Brazil, has agreed the change of development paradigm from economy development into sustainable development, basing on the protection of the environment, economy and social development as an obligation.

A big step in CSR context was done by Elkington (1997) through 3P (Profit, People, Planet) concept in 1998. This concept has a purpose that company responsibility is not limited to collecting profit but also to give positive contribution for the people and actively protecting the planet itself. The World Business council for Sustainable Development (WBCSD) is an international institution with multinational companies as their member that defines CSR as an action based on

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ethical consideration directed to increase economy as well as to increase the quality of life for employees and their families and also to increase the quality of life of society in surroundings and in wider sense (WBCSD, 2005).

WBCSD meeting in New York (2005) has created an agreement that CSR practice is a form of business world commitment to help UNO in implementing MDGs target. In Indonesia, other than ethical business matter, CSR implementation is base on the law of limited company N.40 year of 2007 on Limited Company chapter IV section 66 verse 2b and chapter V section 74 verse 1 explaining that company's annual report should reflect social responsibility. Even though government cannot change the direction for corporation CSR policies related to CSR connectivity with core business of a company, every program can be directed to achieve government's target in order to fulfill MDGs (Millenium Development Goals) achievement commitment in 2015.

The rationale for a more civilized corporation has already surfaced for quite some time as one of the voluntary approach placed in beyond compliance level. The implementation of CSR nowadays has a rapid development in Indonesia as a business response in seeing environment and social response aspect as an opportunity to increase their competitive quality as well as a part for risk management for their business sustainability. CSR implementation in Indonesia was existed in early 2000s, even though activities with the same essence has already implemented way back in 1970s with a variety of level, starting from the simplest such as donation to integration of business operation (Sumardiyono, 2007). In fact, CSR promotion in Indonesia has been marked by government's initiative and privates' (Uriarte, 2008). This means that CSR is well accepted. In Indonesia, companies are categorized into several stages; (1) most companies are in subservience stage in which they adopted policy-based compliance business working cost, (2) managerial stage, where they pay attention on social problems in their core management process, (3) several companies are in strategic steps, where companies integrating social issue into their core business strategy (Uriarte, 2008).

Partnership principle is actively requiring companies to work together with the society, central government, local authorities, and other related parties to achieve collective commitment based on trust and openness. All of this aims to achieve agreed goals and collective involvement. Companies work together with government, organization and other public institution in formulating partnership policies with the society just as participating in dialogue with said institutions to expect that rational and effective policies can be well-formulated. Companies are very respectful for every

partnership activity that contributes to society and increasing company's social value.

In relation to environmental aspect, by modification from Program Penilaian Peringkat Kinerja Perusahaan (PROPER) there are four levels set by the ministry of environment: (1) black, this means companies run their business merely for their own sake and do not care for their surroundings, be it social or environmental aspect, (2) red, this means companies have the tendency to exploit resources more than what ecology, social and economy can support and collectively creating negative impact in regional and global level, (3) blue, this means companies take CSR to give positive impact for their businesses because CSR is seen as an investment and not as cost and (4) honeybee or green, which places CSR as core strategy and the heart of their business. CSR is not only a requirement but also a need for a company. Companies in this level believe that a business will sustain if they are having social capital aside of financial capital. PROPER is incentive and disincentive-based environmental control. This means that the announcement of PROPER attendants with green, blue, red and black is known by society, it will give an effect for their image just as their level. PROPER is an innovation in controlling contamination in industrial sector (Sumardiyono, 2007).

Moreover, based on many literature consideration and empirical studies as well as focus group discussion, funds allocation mapping and PKBL in PT. Pelindo III (Persero) has agreed on seven criteria. This considers statements from several experts and findings from several empirical researches. Tilt (1994) stated that stakeholders pressure influences CSR exposure, forming corporate image (Branco & Rodriguez, 2006; Cerin, 2002; Fombrun & Shanley, 1990), Juholin (2005), and also influencing or influenced by organization's objectives achievement (Moir, 2001). Choi, et al. (2010) considers physical environment and social factors. While Dowling & Pfeffer (1975) added that a company needs to own a legitimate strategy that can be adopted when they are facing hardships on their legitimacy or when they see gaps in their legitimacy. There is a contradiction however that CSR can be seen as business orientation (Silberhorn & Warren, 2007). By this, PT. Pelindo III (Persero) needs to consider company's reputation aspect as well as conflict potency, income contribution, manpower absorption, business opportunity, region economy growth and even distribution.

III. RESEARCH METHODOLOGY

Methods used in this study is survey method which is by giving away questionnaire to managers and the implementers of PKBL PT. Pelindo III (Persero) on seven provinces in Indonesia. The type of this research is descriptive research because it was meant to obtain

the description on (1) program mapping from corporation operation region is 9 PKBL distributor branches based on the criteria of company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and event distribution, (b) decision making of funds allocation based on set criteria, (2) determining the amount of PKBL based on priority scale and needs based on set criteria with the result of this study, it is hoped that there will be a built data and information system as a foundation for strategic planning of PKBL PT. Pelindo III (Persero) to help local authority in formulating many development policies in regions. The population is all managers and implementers staff PKBL PT. Pelindo III (Persero) from seven provinces in Indonesia. Sample used in this research is part of population with relative characteristics and is considered able to represent the population. Sampling technique used in this study is stratified random sampling which is a technique where the samples are taken from population by observing each stratum in population (Hair et al., 1995). The amount of samples in this study is 60 respondents originated from managers and implementers of PKBL PT. Pelindo III (Persero) in 9 PKBL distributor branches. Statistic technique in this research is Analytical Hierarchy Process (AHP). The use of AHP is requiring logic consistency in making comparison between criteria (Anderson et al., 2005: 2003). From consistency calculation result, it is known that value of $CR < 0.10$, so the comparison between criteria has

fulfilled logic consistency requirement. Thus, the validity of this research's result is accountable.

IV. RESULTS AND DISCUSSION

This sub chapter will discuss on 60 data that has been gathered. Next is descriptive analysis with AHP technique. Just as known, PT. Pelabuhan III (Persero) is centered in Surabaya. To the day of this research was conducted, the main office still lacks the correct criteria for (1) program mapping from corporation operation region is 9 PKBL distributor branches based on the criteria of company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economy growth, and event distribution, (b) decision making of funds allocation based on set criteria, (2) determining the amount of PKBL based on priority scale and needs based on set criteria. Hence why this research is important. There are nine PKBL distributor branches of PT. Pelindo III (Persero): Tanjung Perak, Tanjung Intan, Banjarmasin, Tanjung Wangi, Benoa, Kupang, Sampit and Lembar.

a) Pair Wise Comparison Between Criteria

This research used two data input categories for the implementation of AHP method which is pair wise comparison matrix between criteria and pair wise comparison of each alternative for each criteria. The matrix can be seen in the following Table 1.

Table 1 : Matrix of Pair wise Comparison between Criteria

	Criteria	Reputation	Man Power absorption	Conflict Potency	Branch Income Contribution	Branch business opportunity	Region economy Growth	Distribution	Total	Mean
1	Reputation	1	5	3	0,143	0,2	1	1	11,34	1,62
2	Man power absorption	0,2	1	0,333	0,143	0,333	1	0,2	3,21	0,46
3	Conflict Potency	0,33333333	3	1	5	3,000	1	3	16,33	2,33
4	Branch Income Contribution	7	7	0,2	1	7	5	7	34,20	4,89
5	Branch Business Opportunity	5	3	0,3333333	0,1428571	1	1	0,2	10,68	1,53
6	Region economy Growth	1	1	1	0,2	1	1	5	10,20	1,46
7	Distribution	1	5	0,3333333	0,1428571	5	0,2	1	12,68	1,81
		15,53333333	25	6,2	6,7714286	17,53333333	10,2	17,4	98,64	14,09

i. Criteria Valuation

Criteria valuation is used to determine which criteria is the most significant. This is done by dividing each comparison value with total value. Data input is matrix of pair wise comparison between criteria. Matrix of value between criteria is presented in Table 2. This matrix is arranged by assuming that the amount of value from all criteria is 1 or 100%. Criteria with the highest score is the one with the highest priority.

Table 2 : Matrik of Value Between Criteria

Criteria	Reputattion	Manpower absorption	Conflict Potency	Branch Income contribution	Branch opportunity business	Region Economic Growth	Distribution	Total	Mean
Reputation	0,064378	0,2	0,483871	0,021097	0,011407	0,098039	0,057471	0,93626	0,13375
Manpower absorption	0,012876	0,04	0,053763	0,021097	0,019011	0,098039	0,011494	0,25628	0,03661
Conflict potency	0,021459	0,12	0,16129	0,738397	0,171103	0,098039	0,172414	1,48270	0,21181
Branch Income Contribution	0,450644	0,28	0,032258	0,147679	0,39924	0,490196	0,402299	2,20232	0,31462
Branch Opportunity business	0,321888	0,12	0,053763	0,021097	0,057034	0,098039	0,011494	0,68332	0,09762
Region Economic Growth	0,064378	0,04	0,16129	0,029536	0,057034	0,098039	0,287356	0,73763	0,10538
Distribution	0,064378	0,2	0,053763	0,021097	0,285171	0,019608	0,057471	0,70149	0,10021
	1	1	1	1	1	1	1	7,00000	1,00000

From the matrix of value between criteria, it is known that income contribution criteria received highest proportion with the value of 0.31462 or 31.46%. this shows that income contribution criteria is considered the most important/significant and with its high value (close

to 50%), experience factor may also be considered as a decisive selecting factor of PKBL funds allocation. Meanwhile, manpower absorption gained the lowest value of 3.66%.

Table 3 : Matrix of Pairwise Comparison Between Branches on Reputation Criteria

Reputation	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	7	5	6	5	6	7	6	8
Tanjung Emas	0,142857143	1	0,2	0,333	0,33333333	0,33333333	1	0,33333333	3
Tanjung Intan	0,2	5	1	3	1	0,2	4	3	5
Banjarmasin	0,166666667	3	0,33333333	1	1	0,33333333	3	5	3
Tanjung Wangi	0,2	3	1	1	1	0,33333333	5	1	3
Benoa	0,166666667	3	5	3	3	1	5	5	7
Kupang	0,142857143	1	0,25	0,33333333	0,2	0,2	1	0,33333333	1
Sampit	0,166666667	3	0,33333333	0,2	1	0,2	3	1	3
Lembar	0,125	0,333333333	0,2	0,33333333	0,33333333	0,14285714	1	0,33333333	1
Total	2,310714286	26,333333333	13,316667	15,2	12,86666667	8,74285714	30	22	34

b) Comparison Of Relative Value Between The Alternatives For Each Criterion

After the value between criteria is known, next step is arranging matrix of relative value comparison between criteria for each PT. Pelindo III (Persero) branches. There are 9 branches with 7 criteria, so that means there are valuations on 9 alternatives and 7 criteria. This valuation focused on determining how significant each PT. Pelindo III (Persero) branches are

as PKBL distributors. On a scale of 1 to 9, with 9 as the highest number showing that the branch is seen as the most able and takes the highest position to fulfill the criteria more than any other branches. The first step is by giving comparison on alternative in every criteria and then determining the value. Respectively as following:

i. Reputation

Table 4 : Matrix of Alternative Value on Reputation Criteria

Reputation	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Jumlah	mean
Tanjung Perak	0,432767	0,265823	0,375469	0,394737	0,388601	0,686275	0,233333	0,272727	0,235294	3,285026	36,50%
Tanjung Emas	0,061824	0,037975	0,015019	0,02193	0,025907	0,038126	0,033333	0,015152	0,088235	0,3375	3,75%
Tanjung Intan	0,086553	0,189873	0,075094	0,197368	0,07772	0,022876	0,133333	0,136364	0,147059	1,066241	11,85%
Banjarmasin	0,072128	0,113924	0,025031	0,065789	0,07772	0,038126	0,1	0,227273	0,088235	0,808227	8,98%
Tanjung Wangi	0,086553	0,113924	0,075094	0,065789	0,07772	0,038126	0,166667	0,045455	0,088235	0,757564	8,42%
Benoa	0,072128	0,113924	0,375469	0,197368	0,233161	0,114379	0,166667	0,227273	0,205882	1,706251	18,96%
Kupang	0,061824	0,037975	0,018773	0,02193	0,015544	0,022876	0,033333	0,015152	0,029412	0,256818	2,85%
Sampit	0,072128	0,113924	0,025031	0,013158	0,07772	0,022876	0,1	0,045455	0,088235	0,558527	6,21%
Lembar	0,054096	0,012658	0,015019	0,02193	0,025907	0,01634	0,033333	0,015152	0,029412	0,223846	2,49%
Total	1	1	1	1	1	1	1	1	1	9	1

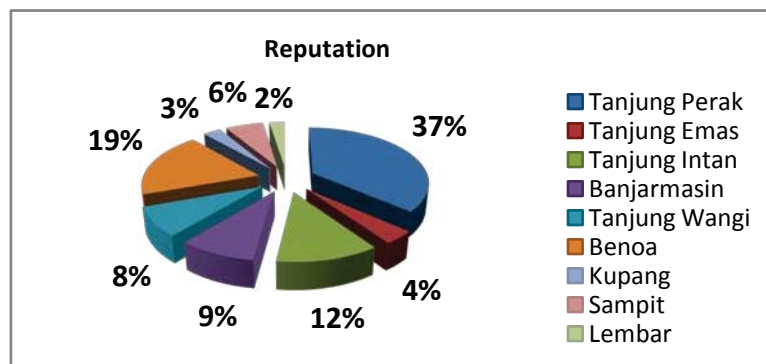


Figure 1 : PKBL Funds Allocation based on Reputation

Based on Table 3 and Figure 1. It is known that to influence PT. Pelindo III (Persero) reputation in society's mind, the best alternative is by allocating PKBL through Tanjung Perak branch, next is Benoa and

Tanjung Intan while the last are Kupang and Lemar. This respondents assessment shows the existence of high level of trust on Tanjung Perak especially in terms of corporate image in society's mind.

Table 5 : Matrix of Pairwise Comparison Between Branches on Manpower Absorption Criteria

Manpower absorption	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	1	3	3	5	3	5	5	7
Tanjung Emas	1	1	3	3	5	1	5	5	5
Tanjung Intan	0,333333333	0,333333333	1	0,3333333	3	0,333333333	3	3	3
Banjarmasin	0,333333333	0,333333333	3	1	5	1	3	3	3
Tanjung Wangi	0,2	0,2	0,3333333	0,2	1	0,333333333	3	1	0,3333333
Benoa	0,333333333	1	3	1	3	1	5	3	1
Kupang	0,2	0,2	0,3333333	0,3333333	0,333333333	0,2	1	1	0,3333333
Sampit	0,2	0,2	0,3333333	0,3333333	1	0,333333333	1	1	0,3333333
Lembar	0,142857143	0,2	0,3333333	0,3333333	3	1	3	3	1
Total	3,742857143	4,466666667	14,3333333	9,53333333	26,33333333	8,2	29	25	21

This phenomenon happens because there are many PKBL programs allocated in Tanjung Perak are succesful and left impression in society so that the image of PT. Pelindo III (Persero) in the society of Surabaya and Sidoarjo is very high. Meanwhile for Benoa and Tanjung Intan are also seen as hardworking branches in increasing the reputation of PT. Pelindo III

(Persero) especially Benoa that always ready to accept foreign tourists to bali by ship. While Tanjung Intang prefers good image so it will influence PT. Pelindo III (Persero) viability to exist in servicing customers.

ii. Manpower Absorption

Table 6 : Matrix of Alternative Value on Manpower Absorption Criteria

Manpower absorption	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,267176	0,223881	0,209302	0,314685	0,189873	0,365854	0,172414	0,2	0,3333333	2,276518	25,29%
Tanjung Emas	0,267176	0,223881	0,209302	0,314685	0,189873	0,121951	0,172414	0,2	0,238095	1,937377	21,53%
Tanjung Intan	0,089059	0,074627	0,069767	0,034965	0,113924	0,04065	0,103448	0,12	0,142857	0,789298	8,77%
Banjarmasin	0,089059	0,074627	0,209302	0,104895	0,189873	0,121951	0,103448	0,12	0,142857	1,156013	12,84%
Tanjung Wangi	0,053435	0,044776	0,023256	0,020979	0,037975	0,04065	0,103448	0,04	0,015873	0,380392	4,23%
Benoa	0,089059	0,223881	0,209302	0,104895	0,113924	0,121951	0,172414	0,12	0,047619	1,203045	13,37%
Kupang	0,053435	0,044776	0,023256	0,034965	0,012658	0,02439	0,034483	0,04	0,015873	0,283836	3,15%
Sampit	0,053435	0,044776	0,023256	0,034965	0,037975	0,04065	0,034483	0,04	0,015873	0,325413	3,62%
Lembar	0,038168	0,044776	0,023256	0,034965	0,113924	0,121951	0,103448	0,12	0,047619	0,648108	7,20%
Total	1	1	1	1	1	1	1	1	1	9	1

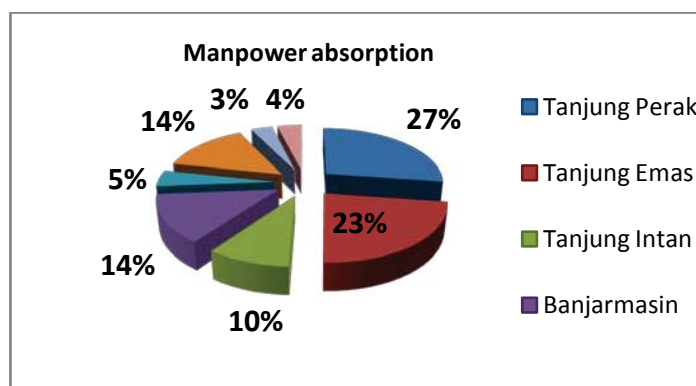


Figure 2 : PKBL funds Allocation based on Manpower Absorption

Table 7 : Matrix of Pairwise Comparison Between Branches on Conflict Potency Criteria

Conflict Potency	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	7	0,2	5	5	8	3	8	7
Tanjung Emas	0,142857143	1	0,33333333	3	3	7	3	5	5
Tanjung Intan	5	3	1	5	7	7	5	7	7
Banjarmasin	0,2	0,33333333	0,2	1	0,33333333	3	0,333333	1	3
Tanjung Wangi	0,2	0,33333333	0,1428571	3	1	3	0,333333	3	3
Benoa	0,125	0,142857143	0,1428571	0,33333333	0,33333333	1	0,142857	1	0,333333
Kupang	0,33333333	0,33333333	0,2	3	3	7	1	3	3
Sampit	0,125	0,2	0,1428571	1	0,33333333	1	0,333333	1	0,333333
Lembar	0,142857143	0,2	0,1428571	0,33333333	0,33333333	3	0,333333	3	1
Total	7,269047619	12,54285714	2,5047619	21,666667	20,3333333	40	13,47619	32	29,66667

Table 8 : Matrix of Alternative Value on Conflict Potency Criteria

Conflict Potency	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,13757	0,558087	0,079848	0,230769	0,245902	0,2	0,222615	0,25	0,235955	2,161	24,01%
Tanjung Emas	0,019653	0,079727	0,13308	0,138462	0,147541	0,175	0,222615	0,15625	0,168539	1,241	13,79%
Tanjung Intan	0,687848	0,23918	0,39924	0,230769	0,344262	0,175	0,371025	0,21875	0,235955	2,902	32,24%
Banjarmasin	0,027514	0,026576	0,079848	0,046154	0,016393	0,075	0,024735	0,03125	0,101124	0,429	4,76%
Tanjung Wangi	0,027514	0,026576	0,057034	0,138462	0,04918	0,075	0,024735	0,09375	0,101124	0,593	6,59%
Benoa	0,017196	0,01139	0,057034	0,015385	0,016393	0,025	0,010601	0,03125	0,011236	0,195	2,17%
Kupang	0,045857	0,026576	0,079848	0,138462	0,147541	0,175	0,074205	0,09375	0,101124	0,882	9,80%
Sampit	0,017196	0,015945	0,057034	0,046154	0,016393	0,025	0,024735	0,03125	0,011236	0,245	2,72%
Lembar	0,019653	0,015945	0,057034	0,015385	0,016393	0,075	0,024735	0,09375	0,033708	0,352	3,91%
Total	1	1	1	1	1	1	1	1	1	9,000	1

From Table 6 and Figure 2, it is known that to fulfill manpower absorption criteria as an impact of PKBL funding, Tanjung Perak is also seen as the best branch with the value of 25.29%. Next is Tanjung Emas (21.59%) and Tanjung Benoa (13.37%) as well as Banjarmasin (12.84%). While for other branches, they are still below 10%.

shows that conflict potency criteria is indirectly related with two previous criteria. So that the selection from Tanjung Perak drastically change to Tanjung Intan if seen from just one criteria. While Benoa and Sampit is still very conducive so there will be non need of large PKBL funds because each of them gained low scores (2.17% and 2.72%).

iii. Conflict Potency

For conflict potency criteria, Tanjung Intan is the most vulnerable branch on conflict potency by 32.24%. This is why if conflict potency aspect is the only criteria to be considered in allocating PKBL funds, Tanjung Intan will have the biggest portion. This assessment

Table 9 : Matrix of Pairwise Comparison Between Branches on Income Contribution Criteria

Income contribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	3	3	3	7	5	7	5	7
Tanjung Emas	0,333333333	1	1	3	5	3	5	3	3
Tanjung Intan	0,333333333	1	1	1	3	3	3	1	3
Banjarmasin	0,333333333	0,333333333	1	1	3	3	5	3	3
Tanjung Wangi	0,142857143	0,2	0,333333333	0,333333333	1	0,333333333	0,333333333	0,333333333	0,333333333
Benoa	0,2	0,333333333	0,333333333	0,333333333	3	1	3	3	1
Kupang	0,142857143	0,2	0,333333333	0,2	3	0,333333333	1	0,333333333	0,333333333
Sampit	0,2	0,333333333	1	0,333333333	3	0,333333333	3	1	1
Lembar	0,142857143	0,333333333	0,333333333	0,333333333	3	1	3	1	1
Total	2,828571429	6,733333333	8,333333333	9,533333333	31	17	30,333333333	17,666666667	19,666666667

This also applies for Lembar and Banjarmasin in which only gained less than 5% value, meaning that these branches are safe. This shows that the use of

PKBL in Tanjung Intan, Perak and Emas will have positive influence on conflict potency in the society.

Table 10 : Matrix of Alternative Value on income contribution Criteria

Income Contribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,353535	0,445545	0,36	0,314685	0,225806	0,294118	0,230769	0,283019	0,355932	2,86341	31,82%
Tanjung Emas	0,117845	0,148515	0,12	0,314685	0,16129	0,176471	0,164835	0,169811	0,152542	1,525995	16,96%
Tanjung Intan	0,117845	0,148515	0,12	0,104895	0,096774	0,176471	0,098901	0,056604	0,152542	1,072547	11,92%
Banjarmasin	0,117845	0,049505	0,12	0,104895	0,096774	0,176471	0,164835	0,169811	0,152542	1,152679	12,81%
Tanjung Wangi	0,050505	0,029703	0,04	0,034965	0,032258	0,019608	0,010989	0,018868	0,016949	0,253845	2,82%
Benoa	0,070707	0,049505	0,04	0,034965	0,096774	0,058824	0,098901	0,169811	0,050847	0,670335	7,45%
Kupang	0,050505	0,029703	0,04	0,020979	0,096774	0,019608	0,032967	0,018868	0,016949	0,326353	3,63%
Sampit	0,070707	0,049505	0,12	0,034965	0,096774	0,019608	0,098901	0,056604	0,050847	0,597911	6,64%
Lembar	0,050505	0,049505	0,04	0,034965	0,096774	0,058824	0,098901	0,056604	0,050847	0,536925	5,97%
Total	1	1	1	1	1	1	1	1	1	9	1

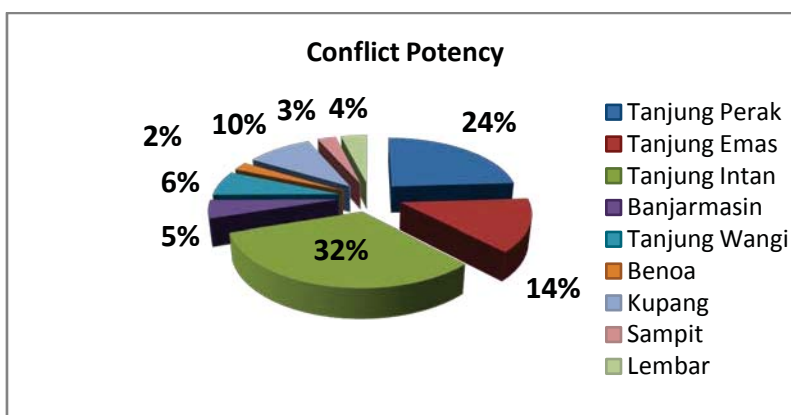


Figure 4.3 : PKBL funds Allocation based on Conflict Potency

iv. *Income Contribution*

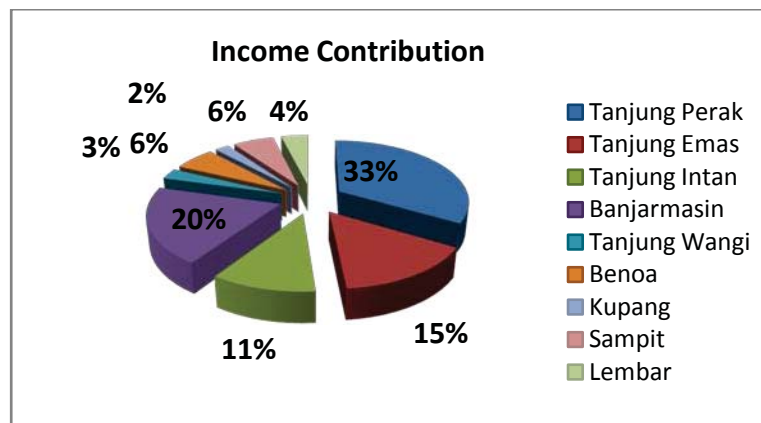


Figure 4.4 : PKBL funds Allocation based on income contribution criteria

For income contribution criteria, Tanjung Perak allocation in Tanjung Perak is very effective in giving once again valued as the best alternative with score of income to PT. Pelindo III although this happens 31.92%. This assessment means that PKBL funds indirectly.

Table 11 : Matrix of Pairwise Comparison Between Branches on Business Opportunity Criteria

Branch business opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	5	7	5	7	5	8	5	9
Tanjung Emas	0,2	1	3	0,2	7	5	7	5	7
Tanjung Intan	0,142857143	0,333333333	1	0,3333333	3	3	7	5	7
Banjarmasin	0,2	5	3	1	7	5	7	5	7
Tanjung Wangi	0,142857143	0,142857143	0,3333333	0,1428571	1	0,2	3	0,33333333	0,333333
Benoa	0,2	0,2	0,3333333	0,2	5	1	3	0,33333333	5
Kupang	0,125	0,142857143	0,1428571	0,1428571	0,33333333	0,33333333	1	0,33333333	1
Sampit	0,2	0,2	0,2	0,2	3	3	3	1	3
Lembar	0,111111111	0,142857143	0,1428571	0,1428571	3	3	1	0,33333333	1
Total	2,321825397	12,16190476	15,152381	7,3619048	36,3333333	25,5333333	40	22,3333333	40,33333

Table 12 : Matrix of Alternative Value on Business Opportunity Criteria

Branch business opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,430696	0,41112	0,461974	0,679172	0,192661	0,195822	0,2	0,223881	0,22314	3,018465	33,54%
Tanjung Emas	0,086139	0,082224	0,197989	0,027167	0,192661	0,195822	0,175	0,223881	0,173554	1,354436	15,05%
Tanjung Intan	0,061528	0,027408	0,065996	0,045278	0,082569	0,117493	0,175	0,223881	0,173554	0,972707	10,81%
Banjarmasin	0,086139	0,41112	0,197989	0,135834	0,192661	0,195822	0,175	0,223881	0,173554	1,791999	19,91%
Tanjung Wangi	0,061528	0,011746	0,021999	0,019405	0,027523	0,007833	0,075	0,014925	0,008264	0,248224	2,76%
Benoa	0,086139	0,016445	0,021999	0,027167	0,137615	0,039164	0,075	0,014925	0,123967	0,542421	6,03%
Kupang	0,053837	0,011746	0,009428	0,019405	0,009174	0,013055	0,025	0,014925	0,024793	0,181364	2,02%
Sampit	0,086139	0,016445	0,013199	0,027167	0,082569	0,117493	0,075	0,044776	0,07438	0,537169	5,97%
Lembar	0,047855	0,011746	0,009428	0,019405	0,082569	0,117493	0,025	0,014925	0,024793	0,353215	3,92%
Total	1	1	1	1	1	1	1	1	1	9	1

This notion is understandable because the portion is close to 50%, while other branches is far behind. Even for 5 branches, they are still below 10%: Tanjung Wangi, Benoa, Kupang, Sampit and Lembar.

v. *Branch Business Opportunity*

Tanjung Perak is seen as the best option with 33.54% value. Next is Banjarmasin (19.9%), Tanjung Emas (15.05%) and Tanjung Intan (10.81%). There is a possibility that because Tanjung Perak has already

received bigger funds than other branches so it will automatically make them to have more experience in seeing new business potency as the effect from PKBL funds allocation in their partnership. This is not the sole possibility, other is that Tanjung Perak is in the second biggest city in Indonesia so it is possible for them to have more business opportunities than other branches.

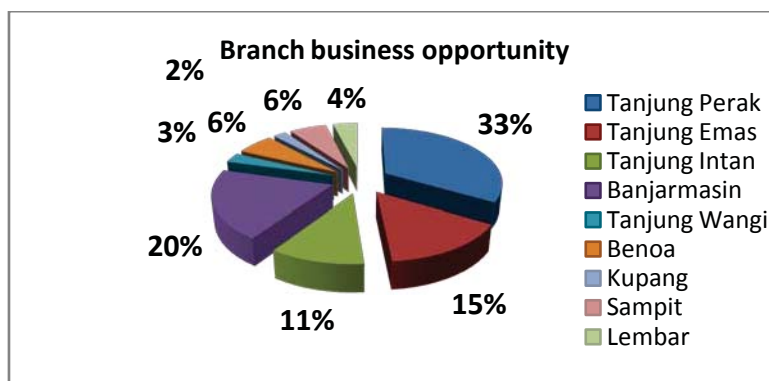


Figure 5 : PKBL Funds allocation based on branch business opportunity

Table 13 : Matrix of Pairwise Comparison Between Branch on Region Economic Growth Opportunity Criteria

Region economic Growth opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	3	5	3	7	3	7	5	8
Tanjung Emas	0,333333333	1	3	0,3333333	5	3	5	3	6
Tanjung Intan	0,2	0,333333333	1	0,2	3	0,33333333	3	0,33333333	3
Banjarmasin	0,333333333	3	5	1	7	3	5	3	5
Tanjung Wangi	0,142857143	0,2	0,3333333	0,1428571	1	0,33333333	0,333333	0,2	0,333333
Benoa	0,333333333	0,333333333	3	0,3333333	3	1	5	0,33333333	3
Kupang	0,142857143	0,2	0,3333333	0,2	3	0,2	1	0,2	0,333333
Sampit	0,2	0,333333333	3	0,3333333	5	3	5	1	5
Lembar	0,125	0,166666667	0,3333333	0,2	3	0,33333333	3	0,2	1
Total	2,810714286	8,566666667	21	5,7428571	37	14,2	34,33333	13,2666667	31,66667

Tabel 14 : Matrix of Alternative Value on Region Economic Growth Opportunity Criteria

Region Economic Growth opportunity	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Jumlah	mean
Tanjung Perak	0,355781	0,350195	0,238095	0,522388	0,189189	0,211268	0,203883	0,376884	0,252632	2,700316	30,00%
Tanjung Emas	0,118594	0,116732	0,142857	0,058043	0,135135	0,211268	0,145631	0,226131	0,189474	1,343864	14,93%
Tanjung Intan	0,071156	0,038911	0,047619	0,034826	0,081081	0,023474	0,087379	0,025126	0,094737	0,504308	5,60%
Banjarmasin	0,118594	0,350195	0,238095	0,174129	0,189189	0,211268	0,145631	0,226131	0,157895	1,811126	20,12%
Tanjung Wangi	0,050826	0,023346	0,015873	0,024876	0,027027	0,023474	0,009709	0,015075	0,010526	0,200732	2,23%
Benoa	0,118594	0,038911	0,142857	0,058043	0,081081	0,070423	0,145631	0,025126	0,094737	0,775402	8,62%
Kupang	0,050826	0,023346	0,015873	0,034826	0,081081	0,014085	0,029126	0,015075	0,010526	0,274765	3,05%
Sampit	0,071156	0,038911	0,142857	0,058043	0,135135	0,211268	0,145631	0,075377	0,157895	1,036272	11,51%
Lembar	0,044473	0,019455	0,015873	0,034826	0,081081	0,023474	0,087379	0,015075	0,031579	0,353215	3,92%
Total	1	1	1	1	1	1	1	1	1	9	1

From table 14 and Figure 6, it is known that based on region economic growth opportunity criteria, Tanjung Perak is the best option with 30% value followed by Banjarmasin (20.12%) and Tanjung Emas (14.9%). Other branches scored lower than 12% which means there are very small amount of PKBL contribution in these branches for region economic growth.

Assessment value close to 50% shows that by allocating PKBL in Tanjung Perak will be trust that there will be more business opportunity to surface as business development of PT. Pelindo III (Persero). This is possible if based on the fact that Tanjung Perak is tested in knowing company's external condition more than other branches so they have the best possibility in getting more opportunities.

vi. Region Economic Growth Opportunity

There is a possibility that because Tanjung Perak has already received bigger funds than other branches so it will automatically make them to have more experience in growing region economic as the effect from PKBL funds allocation in their partnership. This is not the sole possibility, other is that Tanjung Perak is in the second biggest city in Indonesia so the multiplier effect from PKBL funds implementation higher than any other branches. This notion is supported by the data that all other branches is not placed in cities where the industrial area is not as advanced as Surabaya. Assessment value close to 50% shows that by allocating PKBL in Tanjung Perak will influence region economic growth faster and more effective than other branches.

This is probably based on criteria of region economic which is business opportunity where Tanjung Perak got the highest value, this means Tanjung Perak has the

highest value as well for this criteria than other branches.

Table 15 : Matrix of Pairwise Comparison Between Branch on Distribution Criteria

Distribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar
Tanjung Perak	1	0,333333333	0,2	0,3333333	0,2	0,33333333	0,2	0,33333333	0,2
Tanjung Emas	3	1	3	0,3333333	0,33333333	3	0,2	0,33333333	0,2
Tanjung Intan	5	0,333333333	1	3	0,2	0,33333333	0,333333	0,33333333	0,2
Banjarmasin	3	3	0,3333333	1	0,33333333	0,33333333	0,2	0,33333333	0,2
Tanjung Wangi	5	3	5	3	1	3	0,333333	3	0,333333
Benoa	3	0,333333333	3	3	0,33333333	1	0,333333	1	0,333333
Kupang	5	5	3	5	3	3	1	3	3
Sampit	3	3	3	3	0,33333333	1	0,333333	1	0,333333
Lembar	5	5	5	5	3	3	0,333333	3	1
Total	33	21	23,533333	23,666667	8,73333333	15	3,266667	12,333333	5,8

Table 16 : Matrix of Alternative Value on Event Distribution Criteria

Distribution	Tanjung Perak	Tanjung Emas	Tanjung Intan	Banjarmasin	Tanjung Wangi	Benoa	Kupang	Sampit	Lembar	Total	mean
Tanjung Perak	0,030303	0,015873	0,008499	0,014085	0,022901	0,022222	0,061224	0,027027	0,034483	0,237	2,63%
Tanjung Emas	0,090909	0,047619	0,127479	0,014085	0,038168	0,2	0,061224	0,027027	0,034483	0,641	7,12%
Tanjung Intan	0,151515	0,015873	0,042493	0,126761	0,022901	0,022222	0,102041	0,027027	0,034483	0,545	6,06%
Banjarmasin	0,090909	0,142857	0,014164	0,042254	0,038168	0,022222	0,061224	0,027027	0,034483	0,473	5,26%
Tanjung Wangi	0,151515	0,142857	0,212465	0,126761	0,114504	0,2	0,102041	0,243243	0,057471	1,351	15,01%
Benoa	0,090909	0,015873	0,127479	0,126761	0,038168	0,066667	0,102041	0,081081	0,057471	0,706	7,85%
Kupang	0,151515	0,238095	0,127479	0,211268	0,343511	0,2	0,306122	0,243243	0,517241	2,338	25,98%
Sampit	0,090909	0,142857	0,127479	0,126761	0,038168	0,066667	0,102041	0,081081	0,057471	0,833	9,26%
Lembar	0,151515	0,238095	0,212465	0,211268	0,343511	0,2	0,102041	0,243243	0,172414	1,875	20,83%
Total	1	1	1	1	1	1	1	1	1	9	1

vii. Distribution

From Table 16 and Figure 7, it is known that event distribution problem in society, the best alternative is to allocate PKBL funds through Kupang branch, next is Lembar and then Tanjung Wangi, while the last spot is

taken by Tanjung Perak. This shows that there's trust that Tanjung Perk has already gained enough attention from corporate especially regarding PKBL funds allocation.

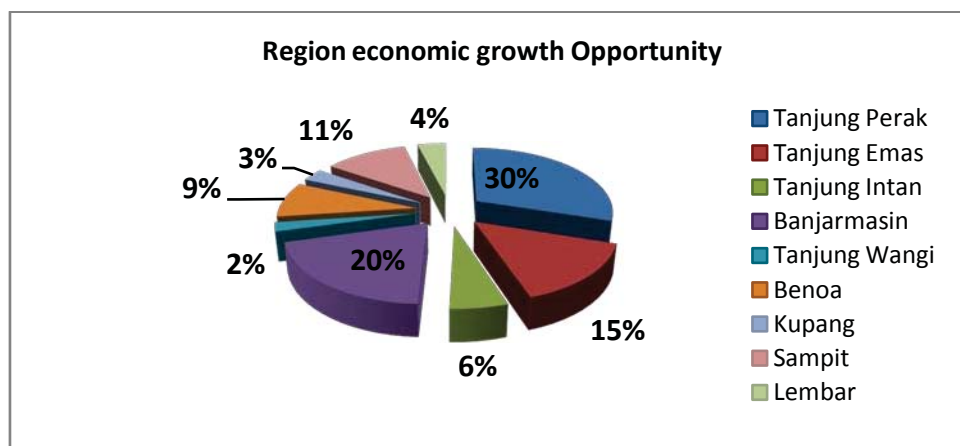


Figure 4.6 : PKBL Allocation Funds based on region economic growth

This phenomenon happens because there are many PKBL programs used by Tanjung Perak so event

distribution I needed for other developing branches especially if they are serving ship.

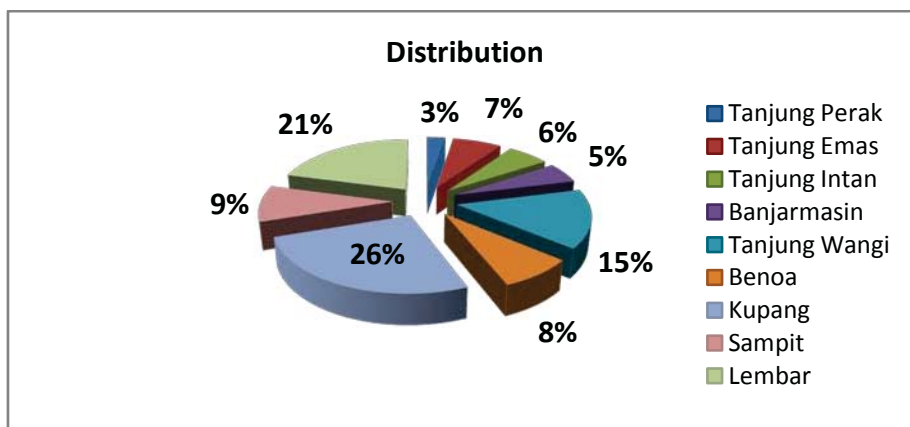


Figure 7 : PKBL Funds Allocation based on event distribution only

While for Tanjung Perak, it also seen by corporate as loaded so transferring experience to other

branches is necessary so the process can be run faster to advance together.

Table 17 : Evaluation Matrix for each branch based on seven criteria simultaneously

Keterangan	reputation	Manpower absorption	Conflict Potency	Contibution Income	Branch Opportunity business	Region economic growth	Distribution	Total	Mean
Tanjung Perak	0,3417	0,0648	0,3560	0,7007	0,2292	0,2213	0,0184	1,9321	27,60%
Tanjung Emas	0,0351	0,0552	0,2044	0,3734	0,1028	0,1101	0,0500	0,9311	13,30%
Tanjung Intan	0,1109	0,0225	0,4781	0,2625	0,0739	0,0413	0,0425	1,0316	14,74%
Banjarmasin	0,0841	0,0329	0,0706	0,2821	0,1361	0,1484	0,0369	0,7911	11,30%
Tanjung Wangi	0,0788	0,0108	0,0978	0,0621	0,0188	0,0165	0,1053	0,3901	5,57%
Benoa	0,1775	0,0343	0,0322	0,1640	0,0412	0,0636	0,0551	0,5678	8,11%
Kupang	0,0267	0,0081	0,1454	0,0799	0,0138	0,0225	0,1823	0,4786	6,84%
Sampit	0,0581	0,0093	0,0404	0,1463	0,0408	0,0849	0,0650	0,4447	6,35%
Lembar	0,0233	0,0185	0,0579	0,1314	0,0268	0,0289	0,1461	0,4329	6,18%
Total	0,9363	0,2563	1,4827	2,2023	0,6833	0,7376	0,7015	7,0000	

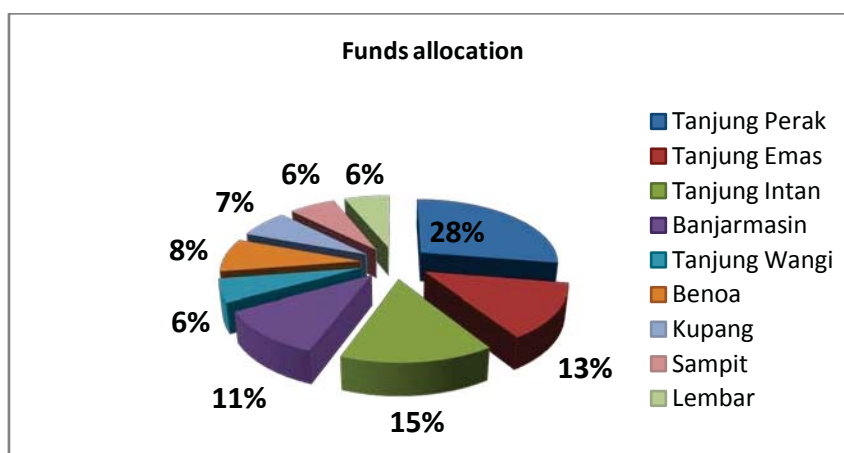


Figure 8 : PKBL funds allocation based on seven criteria simultaneously

Evaluation for Decision Making. Matrix of relative value comparison for each branch in PT. Pelindo III (Persero) as discussed previously is ways in allocating funds for each criterion. Hence the necessity for determining PKBL funds allocation for every branch by seeing the criteria as a whole. This valuation is necessary to determine how capable each branch as PKBL distributor in fulfilling seven criteria simultaneously. The scale is the same. Highest score shows that the branch is the most capable in fulfilling all criteria. The first step is by giving pair wise comparison globally between branch on seven criteria simultaneously.

Table 4.19 : Resume for funds allocation model in each branch of PT. Pelindo III (Persero) based on 7 (seven) criteria

Resume								
	Reputation	Manpower absorption	Conflict Potency	Income Contribution	Business opportunity	Region Economic growth	Distribution	7 (seven) criteria
Tanjung Perak	36,50%	25,29%	24,01%	31,82%	33,54%	30,00%	2,63%	27,60%
Tanjung Emas	3,75%	21,53%	13,79%	16,96%	15,05%	14,93%	7,12%	13,30%
Tanjung Intan	11,85%	8,77%	32,24%	11,92%	10,81%	5,60%	6,06%	14,74%
Banjarmasin	8,98%	12,84%	4,76%	12,81%	19,91%	20,12%	5,26%	11,30%
Tanjung Wangi	8,42%	4,23%	6,59%	2,82%	2,76%	2,23%	15,01%	5,57%
Benoa	18,96%	13,37%	2,17%	7,45%	6,03%	8,62%	7,85%	8,11%
Kupang	2,85%	3,15%	9,80%	3,63%	2,02%	3,05%	25,98%	6,84%
Sampit	6,21%	3,62%	2,72%	6,64%	5,97%	11,51%	9,26%	6,35%
Lembar	2,49%	7,20%	3,91%	5,97%	3,92%	3,92%	20,83%	6,18%
Jumlah	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%

Is totaled, the these branches receive 39% from PKBL total fund. The rest of 28% PKBL fund is allocated to main group (1st class) which consists of Tanjung Perak only. It can be seen that each group has close difference so logically it is appropriate with situation and condition for each branch.

Meanwhile, these are 5 criteria with logical connection from: reputation, income contribution, conflict potency, branch business opportunity, manpower absorption and region economic growth. If a certain branch has a high conflict potency so it will need bigger PKBL fund. If the effect of fund in muffling conflict is on point, it will influence company reputation and increase PT. Pelindo III(Persero) profit, because safe harbour will help the customers feel safe either.

From different perspective, this safe situation will directly help branch business development and also increase region economic growth. Economic increase and business development will be very effective if this branch is in area with rapid economic growth potency, such as Tanjung Perak. This is shown by quantitative analysis result numerically that in these 5 criteria, Tanjung Perak has always been the branch with highest score. The summary for each branch and each criteria can be seen from Table 4.18 and Figure 9

Based on Figure 8, it can be seen that PKBL funds allocation for each branch can be classified into three groups: first group is 3rd class PKBL fund which are: Tanjung Wangi, Benoa, Kupang, Sampit and Lembar (5 branches), where each branch only holds value less than 8% from total PKBL budget by PT. Pelindo III (Persero). If totaled, these branches will only receive 33% from PKBL funds. While the second group is 2nd class for the following branches: Tanjung Emas, Tanjung Intan and Banjarmasin (3 branches), where each branch only holds to 15% or less from PKBL funds.

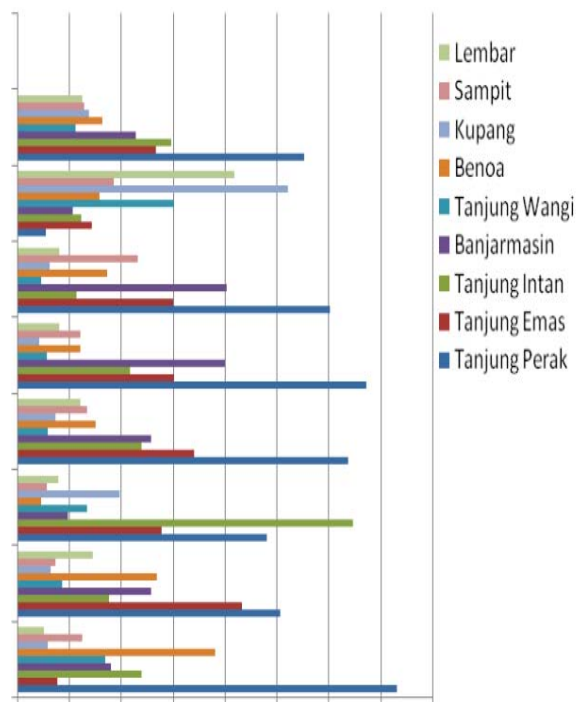


Figure 9 : Summary of PKBL funds allocation for each branch of PT. Pelindo III based on 7 (seven) criteria

V. CONCLUSION

The seven criteria can be used as corporate consideration in decision making for program mapping from corporate operation region based on the criteria of: company reputation, conflict potency, income contribution, manpower absorption, business opportunity, region economic growth, even distribution and decision making of funds allocation based on set criteria.

VI. SUGGESTION

- This research recommends stated owned enterprises in indonesia to base their funds allocation and PKBL programs on beneficial criteria for stakeholders
- PKBL funds allocation pattern must be appropriate with priority and need scales from stakeholders perception
- To gain legitimacy, company may explain their PKBL activity into their annual reports and other company's documents to form corporate image (Branco & Rodrigues, 2006; Cerin, 2002) and to ensure their stakeholders through national/regional/local media such as publicity, social activity, official website and other supporting activy. Abbot & Monsen (1979) stated that social cost needs to be exposed, social cost is beneficial to increase legitimacy and image from investors and employees.
- In terminology of PT. Pelindo III (Persero), PKBL program is a support form towards government effort in creating job demand and pushing national economic growth. It is necessary if PKBL strategy is continuously perfected by sharpening the program focus into two categories: Strategic Program and Responsive Program

VII. LIMITATION

This research is a case study research, hence there are few limitations: (1) the result used primary data with perception measurement, and also originated from one company, (2) this research suffers bias in data interpretation and presenting facts because of author's subjectivity.

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